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MASTER'S THESIS

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MASTER'S THESIS

**EXPLORING SUSTAINABLE HUMAN RESOURCE MANAGEMENT IN THE
HOSPITALITY INDUSTRY**

A CASE STUDY IN THE HOTEL SECTOR IN THE NETHERLANDS

Girona, July 2023

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Acknowledgement

This thesis has been made possible thanks to the support and encouragement of many people.

First of all, I would like to thank my supervisor Dr Silvia Aulet who has given me feedback, support, and advice throughout the entire process of my thesis.

Secondly, I would like to express my gratitude to all participants in the research interviews for their insightful contributions and suggestions regarding the research topic, and the interview process.

I am also grateful to my EMTM classmates and cohort members, who have been always beside me encouraging and motivating me to finish the thesis as well as helping me in data collection, data analysis, and proofreading the thesis. Thanks should also go to Openbare Bibliotheek Amsterdam (OBA) and Nederlandse Spoorwegen (NS) subscription for the great ambience and perfect environment to work on my thesis.

Last but not least, I would be remiss in not mentioning my dad and my aunt who gave me this amazing opportunity to study and experience the EMTM journey and have always virtually supported me during this thesis process.

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LIST OF ABBREVIATIONS

AMO – Ability, Motivation and Opportunity (Theory)

ANVR – Algemene Nederlandse Vereniging van Reisbureaus (The Netherlands Association of Tour Operators)

B2B – Business-to-business

CBS - Centraal Bureau voor de Statistiek (Statistics Netherlands)

CI – Collectivist Identity

CSR – Corporate Social Responsibility

D&I – Diversity & Inclusion

DMO – Destination Management Organization

GB – Green Behaviours

GC – Green Competencies

GHRM – Green Human Resource Management

GV – Green Values

HR – Human Resource

HRM – Human Resource Management

HRSI – Human Resource Satisfaction Index

KSAO – Knowledge, Skills, Abilities, And Other Characteristics

NBTC – Nederlands Bureau voor Toerisme & Congressen Holland (Netherlands Board of Tourism & Conventions)

OC – Organizational Culture

PMZ – Product-oriented Environmental Management (in Dutch)

SDC – Service Delivery Capacity

SDGs – Sustainable Development Goals

SEC – Sustainable Employment Capacity

SHRM – Sustainable Human Resource Management

SQC – Service Quality Capacity

TBL – Triple Bottom Line

Abstract

This study examines the intersection of sustainability and human resource management (HRM) in the hospitality industry, specifically focusing on the hotel sector. While sustainable HRM (SHRM) has received attention in recent years, its application in the hospitality industry remains relatively unexplored. The research aims to provide a comprehensive framework for SHRM from a management perspective in the hotel industry, identifying key practices, and assessing the associated challenges and benefits. A qualitative research approach was adopted, combining primary and secondary data sources through data triangulation. The study was conducted in the Netherlands, known for its advanced sustainability practices in the tourism and hospitality industry. The findings highlight six essential SHRM practices that promote employee well-being, ensure organizational performance and contribute to environmental and societal goals. The research emphasizes the importance of contextual factors in shaping the SHRM framework through the contingency approach and suggests further exploration of SHRM in different settings. Additionally, future research is recommended to employ quantitative methodologies to validate the relationships between SHRM practices and investigate their effects on organizational benefits, environmental impacts, and societal outcomes.

Keywords: human resource management, sustainability, sustainable human resource management, hospitality industry.

1. Introduction

1.1. Rationale

Over the past two decades, there has been an evolving interest in sustainability as well as a growth in measures related to sustainability (Tooranloo et al., 2017). The sustainable development of organizations can be influenced by a variety of elements, including human resources, but this topic has not received much attention from researchers. Not all human resource management (HRM) fields have fully developed, especially the relationship with sustainability, and related disciplines. Various perspectives on sustainability have been given; however, human resource management has received less concern in this area.

Human capital or asset play a pivotal role in driving competitive advantages for organizations in the hospitality and tourism industry, in which products and services are consumed simultaneously. In other words, employees and their behaviours determine service quality and customer satisfaction (Kusluvan et al., 2010). In the hospitality industry, a majority of articles have been discovering the connections between variables in HRM (Pelit & Katircioglu, 2022). HRM strategies are mostly studied as antecedents of organizational

performance on different levels such as employee level, operational level, and organizational level and in this case, organizational performance is mainly measured with customer service (Madera et al., 2017). It was generally concluded that the frontline manager plays the most important role in acting as a bridge between HRM practices and employees. However, the role of HRM practices varies according to different contextual backgrounds (cultural, legal, national, and economic contexts) (Madera et al., 2017).

In terms of academic research, while strategic HRM is the dominant concept in HRM studies, the emerging development of sustainability and sustainable development has generated a new approach in HRM called sustainable human resource management (SHRM) (Kramar, 2014). SHRM goes beyond strategic HRM which not only addresses the financial and economic consequences but also focuses on increasing responsibility with both internal and external involvement to strive for organizational success (Chams & García-Blandón, 2019). Different theories including resource-based view theory, Ability, Motivation, and Opportunity (AMO) theory (Chams & García-Blandón, 2019) and various approaches such as psychological, sociological, strategic, and green approaches have been studied to comprehensively interpret SHRM (De Prins, 2011).

However, SHRM indeed is an emerging concept due to its heterogeneity and complexity although it has been studied for many decades since last century. Recently, a great number of academic research, especially in the hospitality and tourism industry, had paid attention to only green HRM and the environmental aspect, instead of covering all facets of SHRM (Anlesinya & Susomrith, 2020; Karatepe et al., 2022; Pham et al., 2019; Yusoff et al., 2018). On the other hand, some SHRM studies were conducted with limited perspectives, from one stakeholder (Jarlstrom et al., 2018), for instance, or one single factor (employee training) of SHRM (Zhang, et al. 2019). Very few cited documents investigate multidimensional features of SHRM simultaneously (environmental, social, and economic aspects) (Kainzbauer & Rungruang, 2019). While quantitative research with partial least squares structural equation modelling (PLS-SEM) is the most popular methodology in HRM studies in general (Pelit & Katircioglu, 2022) in investigating different antecedent and consequent variables, there is a call to identify the drivers and the barriers to SHRM when taking sustainable business strategies into account (Macke & Genari, 2019).

In brief, there is a huge research gap with regard to the integration of the sustainability concept into HRM as well as a solid understanding of SHRM in the hospitality and tourism industry. Given the existing gap in research concerning both the understanding of SHRM and the methods employed, this study endeavours to examine the SHRM concept through a managerial lens using qualitative techniques and content analysis. The primary objective is to construct a concrete SHRM framework applicable to the hospitality sector, illustrated by means of a case study in the Netherlands. Additionally, this research aims to pinpoint fundamental SHRM principles and practices in the realm of hotels, assess the perceptions and attitudes of hotel managers regarding SHRM, scrutinize the advantages and

impediments linked to SHRM implementation, and consequently, furnish suggestions for enhancing the integration of SHRM methodologies within the hotel business.

An in-depth study of SHRM strives to not only identify SHRM practices but also illustrate stimulus and roadblocks of SHRM for better execution. Data triangulation is also implemented in this study combining both primary and secondary data for cross-validation from various data sources to increase the validity and reliability of the research and provide a comprehensive analysis of SHRM. Regarding the research context, the Netherlands is chosen since its dynamic patterns of economic growth and structural change make it a compelling case study for long-term research on human well-being and sustainable development (Lintsen et al., 2018). In addition, the convenience and the ease of access in the sense of geographical setting for the researcher who is based in the Netherlands would make it easier to collect data as well as to analyze the data by reducing the number of variables affecting the key practices of SHRM when all scenarios would be operating in a comparable cultural and institutional setting (Long et al., 2018).

1.2. Research question

The following research question will be studied:

How is sustainable human resource management conceptualized in the hotel industry from the management levels' perspectives? A case study of 4- and 5-star hotels in the Netherlands

1.3. Structure

A brief rationale of SHRM has been discussed in the first chapter of the research with the research gap and the according objectives of the study. Following is the second chapter, the literature review, which aims to outline the academic ideas of SHRM from the general concept including sustainability and human resource management to the particular academic understandings of SHRM and the contextual background in the hospitality and tourism industry. A theoretical picture of SHRM is extensively depicted in this second chapter bridging the initial rationale and the research findings.

The third chapter explains the methodology with the epistemology and ontology framework for the research producing a holistic research paradigm. Besides, research design, qualitative method with surveyed questionnaires, data analysis, research process, and methodology limitation are also addressed in this chapter.

In the fourth chapter, the case study of the Netherlands is presented with the academic and practical reviews regarding sustainability in the hospitality and tourism industry in the

Netherlands aiming to conceptualize the research findings and illustrate the practical application of the SHRM concept.

The fifth chapter is the results and discussion to discover the essential factors of SHRM and their relationships with each other in order to establish SHRM from the Dutch management levels' viewpoints in the hotel industry. The results provide a comprehensive SHRM framework with the individual roles of each factor and their collective interaction in constructing the SHRM understanding. The discussion is also presented in this chapter providing the integration between the results and theoretical models and concepts in the literature review as well as the benefits and barriers of SHRM. Moreover, the contingency approach is also elucidated in this section to highlight the importance of contextual background in framing the SHRM concept.

Lastly, the conclusion summarizes the research objectives, critical results with limitations and corresponding recommendations for future research.

2. Literature review

2.1.Sustainability

Even though some argued that sustainability was rooted in environmental protection, Portney (2015) believed that sustainability is beyond the usual ecological protection meaning focusing on the long-term outcomes. Sustainability ensures the stable condition of the Earth to support human needs and generate economic growth while preserving human and natural resources. In general, sustainability emphasizes ecological viewpoints but also connects to human and economic development. The most common model of sustainability is the three Es representing the environment, economic, and equity or social equity, which was recognized by the 2005 United Nations World Summit (Caradonna, 2014). Sustainability, in this sense, is only achieved when environmental protection, economic development, and equity happen simultaneously (Portney, 2015). Sometimes, the fourth 'E' is also added to describe the important role of education in sustainable development (Caradonna, 2014).

On the one hand, sustainability or particularly sustainable development is described as the capability of a system to recover from shocks and pressure and embrace a stable condition (Scoones, 2007). In other words, sustainability implies epistemic communities of common understanding and commitment regarding environmental and economic growth. On the other hand, Nikolaou et al. (2021) indicated that both sustainability and sustainable development are treated sometimes identically and sometimes differently. Nikolaou et al. (2021) argued that sustainability concentrates on the economic direction while sustainable development is more related to social and environmental orientations. Meanwhile, based on the system theory, sustainability is defined as a dynamic equilibrium of the correlation between the carrying capacity of a system and its population to optimize its potential development

without generating negative effects on the carrying capacity on which it depends (Ruggerio, 2021). Sustainability is also studied with the triple bottom line (TBL) model focusing on efficiency and improving three pillars – economic, environmental, and social without producing adverse effects on any other pillars (Negri et al., 2021).

According to Thiele (2016), sustainability's definition has different layers evolving constantly. Sustainability has been widely defined as addressing current requirements without jeopardizing long-term welfare. Although it's a sufficient definition, it fails to address the fundamental issues of whose needs are being satisfied and whose long-term welfare is at risk. Indeed, sustainability definition should be extended to concern beyond the directly-related stakeholders including the welfare of participants who are influenced as well. Since humans live in an interconnected world, sustainability also considers the long-term and global effects of human activities, connections, and institutions with an extensive awareness of time and place. In other words, sustainability requires change equally related to conservation and creativity. To be successful in the conservation effort, people must adapt to an agile world. Nevertheless, the change should be promoted within a certain limited scope and in a reasonable amount of time. Therefore, in this case, the sustainability definition is extended in the sense that sustainability is the discipline of meeting present needs without compromising future welfare by simultaneously maintaining the core principles and connections, and controlling the scope and pace of change. The importance of change and adaptation also reinforces the conventional understanding of sustainability with three main pillars (society, ecology, and economy) by adding the fourth pillar 'cultural creativity'. This fourth component emphasizes the necessity of initiating and adapting to change behaviours, interactions, and institutions for long-lasting existence and long-term outcomes.

Nonetheless, the interpretation of the term sustainability differs depending on different areas of knowledge, global or regional scales, and geographical dimensions, demonstrating its specialization and heterogeneity (Ruggerio, 2021). Due to its complexity and heterogeneity, one of the biggest challenges for organizations to adopt sustainable development is the progress from theory to practice and from ideals to practical outcomes (Scoones, 2007).

During the pandemic, sustainable development has become more popular showing an upward trend in academic research. More and more researchers pay attention to the impacts of Covid-19 on sustainable development (Wang & Huang, 2021). Before Covid-19, some significant sustainability challenges were highlighted in academic research comprising the lack of measurement framework for sustainability, monitoring sustainability performance, creating sustainable industry 4.0, and development of innovations and technology. After Covid-19, sustainability has been pictured as a more intricate concept requiring the simultaneous integration of three pillars, in other words, integrated sustainability (economic, social, and environmental pillars) (Ranjbari et al., 2021). In general, the pandemic has undeniably threatened the achievement of Sustainable Development Goals (SDGs) while it also creates opportunities to restructure and develop SDGs such as climate change, life below

water, life on land due to the significant decrease in tourism, commercial fishing, and marine traffic in general (Hörisch, 2021).

2.2.Sustainability in the tourism and hospitality industry

Sustainability in the tourism industry has diverse conceptual approaches with different key emphases mainly including economic, environmental, and social responsibilities (Sørensen & Grindsted, 2021). In detail, different actors prioritize different parameters of sustainability. Small tourism entrepreneurs such as volunteer organizations or semi-public businesses, for example, perceive the importance of economic sustainability but their activities are not related to profit. They consider social sustainability as a central concern but focus on providing equal access to nature for people. Environmental sustainability, on the other hand, is considered primary to all actors. Meanwhile, for large tourism entrepreneurs, sustainability is directly associated with not only economic sustainability but also economic resources or environmental sustainability, in other words.

Since sustainability is an emerging term and has not been studied comprehensively in the hospitality and tourism industry, Molina-Collado et al. (2022) have identified some key research themes evolving from 1994 to 2020. There are four main sustainability topics in the industry for the last few decades including (1) sustainable behaviour and environmental sustainability, (2) consumption, demand and economic growth, (3) tourism development and strategies, and (4) rural tourism, poverty, ethics, and education. These four themes indeed have different subthemes developing diversely into several topics from time to time depending on the contextual changes, especially, after 2015 when the Paris Climate Conference and 2030 SDGs get approved, it has created a significant milestone for sustainability in hospitality and tourism. In the sustainable behaviour and environmental area, for instance, certain simple themes were scrutinized before 2015 such as sustainable attitudes, satisfaction, Corporate Social Responsibility (CSR), and biodiversity conservation. Meanwhile, after 2015, a couple of theories consisting of the social exchange theory and the norm activation theory has been linked to explain sustainable attitudes and pro-environmental behaviours, respectively.

Sustainability is a complicated nexus at both global and local levels explained by three traditions called the resource-based tradition, the activity-based tradition, and the community-based tradition to elucidate the sustainability concept in the tourism industry (Saarinen, 2006). Under the concept of the limits of growth, the resource-based tradition contemplates the limit of natural resources and the need to protect nature as well as local culture; the activity-based tradition emphasizes the significance of respecting both present and future development; the community-based tradition refers to the engagement of all relevant actors such as host communities in the development (Saarinen, 2006).

From residents' attitudes, environmental sustainability, long-term planning, and community participation are three main elements of sustainable tourism (Choi & Murray, 2010). In particular, long-term planning and environmental sustainability play pivotal roles in sustainable tourism to lessen the negative impacts and reinforce the positive effects for future development. The planning process requires the participation and involvement of all residents and stakeholder groups indicating the community stakeholder as the most important group in the development. In brief, sustainability in tourism requires understanding and collaboration from both organizations and tourists as well as related stakeholders (Streimikiene et al., 2021). Sustainable development in tourism is regarded as an innovation driver to support companies to achieve greater productivity and generate economic growth while committing to environmental protection (Elmo et al., 2020). Similarly, Streimikiene et al. (2021) also confirmed that sustainable tourism development is closely related to competitiveness due to the increase of innovation in business operations.

The dynamic of sustainability in tourism is not only reflected through theories, traditions, and stakeholders' perspectives but also demonstrated through several emerging tourism concepts such as regenerative tourism, justice tourism, alternative tourism, conscious tourism, etc. Regenerative tourism, for instance, is developed from the sustainable development model by placing tourism activities as catalysts enhancing the capabilities of localities, communities, and visitors to function in synergy with interconnected social-ecological systems. Consequently, regenerative tourism corresponds with the principles of the regenerative development paradigm even though it shares some similarities with the sustainable development model (Bellato et al., 2023). While sustainable tourism predominantly views tourism as an industry and leans toward top-down, standardized, and isolated interventions, regenerative tourism takes into account the unique characteristics of specific places and emerges collaboratively within those contexts. Similarly, in the 1980s, alongside the concepts of heritage preservation and sustainable development, emerged the notion of alternative tourism (Butler, 1980). This form of tourism aims to minimize negative impacts on destination areas and their inhabitants while maintaining beneficial economic outcomes. Alternative tourism encompasses types of travel that align with the principles of nature, society, and local communities, fostering positive and meaningful engagement between local and tourists, resulting in mutually enjoyable and valuable interactions (Sindiga, 1999).

Although sustainability in tourism is always defined positively, the fact that sustainability and tourism development do have contradictions in terms (Gössling, 2003). From an economic perspective, tourism has significantly raised local income. However, it has also driven a focus on individual gains and weakened kinship bonds, promoting the abandonment of traditional resource utilization methods, contributing to the commercialization of local natural resources, and spreading the notion that these resources can easily be substituted with imports. Despite these consequences, on the one hand, tourism development is often perceived positively and as a sustainable approach. On the other hand, in a world with finite

resources and restricted room for continual expansion, this pattern cannot be maintained in a sustainable manner.

The Covid-19 outbreak has imposed new challenges for sustainable tourism development. Even though the pandemic seems to create short-term environmental benefits, it has produced devastating effects on economies and societies throughout the world such as the permanent loss of human resources in the tourism industry (Jones & Comfort, 2020). Tourism organizations currently need to make their products more resilient to prepare for future catastrophes (Streimikiene et al., 2021). Since then, resilience has become a salient theme in sustainability narratives addressing how to positively respond to adversity (Jones & Comfort, 2020). After the pandemic, a major change in consumer choice, destination availability, and regulatory change should be taken into consideration for sustainable tourism development (Streimikiene et al., 2021). On the other hand, Abdelmoety et al. (2022) described sustainability as a survival strategy for the tourism and hospitality industry.

In tourism and hospitality, in general, the interpretation and implementation of sustainability are limited since a vast majority of academic research discussed only the ecological or green aspect of sustainability while only a few articles paid attention to economic and social attributes (Higgins-Desbiolles et al., 2019). Sakshi et al. (2019), for instance, confirmed that sustainability policy and training aspects have significant impacts on sustainability practices in hospitality organizations; however, sustainability, in this case, only addressed the environmental side. It is highly recommended to address sustainability in the hospitality and tourism industry with integrated, holistic, and practical approaches covering all facets of sustainability.

Moreover, despite the significant contributions made to date by academics, decision-makers, and industry professionals, sustainability actions for the hospitality and tourism sectors should continue to advance because the sustainability peculiarities in these sectors are erratic and reflect a dynamic ecosystem (Lim, 2016). More precisely, it's important to discover and establish methods that support the continuity of sustainability projects, deal with unsolved sustainability concerns, and drive the industry towards greater sustainability.

2.3.HRM in the tourism and hospitality industry

The term human resource (HR) began in the early 20th to depict the human relations movement (Obedgiu, 2017). In the business operation, HR is briefly accountable for employee experience during their entire employment starting from recruiting and selecting to assessment, performance appraisal and also employee termination. HR also ensures legal compliance with labour laws as well as health, safety, and security (Obedgiu, 2017). Consequently, researchers started documenting HR as strategic management of the workforce creating business value with a variety of functions.

Later on, the term strategic HRM has grown since the 1980s implying the importance of HRM to organizational effectiveness (Boxall & Purcell, 2000). Strategic HRM consists of a diversity of intricate models and processes with multilevel theorizing, which is called for understanding and embracing the external environment to comprehend the relationship between employees and organizations (Wright et al., 2018); flexible practices, for instance, should be generated to match with the changing working environment.

The global hospitality and tourism sector currently accounts for approximately 10% of the global labour force (Burke, 2018). With tourism projected to continue expanding, the number of travellers is expected to rise as well. Hence, a scarcity of skilled managers is anticipated, coinciding with the necessity to cater to the increasingly diverse preferences of future customers. Technological advancements and shifting customer demographics will progressively present huge challenges for hospitality establishments. Especially when most of the HRM concerns of tourism and hospitality organizations are frequently focused on short-term solutions like recruitment, selection, and basic training instead of concentrating on longer-term which could potentially offer current employees more opportunities for career development (Nickson, 2013). Additionally, since tourism and hospitality firms use non-unique skills which are easily accessible in the external labour market, the industry tends to rely on a relatively weak internal labour market. Consequently, in this setting, HRM procedures are set up in a reasonably simple way. Nonetheless, it is important to recognize that HRM indeed is a sophisticated concept and plays a crucial role in shaping the success of organizations within the hospitality and tourism industry.

Since services are produced and consumed at the same time, tourism organizations, specifically hospitality businesses, depend majorly on employees to maintain customer satisfaction and loyalty (Pelit & Katircioglu, 2022). Similarly, Kusluvan et al. (2010) also confirmed that employees determine competitive advantages and firm performance. However, due to the diverse types of tourism and hospitality organizations, there is no one-size-fits-all HRM approach. Instead, HRM practices should be tailored to a specific category of hospitality organization or even a specific level of employees within the same organization (Kusluvan et al., 2010). Pelit and Katircioglu (2022), for example, underlined a long-term learning environment and employee collaboration in HRM practices. Long-term HRM strategies and their advantages have been identified including improving regional economic stability, personnel enhancement, employee retention, and lowering business expenses (Pearlman & Schaffer, 2013).

Meanwhile, Barlett et al. (2016) highlighted the crucial role of HR planning in the success of hospitality and tourism organizations although it has not been widely applied. Furthermore, owing to the seasonality characteristic, casualization and outsourcing are becoming the main methods of employment in the tourism and hospitality industry (Davidson et al., 2011). Aligned with this point, training and development as well as service quality are among the most challenging issues in the hospitality HRM. Nevertheless, it is

undeniable that external environment and contextual factors have major impacts on HRM and might generate some challenges, which require collaborative responsibilities from both private sectors and public authorities to address (Bartlett et al., 2016; Baum, 2012).

2.4.Sustainable HRM

In order to achieve sustainability, companies should pay attention to operation management capabilities and HRM (Wilkinson et al., 2001). Indeed, operation and environment management and HR policies complement each other to together attain sustainability. HR sustainability, according to Wilkinson et al. (2001), requires a holistic and integrated approach to not only value human capabilities but also promote and regenerate their values to reinforce the organization's development as well as the relationship between employees and the organization. HRM researchers, consequently, have begun to investigate the contribution of HRM to sustainable results and created the term sustainable HRM (Kainzbauer & Rungruang, 2019). SHRM is described as the management of HR to fulfil the requirements of the organization and community in the present moment without compromising the capacity to satisfy the demand in the future (Mariappanadar, 2003). SHRM strategy aims to maximize the efficiency of organizations' HR while taking into account the impacts on society and government. SHRM's strategy in the case of downsizing is sustaining productivity and profitability while ensuring the least negative possible consequences on the community and government.

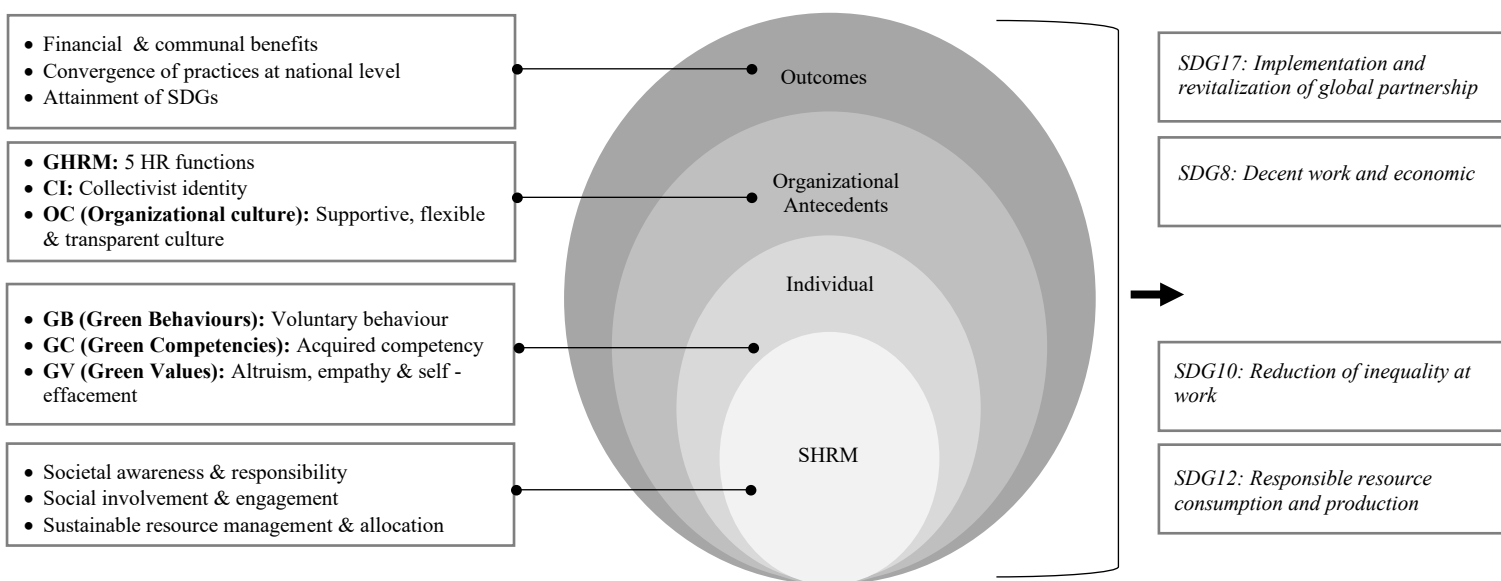
As an emerging concept, SHRM has three 'waves of research': SHRM, in the first wave, was related to long-term or sustainable HR work systems regarding economic, social, and environmental elements; SHRM, later in the second wave, was comprehensively studied with the notion of sustainability and numerous HR issues; in the third wave, SHRM was elucidated in a broader interpretation but instead of exploring all dimensions of SHRM, HRM scholars tended to investigate one attribute correlated to or conceded other aspects (Kainzbauer & Rungruang, 2019). Following the first wave of SHRM definition, Tooranloo et al. (2017) confirm that SHRM is an important factor in environmental, social, and economic management balancing between these three settings and other external settings. SHRM can reinforce the employees' and managers' perspectives in terms of reducing environmental problems. Beyond the environmental standpoint, SHRM also addresses the economic pillar by saving financial resources and consequently increasing organizational revenue. Regarding social management, SHRM ensures the improvement of the well-being of the current and future workforce by creating a healthy work-life balance, improving quality of life, and decreasing inequalities.

Even though SHRM has been studied for many decades, it still remains an intricate and heterogeneous concept. SHRM, according to Chams and García-Blandón (2019), acts as an instrument to operationalize sustainability concepts into business applications. SHRM plays a role in motivating employees to engage in sustainable behaviours by taking part in firms'

environmental and social projects (Pellegrini et al., 2018). Employees' involvement with the organization's sustainability goals was impacted by their sense of connection and commitment to change for sustainability, which was encouraged by SHRM practices such as internal sustainability focus, training, awards, and supervisory assistance.

SHRM was also interpreted with the resource-based view theory to bridge the connection between sustainability and HRM as well as the AMO (Ability, Motivation & Opportunities) theory to highlight the relationship between human capital and sustainability organization performance (Chams & García-Blandón, 2019) (Figure 1.).

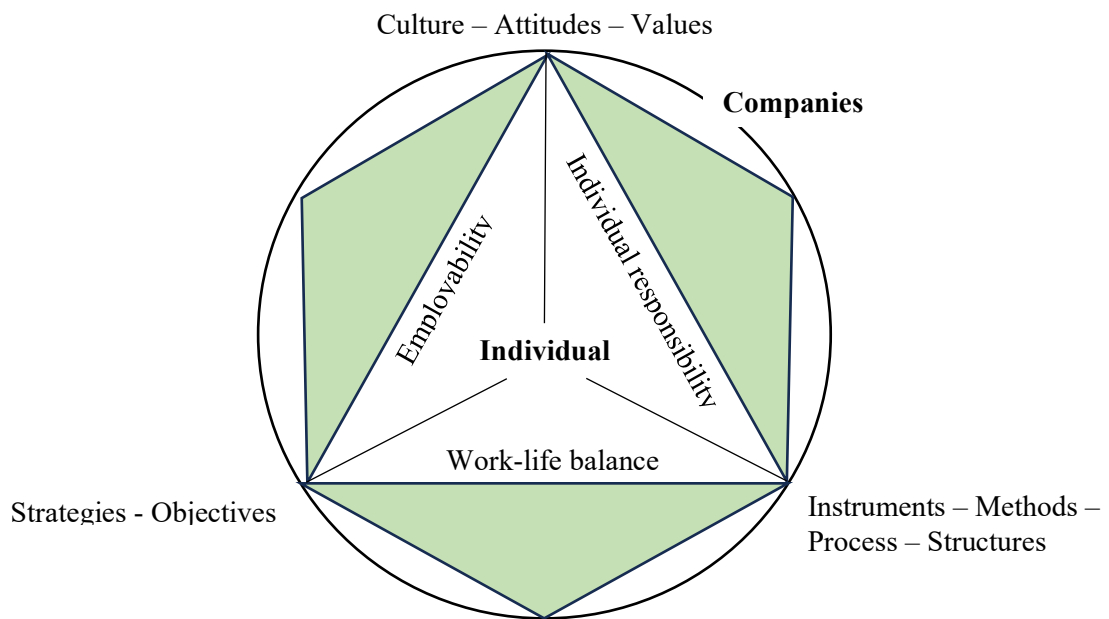
Figure 1. Integrative model of SHRM



Source: Chams & García-Blandón (2019)

Mazur (2015) described SHRM as a strategy for optimizing the human workforce to integrate organizational policy and CSR policy. In detail, SHRM conceptual model was studied with three main objectives including the growth of employability for employees, improving individual responsibility with a participatory management model, and ensuring work-life balance (Esfahani et al., 2017) (Figure 2).

Figure 2. Model of SHRM

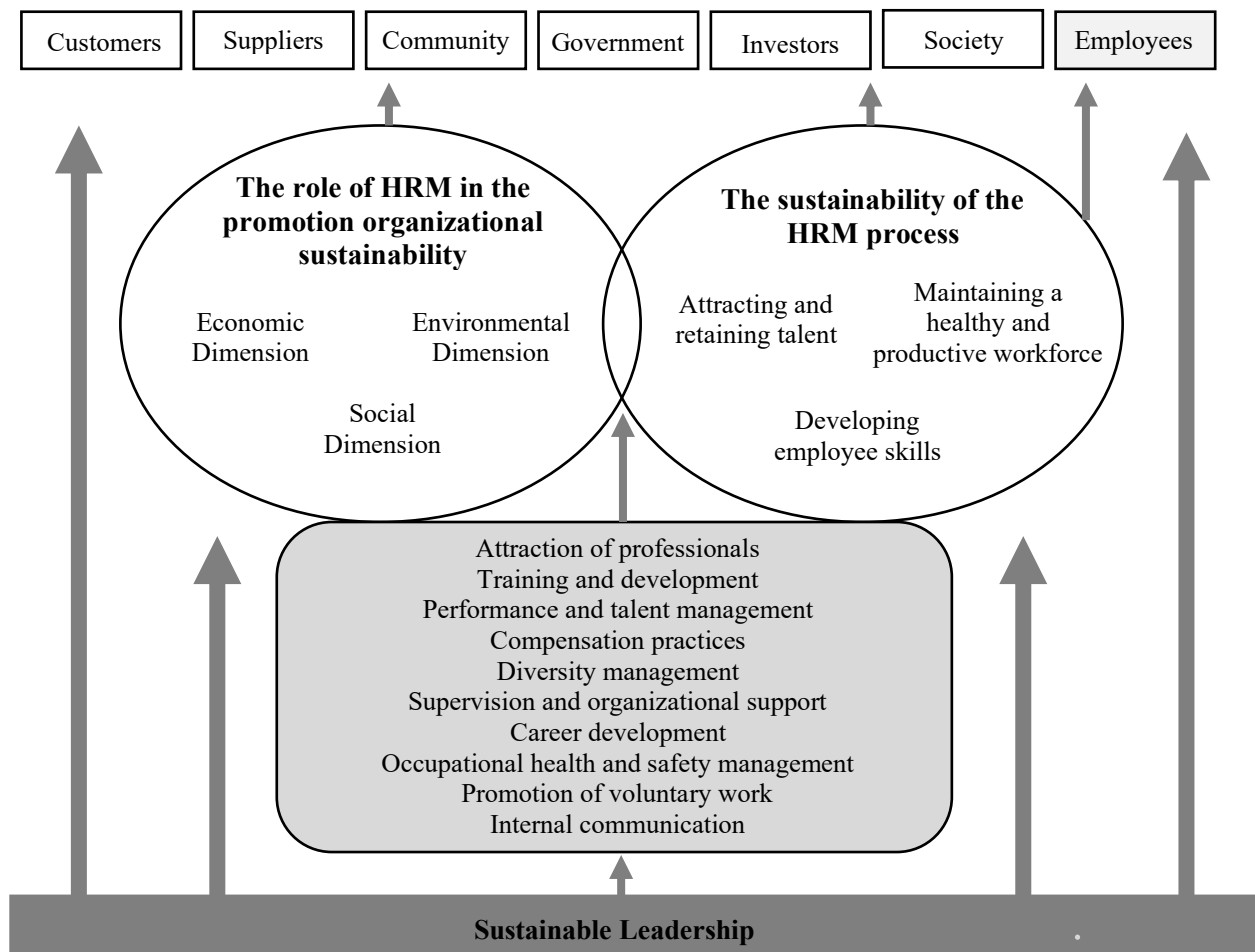


Source: Zaugg (2001)

Similarly, Jarlstrom et al. (2018) also related SHRM to CSR creating a new responsibility field in CSR. On the other hand, Westerman et al. (2020) proposed a macro understanding of SHRM beyond the TBL orientation with the consideration of the internal and external environment. SHRM in this case consists of building the knowledge, skills, abilities, and other characteristics (KSAOs) for employees, and leaders to build up a holistic organizational culture. Regarding SHRM practices and systems, it is also common to develop sustainable recruiting, selection, training and development, performance management, and compensation (Jerome, 2013; Macke & Genari, 2019; Westerman et al. 2020; Zhang, et al. 2019).

Indeed, Macke and Genari (2019) proposed an SHRM model built from the grounded theory process (Figure 3) presenting (1) leadership as a crucial element in reaching stakeholders' demands and as a catalyst for sustainable development; (2) the connection between HRM practices and organizational sustainability, and the integration of sustainability into HRM practices; (3) the essential stakeholders.

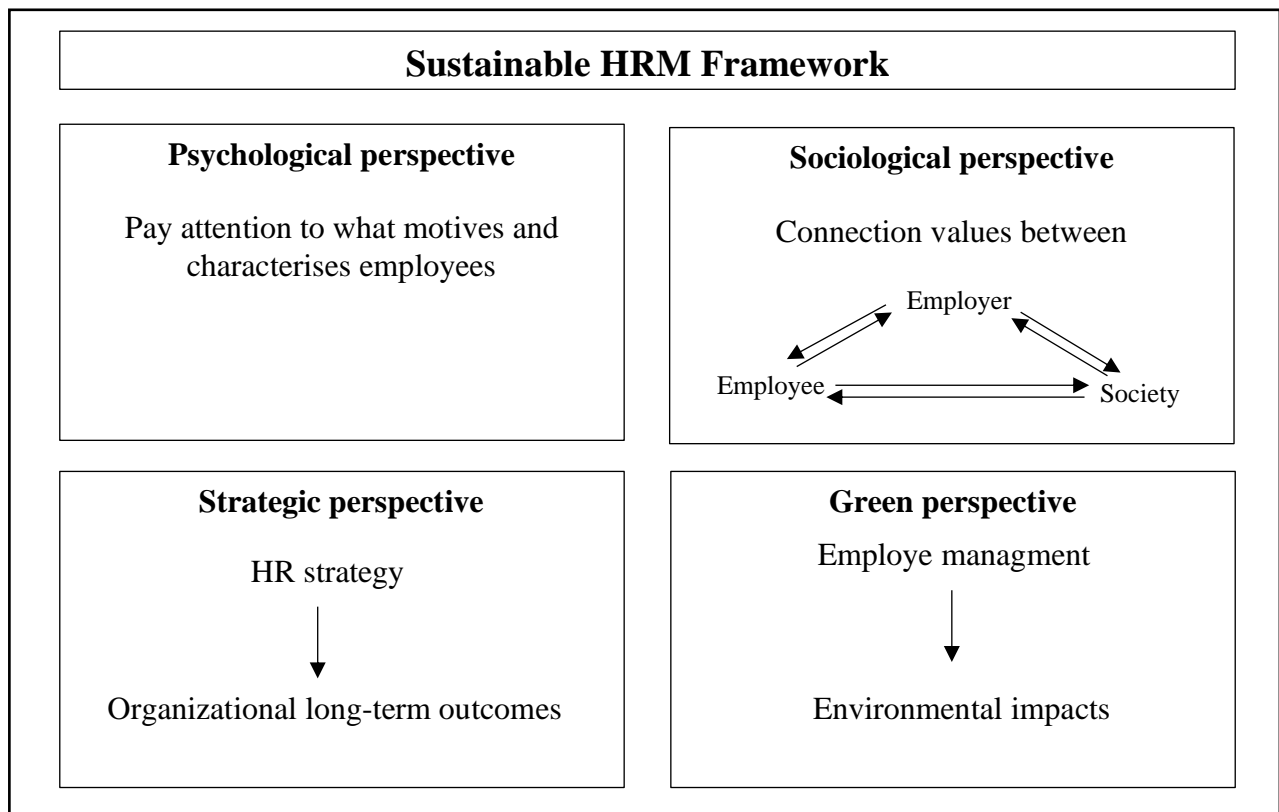
Figure 3. SHRM model



Source: Macke and Genari (2019)

In terms of measurements, a wide range of studies has analyzed SHRM with diverse approaches and dimensions. Mazur (2015) identified four perspectives of SHRM based on the holistic model from De Prins (2011) including sociological, psychological, strategic, and 'green' approaches (Figure 4). The sociological perspective explained the interrelations between employees, employers, and society; the psychological aspect focuses on factors driving and characterizing employees; the strategic facet analyzes the impacts of HR strategy on organizational long-term outcomes, and the 'green' facet describes the interaction between employees and environmental impacts.

Figure 4. A holistic model of SHRM



Source: De Prins (2011)

SHRM was also varied according to different stakeholders' viewpoints (employees, employers, leaders, etc.). Jarlstrom et al. (2018) indicated four dimensions of SHRM from managers' points of view comprising justice and equality, transparent HR practices, profitability, and employee well-being. In this instance, the fact that the ecological aspect was neglected might result from the functions of other departments such as CSR, Sales and Marketing, which are more active in environmental management than the HR department (Jarlstrom et al., 2018).

In the meantime, Kramar (2014) categorized SHRM into three groups consisting of capability reproduction, promoting social and environmental health, and connections based on the literature review. While capability reproduction emphasizes the internal impacts of SHRM, promoting social and environmental health accentuates the external influences of SHRM on social and environmental outcomes (Kramar, 2014). Meanwhile, the connections elucidate the relationships between management practices and organizational performance. SHRM itself is a complex and multidimensional approach concerning not only stakeholders' perspectives but also the divergence in different industries.

2.5.SHRM in Europe

HRM itself is a complicated concept in Europe since no other area in the world has such diverse histories, cultures, and languages existing together in a small region (Forster & Whipp, 1995). The concept of SHRM has been conducted widely all over the world and in various industries. One of the most thorough and exhaustive studies is Ehnert (2009)'s providing multi-facets of SHRM in different contexts, especially in Europe. Although the literature on HRM and performance in strategic HRM has historically placed a strong emphasis on financial outcome metrics of success; scholars have lately, primarily in the European context, begun to focus on goals and actions that go beyond the financial bottom line (Ehnert, 2009). Moreover, the importance of employee contributions to organizational success in the European HRM setting also goes beyond maximizing shareholder value and revenue (Anlesinya & Susomrith, 2020). Despite the cautious and inconsistent application of the related practices, European businesses are interested in SHRM with the recent increase in general scholarly interest in the subject of 'sustainability' in Europe (Ehnert, 2009).

Numerous businesses in Europe are under growing pressure to make their HR practices effective and efficient (Ehnert, 2009). The demands of generating short-term profits on the one hand and long-term organizational viability on the other confront HR leaders and those in charge of decisions pertaining to HR. Due to this circumstance, it is essential to make investments in both finding and keeping a competent and inspired workforce on the one hand, as well as efficient and effective HR practices on the other. Moreover, the European context also experiences labour shortage due to a variety of reasons such as changes in demographics, new technical and globalization-related requirements for specific skills and competencies, or changes in requirements for specific skills and competencies, or the recent financial and economic crises resulting in some of the conflicts surrounding the talent competition.

Besides the supranational government in Europe, each European nation has its own policies for employment including its own legislation, institutions, education, training, and organizational culture (Forster & Whipp, 1995). Due to different law systems or diverse national values, cultural and institutional variations must be taken into account, especially if sustainability is seen as a value and societal obligation. The SRM (sustainable resource management) approach's main contribution is to provide a different understanding of sustainability as well as a different interpretation of the interaction between organizations and their environments (Ehnert, 2009). This has been explained by the contingency theory that situational factors would affect organizational effectiveness (Donaldson, 2001).

One of the recent findings has shed light on the variations in SHRM across different countries by observing the sustainability index results from four clusters of Western European areas comprising Anglo-Saxion, Central European, Latin, and Nordic (Diaz-Carrion et al., 2021). Sweden has been proven to have the largest proportion of businesses

with SHRM by committing and dedicating to the balanced use of CSR concepts in various HR practices. The historical development of the labour market in Sweden can be used to explain for the high level of engagement of Swedish businesses with SHRM. The labour reform adopted in the 1970s has created a crucial role to trade unions in helping and improving working conditions in the country. In terms of the varieties of capitalism, the study also confirms that the businesses in liberal market economies typically use greater, more specific sustainability to make up for less-restrictive legislation, which indicates more businesses in the United Kingdom, for instance, adhere to sustainability standards than in coordinated market economies like Sweden, Germany, and Spain.

2.6.SHRM in the tourism and hospitality industry

Even though SHRM has been coined since the last century, the idea of SHRM has not been investigated thoroughly in the tourism and hospitality industry. However, from another perspective, the tourism and hospitality industry is the leading sector in sustainable development regarding academic research (Chams & García-Blandón, 2019); yet, a vast number of articles convey SHRM related to green HRM (GHRM) and environmental pillars instead of covering social and economic approaches. In particular, a strong focus on GHRM practices has been developed with a wide range of quantitative research on the relationships between GHRM, environmental performance, perceived organizational support and organizational citizenship behaviour (Karatepe et al., 2022; Pham et al., 2019; Yusoff et al., 2018). Meanwhile, the entire SHRM concept in the tourism and hospitality industry is only slightly addressed in academic research.

In the tourism industry, to a large extent under the ethical and capacity principles, SHRM has three key concepts called sustainable employment capacity (SEC), service delivery capacity (SDC), and service quality capacity (SQC) (Baum, 2018). All these three dimensions address the available capacity of employment, visitors, and destination quality to ensure decent work and fair remuneration for labour, and the appropriate skills of employees to ensure the quality standard for a specific number of visitors. In the hospitality industry, researchers tend to focus on specific SHRM strategies and exogenous variables of SHRM such as diversity and inclusion (D&I) policies (Gehrels & Suleri, 2016), employee satisfaction, knowledge sharing, innovation capability, job performance (Wang, 2019), recruitment, compensation, well-being, and engagement (Hameed et al., 2020).

Each factor reflects one important aspect of the hospitality industry. Wang (2019), for instance, believed that how HRM responds to sustainability is shaped by obtaining satisfied and productive employees for effective people management practices. In the meantime, (D&I) policies, according to Gehrels and Suleri (2016), should be put into practice in order to increase market share in diverse markets of hospitality settings.

There are four highlighted categories in the necessary benchmarks for an explicit D&I approach (Gehrels and Suleri, 2016). Job yield is to comprehend the appeal of the D&I policy to various sets of people in various occupations and degrees of employment; skill inventories are to maintain a competitive advantage in the upscale hospitality industry, to remain abreast of trends, and to possess the knowledge, skills, and other qualities that the organization will require both now and in the future; promotion rates are to comprehend how the organization's D&I policies are being carried out; and external market share is to observe the business and revenue opportunities per population group in the organization and improve the market share of these particular population groups.

Regarding challenges, the intricate nature of tourism and its characteristics related to employment, workforce, and labour market intricacies render the formulation of efficient HRM processes more complex compared to certain other sectors (Rahimić et al., 2019). Tourism is recognized as a labour-intensive industry marked by substantial labour turnover rates. The majority of positions are of an unskilled or semi-skilled nature, with a notable presence of seasonal, part-time, and on-call staff. Furthermore, a significant proportion of the workforce consists of young individuals and individuals with limited educational and skill levels. In the context of the hospitality sector, which heavily relies on labour, a multitude of employees occupy various tiers, but there exist constraints in terms of growth opportunities and the availability of senior management roles (Ghani et al., 2022; Hughes & Rog, 2008). The industry also contends with an unfavourable reputation, relatively modest remuneration, a substantial representation of female employees who typically occupy lower strata within the occupational hierarchy, unsatisfactory working conditions, and suboptimal HRM practices (Rahimić et al., 2019). The complexities of HRM in the tourism industry manifest predominantly in the process of employee recruitment, retention, and development and the cultivation of necessary knowledge and competencies among staff (Rahimić et al., 2019).

2.7. Contingency theory

The fundamental tenet of the contingency theory model is that organizational success results from the organization's traits including its structure, being matched to contingencies that accurately represent its situation (Donaldson, 2001). As a result, in order to prevent the misfit that occurs when contingencies change, organizations are compelled to embrace new organizational traits that are compatible with the new degrees of contingencies.

Contingency theory stated that there is no one-size-fits-all organizational structure for all organizations (Darvishmotevali et al., 2020) due to the variable factors like the external surroundings, the market, and technology affecting the structure and operation of an organization (Islam & Hu, 2012). Contingency theory should be distinguished from universalistic theories of organization, which claim that there is only "one best method" to organize, i.e., that the highest possible degree of structural variable results in the best

possible organizational performance. The difference between contingency theory and all other universalistic theories is that it believes that adopting the suitable level of the structural variable for the contingency rather than the maximum level will lead to optimum performance (Donaldson, 2001).

In particular, the application of HRM practices should be considered in the cultural context; HR managers in collectivistic contexts, for example, should generate cross-functional training as collectivism and cross-functional training together produce a beneficial synergy to promote innovation (Yao et al., 2022). Meanwhile, individualist contexts and cross-functional training might create a negative synergistic impact restricting the business from innovation. This could be explained by the tendency of individualism to give little weight to collaborations resulting in an increase in the coordination expense and the occurrence of dysfunctional conflict among personnel. Some well-known universal HRM practices should be considered with the contextual cultures by not only HRM policymakers but also direct management levels who are managing the implementation as well to ensure the appropriate adoption of HRM with attentive examination than making the assumption of 'universal'. In addition, Yao et al. (2022) also encouraged the localized approach for multinational companies so that HRM practices could be customized to ensure alignment with specific cultural contexts and facilitate innovation in a culturally congruous manner. Therefore, it is essential for organizations to take into account the appropriateness between HRM practices and the environmental features for the optimization and effectiveness of the HRM implementation.

Organizations that take volatile environmental factors into their decisions would be better at dealing with unpredictability (Darvishmotevali et al., 2020). In this circumstance, the planning process cannot remain identical under all conditions, constant overtime, or consistent across all corporate levels. Instead, a balance between the type of technology, external antagonism and instability, organizational level and size, organizational structure, and the information system used determines how successful an organization is (Woods, 2009). In other words, organizational agility serves as a moderator in the development of the task based on contingency theory in unstable environmental conditions. (Alsubaihi et al., 2020).

Environmental factors are also divided into internal factors such as human resources, finances, etc., and external determinants including customers' trends, natural disasters, etc. (Childs et al., 2022). Those internal and external factors play crucial roles in shaping organizational strategy and these contextual factors should be taken into consideration to develop SHRM (Yu et al., 2020). In the hotel industry, particularly, organizational behaviour is determined by a wide range of environmental factors such as hotel size, types of hotels, social environment, cultural dimension, and political and legal aspects (Fernández-Robin et al., 2019).

Contingency theory also addresses organizational leadership by describing how choices and actions are dependent on environmental variables. Contingent leaders attempt to rationally comprehend the scenario that develops and modify their behaviour and then adopt the leadership style that is most suitable for the current circumstance (Childs et al., 2022).

3. Methodology

There are several techniques to approach a research topic depending on the researchers' stances and perspectives. This results in the research paradigm, which determines the research methodology with a thorough comprehension of ontological and epistemological issues (Khaldi, 2017). Therefore, it is essential to define the research paradigm to guide the research project and interpret the empirical materials through primary and secondary data. The following sections discuss the research paradigm, the corresponding research design with interpretation methods and data analysis.

3.1. Research paradigm

The term 'paradigm' is originally from a Greek word and has been defined among academic researchers (Kamal, 2019). Indeed, the research paradigm has several definitions also. A paradigm is a set of practices to frame and address the research question from the researchers' perspectives (Bunniss & Kelly, 2010; Kamal, 2019). Žukauskas et al. (2018) characterized a research paradigm as a procedure consisting of several stages to create correlations between research questions and research objectives. Paradigm is not a methodology, instead, a philosophy providing approaches, processes, and methods for the research implementation. In other words, each paradigm represents the researchers' beliefs, stances, and viewpoints about the research topic (Kamal, 2019).

Regarding paradigm elements, generally, some scholars affirmed that there are four paradigms called ontology, epistemology, methodology and methods (Bunniss & Kelly, 2010; Rehman & Alharthi, 2016), while others exclude the methods from the research paradigm (Kamal, 2019; Žukauskas et al., 2018). However, in fact, the overall research paradigm still covers the necessary framework to conduct the research topic. Ontology refers to the nature of reality and existence while epistemology is described as a branch of philosophy explaining the nature of knowledge (Bunniss & Kelly, 2010; Rehman & Alharthi, 2016; Žukauskas et al., 2018).

In terms of methodology and methods, on the one hand, Bunniss and Kelly (2010) explained the methodology as the nature of the approach to conduct research showing critical analysis of data processing techniques and guiding the researchers to select the appropriate data for the research question; methods as a group of different techniques for collecting and analyzing data depending on the research design and researchers' theoretical mindset

(Rehman & Alharthi, 2016). On the other hand, Žukauskas et al. (2018) described methodology as a general approach supporting research structure and a set of techniques used for data collection and analysis. Hence, it is not important how many components are divided in the research paradigm as long as it still addresses all the essential ideas of the research paradigm.

Taking into account of tourism field, as a complex and heterogeneous industry, the tourism industry is not restricted to a fixed paradigm but rather an integrated and eclectic strategy (Tribe et al., 2015). In this research, an interpretive or constructivist research paradigm is applied to empirically explore the concept of SHRM from the hoteliers' perspectives.

Interpretive paradigm grew up from a German philosopher's study to comprehend and understand how people perceive and experience the social world for in-depth analysis (Chen et al., 2011; Mackenzie & Knipe, 2006). The interpretive paradigm describes the nature of knowledge relative to specific contexts such as historical, cultural, or subjective (Levers, 2013) and embraces multiple connotations by acknowledging human experiences and perspectives. It places an emphasis on inductive reasoning from specific observations to general conclusions by depicting individual perceptions in order to compare and contrast to reach and generate a general consensus (Dieronitou, 2014).

Interpretivists or constructivists completely oppose positivist and postpositivist paradigms and replace a new paradigm with relativist ontology, subjectivist epistemology, and hermeneutic-dialectic methodology (Guba, 1990). However, Gura (1992) also confirmed that regardless of the presuppositions and assumptions, both quantitative and qualitative research methods could be used in the relativist paradigm depending on the axiomatic structure guiding the research question.

3.1.1. Ontology

Ontology studies the nature of reality and the nature of human beings explaining the phenomena from an empirical angle (Levers, 2013; Schraw & Olafson, 2008). Ontology describes the fact that elucidating a concept is, indeed, understanding the nature of the concept (Goertz & Mahoney, 2012). In qualitative research, for example, concepts are usually developed through a semantic approach to identify attributes constituting the concept. Not limited to numerical data, qualitative researchers ontologically have more spaces to address the concepts and the definitions as well as formulate the attributes; nevertheless, due to the extensive freedom, the complexity and heterogeneity of the concept might be increased (Goertz & Mahoney, 2012).

Relativism, ontologically speaking, is the solution for multiple interpretations and sophisticated constructions (Gura, 1990). It postulates realities from social stances instead of an objective perspective (Gura, 1992). Relativism ontology believes that subjective

experience is finite and everything exists within human beliefs (Goertz & Mahoney, 2012). The main goal of relativist ontology is to interpret the subjective experience of multiple realities and truths from different people (Goertz & Mahoney, 2012). The reality in relativist ontology is the interaction; everything exists but only for those entities that people interact with; however, no existence is absolute either (Rassokha, 2021).

Since this research aims to identify the definition and different attributes of the SHRM concept, ontological relativism allows the researcher and participants with diverse socio-cultural backgrounds to be a part of the construction of SHRM or the nature of reality, in terms of philosophical meaning. Relativism enables the researcher to explore multiple realities and facts about SHRM from different viewpoints and observations.

3.1.2. Epistemology

Epistemology is the study of knowledge explaining the relations between people and knowledge by addressing the question ‘how do I know the world?’ (Denzin & Lincoln, 2005). Hence, logically, it was concluded that ontological ideology confines epistemology; nevertheless, both ontology and epistemology could be emerged simultaneously (Levers, 2013). In addition, qualitative researchers, with respect to the epistemological side, are more confident with their analyses when interpreting with extreme values and less confident with values in the middle, which is totally opposite to quantitative methods (Goertz & Mahoney, 2012).

Epistemological subjectivism is the belief that knowledge is viewed through lenses of different factors such as social class, language, gender, etc. aiming to improve understanding and sensitization towards the knowledge and issues (Levers, 2013). Subjectivist epistemology believes in the meaning imposed by people’s intellect excluding the involvement of the object implying the actual perception and the dependence of true reality on perception (Feast & Melles, 2010). Although there are variations in cultural and social backgrounds, the differences should be accepted a fair amount (White, 2012). Thus, there is no absolute right or wrong interpretation since it depends on personal perspectives (Levers, 2013). From the subjective viewpoint, the knowledge and the truth depend on the perspective of the individual subject including some subjective matters such as justification, rationality, and normative epistemic attributes influencing the subject’s point of view (White, 2012). Moreover, in subjectivism, the neutral point is not identified so that people can critically judge their ways of thinking but only judge their epistemic framework and standards (White, 2012).

3.1.3. Methodology

In fact, qualitative research has no concrete definitions due to its heterogeneity and diverse nuances (Cairney & Denny, 2015). Qualitative studies explore complicated phenomena

while reducing personal assumptions and biases from researchers to entirely discover the researched topic (Rust et al., 2017). Qualitative research usually adopts unstructured or semi-structured data to highlight the role of subjectivity in the research process with verbal analysis rather than numerical forms (Hammersley, 2012). The unstructured approach intends to give participants more space and time to broadly discuss the research topic with follow-up questions for further elaboration and detail. Qualitative research observes and encourages interviewees to express their own perspectives rather than depending on closed-ended questions (Cairney & Denny, 2015). Contradict to quantitative researchers, qualitative researchers embrace a flexible research design focusing on descriptions and explanations instead of examining pre-defined hypotheses (Hammersley, 2012). In terms of sampling data, qualitative studies frequently use non-random sampling with a small sample size to gain deeper and more accurate insights into the topic (Rust et al., 2017).

To strengthen the quality and credibility of research findings, data triangulation is also adopted in this research. Triangulation is the process of using several techniques or data sources to create a thorough understanding of a phenomenon (Carter et al., 2014). By integrating theories, approaches, and observers in a study, triangulation can ensure that underlying biases brought on by the use of a single approach or a single observer are overcome (Noble & Heale, 2019). However, it is almost impossible to eliminate the effect of subjectivity from the social and personal characteristics of the researchers in qualitative research; therefore, providing detailed information about the research process and researchers would allow readers to accept the effect (Hammersley, 2012).

An exploratory approach

Even though there is no exact information about the first existence of the exploratory approach or how it has been used, the exploratory approach is simply defined as consisting of an effort to discover and produce something new and interesting based on a research topic (Elman et al., 2020). There are two common forms of exploratory studies including a research topic that has not been explored and an existing research topic that has already been investigated to discover new hypotheses and opinions (Elman et al., 2020). SHRM of this research has been studied in a wide range of different industries; however, due to its complexity, there are no concrete definitions or beliefs about SHRM. An exploratory study would be applied to investigate SHRM and provide an integrated framework from the perspectives and viewpoints of the hotel industry, a labour-intensive industry.

The tourism industry is a complex and heterogeneous industry comprising many different topics and themes fluctuating over time; thus, to scrutinize such themes, an exploratory approach is usually supported in the tourism industry in general and in the social sciences in particular (Mason et al., 2010). It generates novel opinions and ideas about an issue or a study to identify components and attributes of a complex concept or define and operationalize the concepts for further investigation and developing hypotheses. In this case,

SHRM as an emerging concept in tourism and hospitality with diverse interpretations and perceptions, exploratory approach would conceptualize SHRM to become a more holistic concept and operationalize SHRM with appropriate attributes.

3.2. Research design

Research design and related processes are at the leading position of a persuasive research framing comprehensive model to guide the research from the initial conceptualization to dissemination and application (Bannan-Ritland, 2003). They focus on the production of knowledge and answering the questions of ‘How, where, and when will research be studied?’ (Tobi & Kampen, 2018). Research design is established based on theories, research questions, and literature review (Vogt et al., 2012) to arrange the conditions and select the analysis for data collection (Akhtar, 2017). In other words, a research design is the advanced planning of logical decisions and methods for the research analysis following the objective of the study (Akhtar, 2017).

A majority of research confirmed that research questions play essential roles in guiding and defining the research design (Bryman, 2007). A research question is suggested to be well-concentrated and has a clear objective for researchers to identify the appropriate population as well as define suitable research designs to answer the question (Draper, 2004). However, Bryman (2007) presented a more intricate model of the connection between research questions and research methods. Indeed, these two variables are also affected by a third variable such as disciplinary, policy, funding expectations, or methodological commitment (Bryman, 2007).

Based on the research question, this research would adopt in-depth interviews with open-ended questionnaires and online information from hospitality companies to entirely discover the management level’s understanding of SHRM. Semi-structured interviews are carried out in this case since the concept of SHRM has been discussed previously in different industries, yet it has not been clearly defined. To process and analyze the data, preliminary analysis and content analysis are implemented with both primary and secondary data, which is explained further in the following parts.

3.2.1. In-depth semi-structured interviews

Semi-structured interviews are normal conversations based on an established set of questions but could be changed significantly depending on the participants (Miles & Gilbert, 2005). They comprise a combination of closed- and open-ended questions followed up by why or how questions and are more open with the flexibility in the order of the questions and the direction of conversations in order to fully explore the addressed topic (Miles & Gilbert, 2005). In other words, it permits interviewers to focus on a framework but still have the

autonomy to explore relevant ideas coming up from the interviewees (Adeoye-Olatunde & Olenik, 2021).

Semi-structured interviews are more preferably adopted when researchers seek participants' individual perspectives instead of a general understanding and are considered great tools to assess the diversity of a complex social research question (Adeoye-Olatunde & Olenik, 2021). In other words, in-depth semi-structured interviews allow interviewers to shape the given topic into a storytelling structure with interviewees (Mahat-Shamir et al., 2021).

The interviewees were selected based on purposive sampling depending on the researcher's discretion when choosing participants (Berndt, 2020). Management levels in the research were chosen from the Netherlands-based hotels which have considerable sustainability understandings and practices or have achieved sustainable tourism certifications 'Green Key' and 'Green Globe' as these two certifications are the leading standard for sustainable tourism operation and management in various industries including accommodation, conference centres, restaurants, attractions, etc. This purposive sampling allows researchers to support decisions made on empirical, rational, or theoretical foundations to practically generate the SHRM concept (Berndt, 2020).

Since this thesis is written following the exploratory and qualitative approach, the researcher decided not to set a specific number of interviews but instead tried to interview as many as possible and focused on the information quality of each interview.

Seven in-depth interviews were conducted during the period from February to May 2023 (Appendix 2). The interviews were conducted with two main methods including online via Zoom and in-person. The average duration of interviews is 30-45 minutes and all the interviews were conducted in English.

This research adapted interview guide from Smith et al (2017) including 4 main sections (Appendix 1): (1) interview information, (2) participation confirmation, (3) unstructured questions (open-ended questions), (4) in-depth exploration and understanding about SHRM concept. The interviewees were asked verbally for permission to audio-record the interviews for accurate transcription and data analysis. At the end of the interview, the interviewees were asked to give feedback and comments regarding the interview questions and the interview in general for continuous improvements and guides for the following interviews. Throughout the interviews, the participatory inquiry approach is frequently implemented by sharing the interviewer's personal experience and perspective to facilitate the discussion and keep the discussion on track.

3.2.2. Qualitative questionnaires

Qualitative questionnaires in this research were developed and constructed following the suggestions from Horton et al. (2004). Initial questions are established based on the literature review with open-ended and unstructured questions related to the general idea of sustainability and HRM. The intent of these initial questions is to create room for interviewees' opinions, validate the relevant understandings of interviewees and elicit the salient ideas and themes (Weller, et al., 2018).

Open-ended questions increase the possibility for researchers to discover individual spontaneous responses and identify sufficient answers minimizing the bias which might result from closed-ended questions (Reja et al., 2003). The following interview questions will link sustainability and the interviewees' current HRM strategies and practices to formulate the SHRM based on personal and individual interviewees' comprehension. After the first interview, the questionnaires were re-evaluated and restructured to fit the interviewees' contexts and the hotel industry background.

3.2.3. Online sources & customer reviews

A total of 10 hospitality companies and groups in the Netherlands were chosen for secondary data analysis. Due to the time constraint, the selection of these hospitality groups is based on convenience sampling with ease of accessibility (Marshall, 1996).

Secondary data acts as supporting evidence and documents for primary data enabling the researcher to analyze and comprehend the primary data as well as approach the SHRM concept. Secondary data or online research allows the researcher to access a larger amount of available data speeding up the research process with the advantages of cost-efficiency and convenience (Boslaugh, 2007; Johnston, 2014). In addition, secondary data provides researchers with more chances to engage with new ideas and theories to frame the studied conceptualization of SHRM (Johnston, 2014).

The choice and analysis of online information were conducted in April and May 2023. The collection of data and content analysis of online research and semi-structured interviews will be covered in the next section.

3.2.4. Data analysis

Content analysis, known as a group of methodical, rule-based procedures, is used to examine the informative contents of textual material. In qualitative content analysis, categories are created using inductive reasoning and through close reading (Forman & Damschroder, 2007). There are three main stages in qualitative content analysis comprising data

immersion, data reduction, and data interpretation, following Forman and Damschroder (2007)'s recommendation.

During the first stage 'immersion', the scholar interacts with the information to get a sense of the whole before breaking the data down into discrete pieces for analysis. Memo-ing is a crucial component of the immersion phase because memoranda act as a record of the researchers' analytical procedures and lend credibility to the final analysis and findings.

In the second stage, data reduction aims to cut down on the volume of raw data to that which is pertinent to addressing the research question, deconstruct the data into viable themes and thematic parts, and reassemble the data into categories.

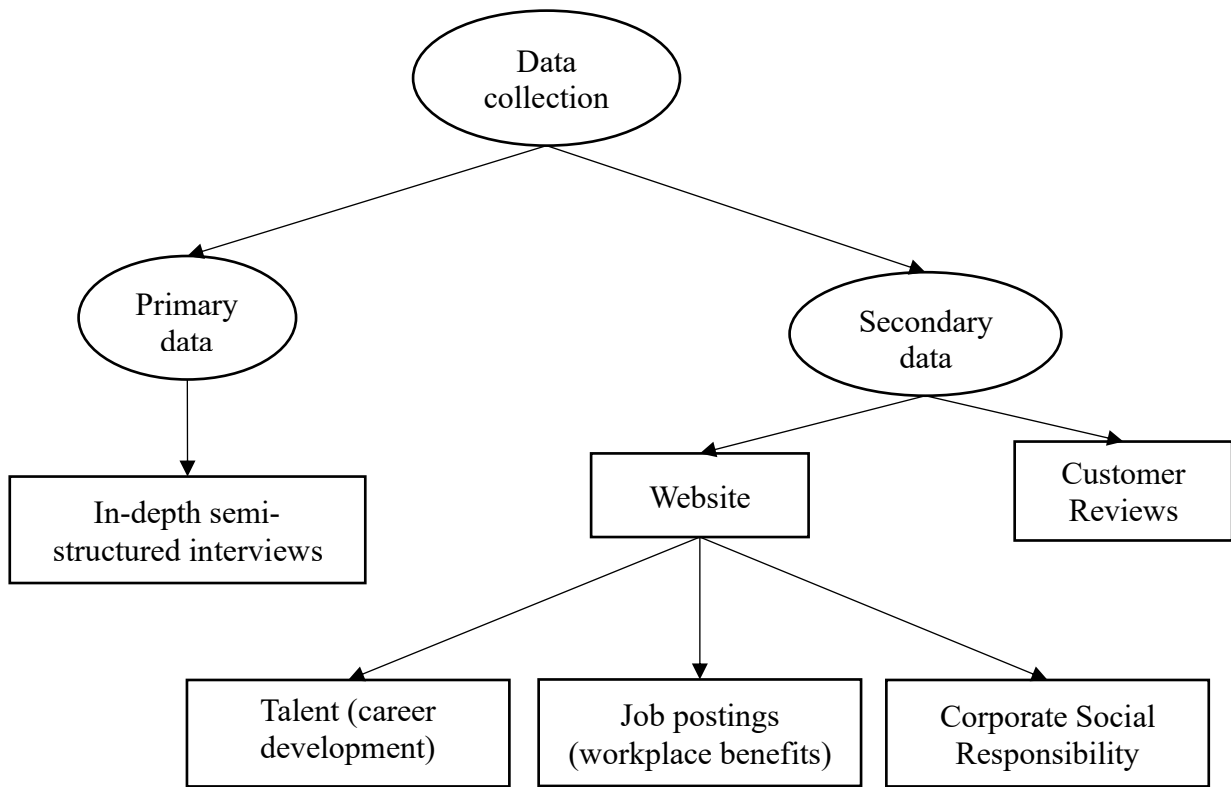
Last but not least, in the data interpretation stage, the codes are used to help reassemble the data in a way that encourages a cogent and updated knowledge or explanation of it. This is usually done by spotting patterns, verifying hypotheses, and giving specific findings significance.

On the other hand, Camprubí and Coromina (2016) interpreted content analysis based on objectivity, systematisation, and mixed methodology. Objectivity refers to the method by which critical classifications are created and applied; a system analysis establishes uniform standards to include and exclude material or groups; and content analysis could be implemented with both qualitative and quantitative approaches. According to Camprubí and Coromina (2016), the research process itself and the method's adaptability are two of content analysis's main benefits. Another additional advantage is analysis versatility in that content analysis could be implemented using an inductive or deductive approach, qualitative or quantitative research.

The researcher began getting acquainted with the data by reviewing the transcribed responses and making written notes along with their observations (Forman & Damschroder, 2007). Following this initial informal approach, the data trends were meticulously analyzed and organized using coding techniques. The semi-structured interview transcripts were manually examined and grouped into various key themes relevant to the SHRM framework. Additionally, any challenges and benefits mentioned during the interviews were also recorded at this stage to obtain a comprehensive understanding of SHRM. On the other hand, secondary data drawn from online sources and customer reviews was employed to generate, reinforce, and validate SHRM practices as well as to substantiate the challenges and advantages identified from the primary data. Since this research adopted exploratory approach, a majority of research conclusions originated from the comprehensive outcomes derived from primary data, while secondary data played a role in confirming and extending these results.

The data element collection is summarized in the figure below (figure 5)

Figure 5. Data elements summary

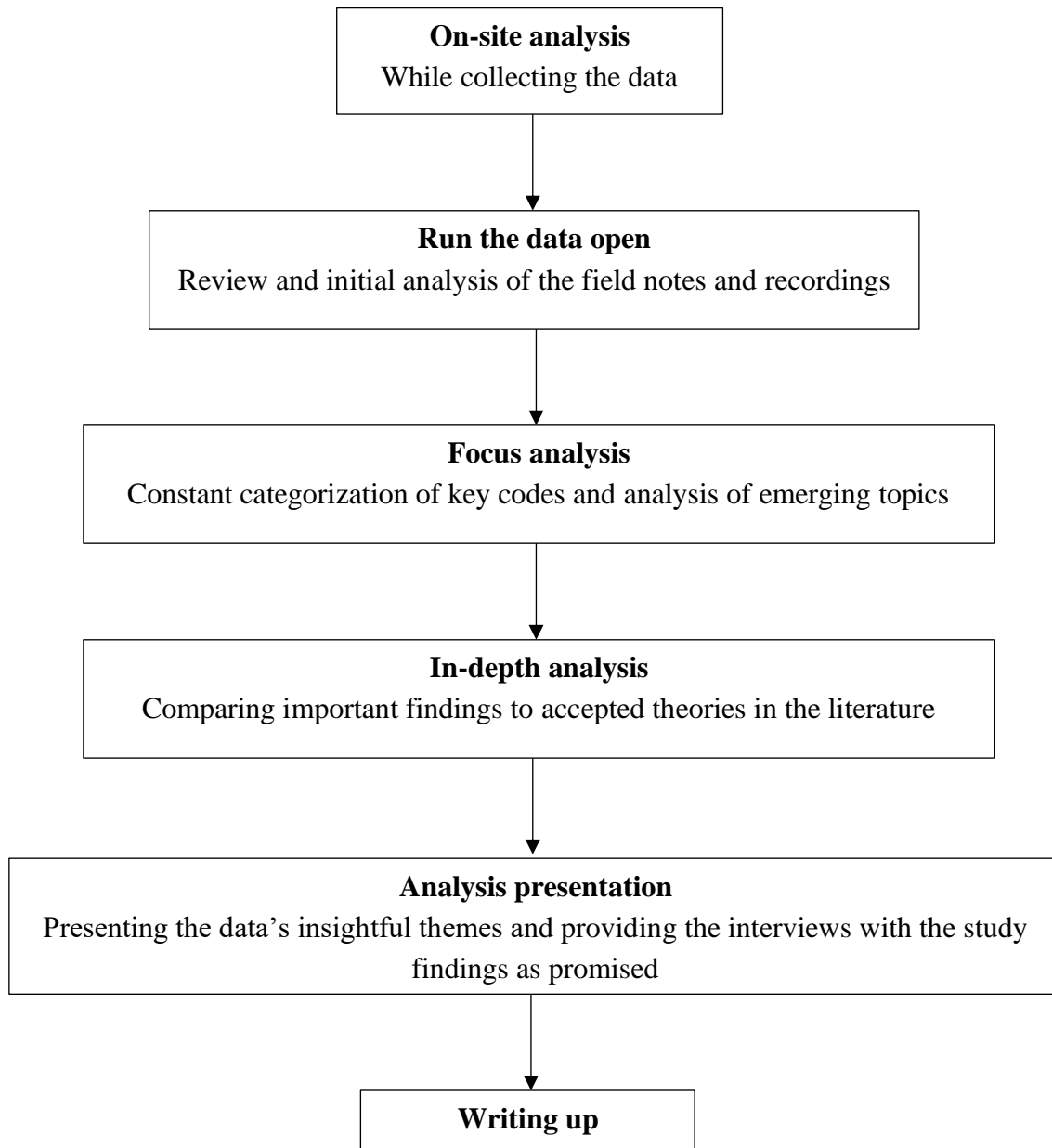


Source: own work

3.3. Research process

There are many different methods to visualize the study process in qualitative research. Shaw (1999) divided the inductive analysis process into 6 main steps consisting of on-site analysis, running the data open, focus analysis, in-depth analysis, analysis presentation, and writing up (figure 6).

Figure 6. The research process of inductive analysis



Source: Shaw (1999)

Inductive analysis's initial stage takes place on the field while collecting the data. The researcher is able to take written and mental notes of any analysis thanks to the audio recording of the conversations, which could be pinpointed to follow-up during the interview or at a later time. The second step of the inductive analysis process, running the data open, involves reviewing and rereading the earlier field notes and recordings. This accomplishes two connected goals including assisting the scholar to become acquainted with the data and to structure and organize the data into useful groups. The third step, focus inductive analysis, continues requiring the researcher to read the recordings and field notes to compare and contrast coded data's similarities and variations methodically. In other words, open codes

were no longer the focus of analysis at this stage; instead, "core" codes and groups of codes essential to comprehending the substantive issue were the focus of greater analysis and interpretation. Next, the in-depth analysis incorporates the interpretation of the connections between the fundamental categories and the search for an explanation of their existence. Last but not least, the analysis presented is producing the thesis with insightful and meaningful themes of the collected data and valid answers for the research question. A copy of the research findings is also provided in this stage to the interviewees as a token of appreciation for their participation in the data collection.

3.4.Limitations

Even though all the participants were given the topic before the interviews, the responses could be not comprehensive enough to cover all the aspects of SHRM as their own unique situations, opinions, and contexts. The initial approach of the interviewer might also create some divergences in the participants' perspectives and interpretations. The understanding of the sustainability of each participant is immeasurable; hence, the variation and inconsistency in the answers are inevitable.

Secondly, bias and subjectivity are one of the major concerns of the qualitative research method. This high level of subjectivity occurs during the whole methodology process from the ontology of the research paradigm, and sampling method, to the data analysis with content analysis. The research adopted a non-probability sampling method, a researcher's bias and a high level of subjectivity may be present during a purposeful sampling, especially if the guidelines or standards used for evaluation are not clearly stated or explained (Berndt, 2020).

Similarly, in terms of ontology, the term "subjective" suggests that relative judgements are only individualized, irrational, and possibly even unconstrained imagination (Gura, 1992). Considering content analysis, the method's application relies on the researcher's abilities, proper use of judgment, and thoughtful contemplation of the research process. This implies that bias may lessen the study's reliability if the rules are not entirely obvious (Camprubí and Coromina, 2016).

Another challenge that arises when determining causation is that although a relationship or correlation between two factors can be found, it is impossible to explain how these relationships came about. Nevertheless, we cannot remove relativism, non-probability sampling, or content analysis just because they contain biased components as it's impossible to escape the bias to some extent in this research paradigm.

Regarding the qualitative open-ended questionnaires, since the respondents have more autonomy and more spaces to address the research question, there will be some broad, general groups that don't fit into any one particular area within the studied concept (Reja et

al., 2003). These diverse sets of information would be more time-consuming for the researcher for extensive coding (Reja et al., 2003).

Last but not least, regardless of the huge advantage of secondary data in this research, it is unable to conduct in-depth secondary analysis as follow-up and additional questions are not collected in the secondary data. Moreover, secondary data is particular existing information which might not directly answer the research question; therefore, lowering the compatibility between the information and the research question (Boslaugh, 2007; Johnston, 2014).

4. Presentation of the case: the Netherlands

4.1. The tourism and hospitality industry in the Netherlands

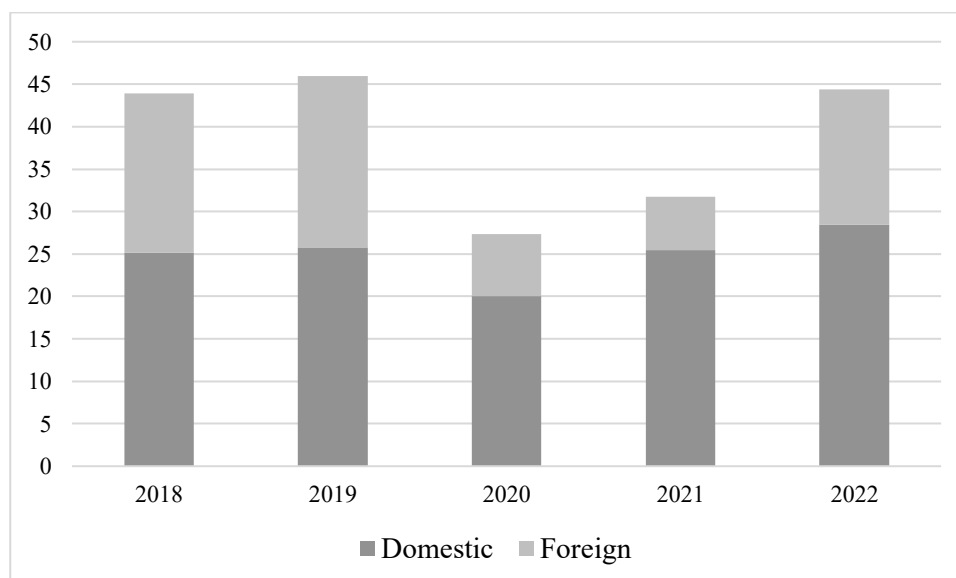
The Netherlands itself is a popular tourist destination for both Dutch people and foreigners. In terms of location, on the one hand, foreign tourists are attracted to the West Coast while local people are more into the provinces of Limburg, Friesland, Gelderland, and Noord-Brabant. On the other hand, Amsterdam, The Hague, Rotterdam, and Utrecht are famous for urban and cultural tourism. In addition, bicycling, hiking, and water activities are among the most common forms of nature-based travel and leisure, both among Dutch citizens and neighbouring visitors (Dinica, 2009). Besides, the Netherlands is also home to a rich and diverse heritage history with the largest number of monuments of all the European countries indicating the potential for cultural and heritage tourism (Munsters, 1996). However, the tourism industry has produced some negative effects including the environmental resources caused by the excessive use of vehicles; the water and marine environment contamination resulting from the inadequate waste process; the significant increase in the consumption of fossil fuels and electricity due to the increasing expectation for tourism facilities; the fragmentation and ecosystem decline in nature owing to the uncontrolled nature-based leisure activities (Dinica, 2009).

Politically speaking, since the late 1980s, the Netherlands adopted the neo-liberal political ideology resulting in the reorganization of the government administration structure of many economic industries including domestic tourism (Dinica, 2009). The Dutch tourism industry, currently, is influenced by four ministries involved in different tourism activities and practices comprising The Ministry of Economic Affairs (responsible for incoming foreign tourists), The Ministry for Nature, Agriculture and Fisheries (in charge of tourism products and domestic leisure tourism), The Ministry for Environmental Protection (specialize in spatial planning and environmental policy making), and The Ministry for Transport and Water (accountable for water-related tourism activities and mobility as well as coastal management). Since four administrations are involved in the growth of tourism, there is little coordination and compatibility between the policies and strategies (Dinica, 2009). In brief, sustainable tourism development has not been taken into consideration by government officials but developed from small government, decentralization, and liberalism.

In recent practice, there have been five observations highlighting the patterns of new governance methods and organizational structures in tourism development and management in The Netherlands (Hartman et al., 2020). Firstly, there has been a shift from a goal-oriented focus to placing emphasis on placemaking and well-being, prioritizing quality over quantity. Secondly, tourism destinations are now seen as interrelated networks that require collaborative activities to ensure the success of destination growth procedures. Thirdly, there has been a rise in complex actor networks that function as effective alliances, aiming to collectively address the problems they face as part of the same system. Fourthly, these actor networks operate through four distinct phases: marketing, management, destination management, and placemaking. Lastly, the content-wise approach among these actor networks involves six steps, namely programming, data and information, experimentation and innovation, implementation and upscaling, branding and marketing, and evaluation and learning.

In 2022, there was a substantial 40% rise in the number of individuals staying in Dutch overnight accommodations, totaling 44 million guests. This figure is approximately on par with the levels observed prior to the outbreak of the COVID-19 pandemic. The surge was particularly pronounced among foreign guests and those opting for hotel stays. These findings are based on newly available provisional data released by Statistics Netherlands (Figure 7) (CBS, 2023).

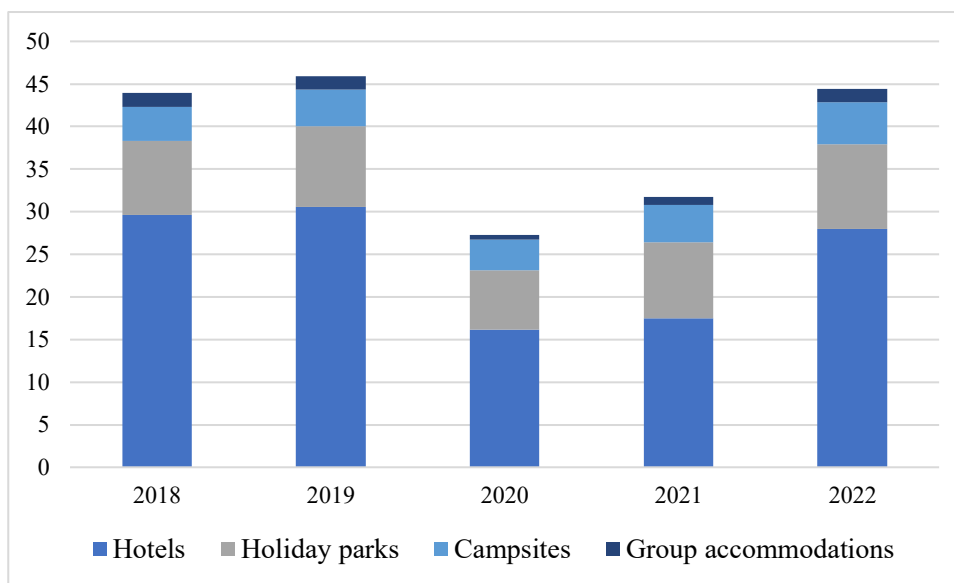
Figure 7. Guests at Dutch overnight accommodations (2022) (in million)



Source: (CBS, 2023)

During 2022, Dutch hotels welcomed 28 million tourists for overnight hotel stays, marking a notable 60% increase compared to 2021 (CBS, 2023). Although this represents substantial growth, it falls just short of the levels seen in the pre-pandemic year of 2019. Holiday parks, encompassing accommodations such as bungalows and mobile homes, hosted nearly 10 million guests, reflecting an 11% year-on-year rise. Campsites experienced a similar trend with an increase of 13%, accommodating nearly 5 million visitors. This signifies that holiday parks and campsites surpassed their guest numbers from 2019. Furthermore, group accommodations reported a significant upswing, with 1.5 million guest arrivals last year (2022), indicating a substantial 66% surge compared to 2021 (Figure 8).

Figure 8. Guests at Dutch overnight accommodations, by type of accommodation (2022)
(in million)



Source: (CBS, 2023)

Recently, the effect of COVID-19 on reducing travel plans is strongly correlated with local leisure travel intentions indicating the popularity of domestic leisure travel over international leisure travel in the Netherlands (Isaac & Keijzer, 2021). Foreign DMOs are advised to develop niche, sustainable products that emphasize nature, rural areas, and culture, use storytelling to create novel tourism experiences, design individualized small-group tours, and develop marketing strategies and visitor experiences that align with the values that draw tourists to these locations (Isaac & Keijzer, 2021). Especially, strategic storytelling is highlighted as a catalyst for destination development by strengthening already-existing connections and forming new ones between actors in order to efficiently mobilize and bring together both private and public stakeholders on various governance levels and produce actions that support destination development (Hartman et al., 2019).

4.2.Sustainability in the tourism and hospitality in the Netherlands

The Perspective 2030 developed by Nederlands Bureau voor Toerisme & Congressen (NBTC) Holland (National DMO) addresses the transformative power of tourism and its contributions to societal problems aiming to improve the Dutch identity, enhance the liveability, achieve sustainability goals, and create job opportunities. Among the main strategic cornerstones, sustainability is a must to not only comply with climate goals by reducing emissions and pollution but also ensure a healthy and dynamic living environment for Dutch residents. To facilitate sustainability in the Dutch tourism industry, NBTC Holland recommends five key approaches covering sustainability awareness in behaviours, rewarding eco-friendly efforts and taxing polluting activities, promoting electricity mobility and accessibility by train, and finally adopting sustainability guidelines such as BREEAM (Building Research Establishment's Environmental Assessment Method) and WELL¹ (NBTC Holland, 2019).

Taking into account tour operators and travel agents, in the early 2000s, The Netherlands Association of Tour Operators (ANVR in Dutch) introduced a system of product-oriented environmental management (PMZ in Dutch) as a required program for its members (Duim & Marwijk, 2009). This system allows members to evaluate their environmental effects in order to improve sustainable tourism products. The implementation of PMZ has greatly helped travel operators assess their environmental impacts and implement corresponding sustainable initiatives. As a result, it was recorded that Dutch tour operators performed better than the German and UK markets in terms of customer relations, additional sources of knowledge on sustainability concerns, external monitoring entities, and mild sanctions (Wijk & Persoon, 2006).

Regarding the hotel industry, there has been an increasing demand for green certifications among accommodation and hospitality services and since the Green Key program is well recognized in the Netherlands, many hotels that want to be sustainable-certified opt to use it (Mzembe et al., 2020). Currently, there are 345 Green Key-certified hotels in the Netherlands, which account for 9.9% of all hotels in the Netherlands.

Although the Green Globe scheme is another available alternative in the Netherlands, it has not been very successful and therefore does not provide a workable substitute. Many hotels joined the Green Key program strategically in an effort to gain credibility and financial advantages as well as to show stakeholders their commitment to sustainability. In addition, in the Dutch hotel sector, government organizations are only required to choose accommodations with Green Key accreditation, not those with specifically a Gold label (Mzembe et al., 2020). Therefore, Bronze-certified businesses can readily profit from the

¹ WELL certification is a global rating system that recognizes buildings designed and constructed to support the health and well-being of their occupants.

image of the program that hotels with better standards of sustainability performance have established.

In addition, despite the fact that a majority of project funding in the Netherlands' hospitality and tourism sector does not adhere to the Equator Principles, many banks still require that prospective customers obtain Green Key certification as a sign of sustainability (Mzembe et al., 2020). Nevertheless, from customers' perspectives, there is a large deal of confusion regarding eco-labels. According to a 2009 survey, a majority of upscale hotel guests would rarely either verify a hotel's eco-label or green guarantee when booking an accommodation priority (Rheede et al., 2012). Besides, business guests whose organizations are engaged in the area of sustainability issues give sustainability labels a higher level of importance in their purchasing decisions.

In detail, a large number of the four to five-star Dutch hotels stated that they were concentrating on energy-related measures because they produced the greatest cost-savings (Rheede et al., 2012). Many people also pointed out, though, that conserving electricity benefits the environment just as much as it does the economy. On the other hand, the three-star hotel section is the only one with the highest level of activity in the low-star segments while hostels and one- to two-star hotels believe they are too minor to deal with the issue of sustainability. Furthermore, one of the biggest challenges for the hotel industry to pursue sustainability is the willingness of both management and customers. It is undeniable that management and visitors are both eager to engage in sustainable practices; however, customers also expect hotels to address sustainability problems without imposing a surcharge (Rheede et al., 2012).

5. Results and discussion

This section is written based on the integration of the analysis of data collection comprising primary and secondary data, and the literature review providing a comprehensive framework of SHRM including SHRM practices, benefits of SHRM and challenges in the implementation of SHRM. The findings will be examined and discussed following the research objectives and research questions with a focus on identifying patterns, trends, and connections in the SHRM concept.

SHRM has been described and discussed critically and diversely with top management levels in the Dutch hotel industry indicating the divergent conceptualizations with varied constituents. In addition, online information from hotel and hospitality groups' websites has been scrutinized selectively to answer the research question accordingly. Owing to the sole perspective from the management level on SHRM, an internal workforce of an organization; their explanations and discussions indeed focus mostly on the SHRM practices to create positive impacts for the organization and employees instead of providing the extensive comprehension of SHRM with external impacts.

Nevertheless, the advantages of SHRM are extensively analyzed in this chapter based on both the implications from the research interviews consolidated with the existing body knowledge on SHRM. The SHRM benefits are divided into two main scopes called organizational scope and general scope. While the former was constructed mostly from the management's perspectives during the research interviews focusing on the employees and organizational performance (economic pillar), the latter was developed from the inference drawn from both the literature review and research findings concentrating on the external social and environmental benefits.

In terms of SHRM challenges, this section discusses the difficulties raised by the inherent features of the hospitality industry, labour-intensive, organizational settings, and external environmental factors. In detail, the labour-intensive characteristic poses challenges in managing a diversified workforce, or diversity and inclusion management in general, and ensuring efficient staffing function; the impacts of seasonality also causes problems in controlling employee retention and employee loyalty; the agility in cultural and generational trend also requires the flexibility in SHRM practices and implementation process.

5.1.SHRM practices

The following part explores six SHRM elements including work-life balance, personal development, working environment, staffing function, training, and salary. The research results have confirmed the tendency of SHRM in the hospitality industry by focusing on SHRM exogenous variables, validated by previous scholars (Gehrels & Suleri, 2016; Hameed et al., 2020; Wang, 2019). Apart from regular and conventional descriptions, these practices are interpreted under the umbrella of SHRM focusing on sustainability and long-term consequences conveying thorough definitions and approaches. Moreover, these six SHRM constructs, in fact, have been proven to have close relationships with each other in previous research. The flexible workspace and worktime, for instance, generate both a healthy work-life balance and opportunities for employees to grow in their professional and personal lives (Davidescu et al., 2020).

The interviewees have their own freedom to define and describe their understandings regarding SHRM in general and the important practices of SHRM in particular. Hence, these salient elements are elucidated divergently in the following section.

5.1.1. Work-life balance

Almost all of the interviewed managers believe that work-life balance is one of the most important factors in the SHRM concept since it has an impact on employees' overall well-being as well as their productivity. Employees who have a healthy work-life balance have time for their personal and family lives, which lowers stress and boosts job satisfaction. As

a result, there is a rise in staff engagement and a decrease in employee turnover. However, interviewees' explanations and understandings regarding work-life balance varied depending on their business contexts and locations. First and foremost, promoting work-life balance gives employees important advantages that allow them to enjoy time off from work. Therefore, the Director of Van der Valk Venlo discussed his current company's work-life balance practices by providing a list of benefits for employees.

[Work-life balance] that is optimal and when it is not, they can choose another one (hotel) [...] They can sleep in the hotel with a discount. They can eat in our restaurants with a discount, and they can order things with discount. We do once a year great party and then some smaller parties for all employees.

The social events and privileges the hotel offers its workers in this scenario are what make up the work-life balance since they help them maintain a healthy balance between their personal and professional lives. Other management levels argued for work-life balance related to working hours.

Parkhotel Tjaarda's manager believed that:

The people have to have one weekend, at least free in the amount to be with their friends, their families and so on. And that is one of the important things people have to go for their children, have to go on holiday. If you don't, they go out of the hospitality industry or they are leaving. So for us, the human, the people, the employees, I have to bind them to my company. And that's the most important thing.

Likewise, Notiz Hotel/NHL Stenden Hospitality Group's manager also indicated the factor of working hours and workload when mentioning work-life balance:

[...] If until my seventies, I have to work six days a week, I think that's not a healthy way of, you know. I think work and private life is in that situation, not always balanced properly.

Beyond working hours, Movenpick's manager stated his understanding regarding work-life balance as the blend between working and private life:

How can you help these people [...] work and work in private life? [...] Nowadays it's all blend together because if somebody is not happy in his private life, you know, he will say, yeah, I got a burned out from my work. We didn't get a burn out from work. It's the balance.

An emphasis on the gravity of work-life balance in SHRM is also expressed from a manager's perspective of Anantara Grand Hotel Krasnapolsky Amsterdam:

How do we find a way to to manage our human resources on the long run to develop them and to make sure that there is a certain obviously balance as well mindfulness and so on, which is becoming more and more important. So for me, to find ways to not only focus on the work but also on other things [...] A good atmosphere at work where people can express themselves and feel comfortable and be happy. So for me, I think it's about the environment you set in the workplace so that people can feel good and express themselves and and grow and have space for themselves as well.

From another angle, Four Elements Hotel's manager described work-life balance as the alignment between the company's objectives and employees' expectations, and the combination between human needs and employees' expectations:

[The human needs] People [...] are searching for a place that can combine with their lives and their expectations they have about their lives and how many days or hours they want or they can work. And so their life balance is essential. [...] The sense of purpose that now for many people to join an organization or a company that is doing something that they appreciate or they know that they can find a contribution there.

As a result, work-life balance, an essential factor of SHRM, has been defined variously comprising employee benefits, working hours or workload, the merge of work and private life, and the compatibility of human needs and employee expectations, as well as the congruence between the company's goals and employees' expectations. Although work-life balance concept indeed is reflected in different ways, it all generally addresses the healthy and sustainable balance between personal and professional life, which was defined in 1970s (Mohanty & Mohanty, 2014).

Nevertheless, recently, work-life balance is more about how to divide the time between working and relaxing, since we should be aware that what we do in one will help us in the other. The phrase "work-life balance" has developed to include not only what might be referred to as "family-friendly policies," but also those policies that consider the broad implications of family duties. In other words, there is essentially no universally recognized concept of work-life balance due to the constantly shifting social, economic, and legal contexts among countries (Wong & Ko, 2009).

Speaking in the service industry, the prevalence of burnout is higher in this industry due to the phenomena of chronic labour shortage, overwork, lengthy and irregular working hours, and significant strain over a protracted period of time. In the hospitality sector, long hours

are so commonplace that many employees frequently accept them as the norm (Wong & Ko, 2009). It was also discovered that the frontline hotel employees' intent to leave the company grew due to the increased emotional tiredness they felt as a result of a number of issues, such as inconsistent work schedules, lengthy working hours, and severe workloads (Mohanty & Mohanty, 2014).

Effective work-life balance programs require management support, which must be reflected in a positive organizational culture (Mohanty & Mohanty, 2014). Employee needs must be taken into account in the workplace. Moreover, achieving work-life balance has become both a goal and a purpose. In this sense, it is necessary for both parties—employers and employees—to come together in the middle and jointly examine options for addressing the quality of work and life. The idea of work-life balance is a fundamental practice that needs to be investigated in order to lower employee turnover and recommend an effective plan to recruit the appropriate talents.

5.1.2. Career development

Apart from work-life balance, the management level also puts an emphasis on career development in the SHRM framework. Career development aims to retain employees and contribute to organizational success by identifying talents and developing necessary skills for employees. A concrete career development program motivates employees and increases morale as well as enhances productive teamwork, which is also considered an effective tool to attract talents who are finding new opportunities to advance their careers. Career development is not only an individual-driven strategy but also an organizational-driven tactic making certain that the organization has essential expertise and abilities to meet business needs. In terms of academic research, similar to work-life balance, career development is a multidimensional concept with various definitions and understandings depending on the industry and context; however, in this research, career development is elaborated to be relevant to the interpretation of SHRM in the hotel industry.

On the one hand, career development, according to an interviewee's description, is providing educational opportunities for employees to gain knowledge and skills for their occupations.

For me, I really link it very much to education and to career development for instance in all these topics [...] We really tried to stimulate people to do. To continue their education. And it doesn't have to be a master's degree. It can be anything. Some people in my team do English courses to try to improve their Cambridge English. They do their bachelor's program for those who come from the industry and don't have a bachelor's degree. We try to stimulate them to get their bachelor's degree. So it really depends on the individuals [...] But obviously, education is a very big part.

On the other hand, career development, indeed, is not only educating and assisting employees on their career paths but also their lives in general.

What I think is more important, if you can name it, sustainability is how do we help people during their career to move on. Because I think that is something that's an omission. And I must say we also can improve on that level [...] This is John. He's a 25-year waiter. But can John work another 15 years until his retirement? No, and I think about that question and help John to develop himself to do another job, I think that's what I call sustainable human resource practice, you know [...] I think educating people on their career path, but also about their lives [...] is the most important factor about SHRM.

From management levels' perspectives, career development and work-life balance indeed have a strong relationship with each other. They complement each other in the sense that maintaining a healthy balance between personal and professional lives allows employees to have their own time and space to develop their career paths. Similarly, career development programs give employees the knowledge and skills they need to balance their personal and professional lives. A large amount of secondary data research has shown that career development is intimately connected to courses and training programs. Moreover, 'sustainable jobs and career paths' is also addressed as a part of a talent program with mental and physical support for employees' long-term career development provided by the hotel.

Previous scholars exceptionally support the role of career development in assisting work-life balance. Recently, McDonald and Hite (2023) have defined career development as the process of obtaining and engaging in planned and unplanned activities that promote the achievement of personal and professional objectives. This will be a cooperative process carried out within an organization that meets organizational needs while improving individual employability and abilities. This definition recognizes that career development will be driven by the individual and allows for career paths developed outside of organizations. It also recognizes that while some activities will be part of a planned strategy, unexpected opportunities may be equally as valuable in this process. Sustainably speaking, career development can be considered as an approach to assisting people in attaining their own personal goals for growth and enrichment, or as educational opportunities regarded as a "sustainable" investment in employees (Davidescu et al., 2020).

Considering career development in the context of SHRM, career growth or career development is a multifaceted concept including career progress towards career goals, professional growth, the pace of promotion, and the increase in compensation (Cheng et al., 2023). In line with social cognitive career theory, SHRM practices are intended to foster career development in sustainability. Current occupational psychology research has placed a major emphasis on creating the blueprint for a person's career growth from a sustainable

perspective. This is crucial for businesses to strengthen their employees' sustainable career competitiveness in the future (Cheng et al., 2023).

Based on the definitions of career development, organizations are recommended to integrate the idea of sustainability into routine HRM procedures to help the employees in developing their careers. More sustainable career management philosophies and work methods should be incorporated into the comprehensive and systematic use of sustainable HRM in an organization's daily management activities (Cheng et al., 2023). In addition, to include the concept of sustainability in HRM, the combination of flexible working time, working spaces, and job training is highly recommended to increase job motivation and employee job satisfaction (Davidescu et al., 2020).

5.1.3. Training

As mentioned above, all the SHRM practices are closely related to each other and complement each other to shape a concrete framework of SHRM. In this circumstance, training is a part of the career development process to advance employees' careers by providing necessary expertise and competencies, which is considered as a 'sustainability' aspect in the HRM. Training is also served as a source of motivation to create opportunities for employees and encourage them to develop their careers.

Different from work-life balance and career development, training, from the management level's perspective, is particularly explained and addressed in detail with some practical examples currently operated in their properties. Training is a mandatory section in almost all hotels aiming to provide sufficient skills and techniques for employees in various topics, including professional knowledge, health and safety, environmental awareness, sustainability, etc. In other words, training is not only an element of SHRM but also acts as a catalyst to engage employees in the sustainability concept.

[...] if you talk about human resource part where we train people, especially an introduction to training, we have a whole chapter about this and we think it's a key [...] that we work in all these items that are mentioned in the Green Globe. So in the introduction day, we already mentioned about being global and we do all these things [...] If you talk about sustainable as a force, we have to train people [...] You have to give people training and in Accor even it is a compulsory that every year you have to provide training for them.

A variety of training sessions is also necessary to give employees the opportunity to learn the world beyond professional proficiency.

So one of the things what I give everybody is that they get training and training. This has to do with the job of how to know more about wine or about food, but also give them the opportunity to learn the world [...] training on the job [...] training by suppliers.

While work-life balance and career development have diversified comprehensions and definitions, training has been defined more specifically with particular illustrations. It is undeniable that the role of training in formulating the concept of career development and work-life balance is crucial. While development is a learning process that goes beyond today's job and has a more long-term focus, training refers to activities that are designed to give learners the knowledge and skills they need for their current jobs (Prasanth, 2015). It is a learning process that includes information acquisition, skill improvement, idea information, rule explanation, or attitude and behaviour management to improve employee performance. In addition, training is frequently more focused on the current necessity, whereas development emphasizes long-term professional objectives.

In one way, employees receive ongoing training to help them gain expertise and learn how to contribute effectively to the firm. On the other way, employees that receive training may better grasp how their work relates to the structure, mission, and accomplishments of their organization. Thus, they recognize their importance to the organization's success; consequently, they can become more motivated and enthusiastic about their work, increasing firm productivity and service quality, as well as staff morale and satisfaction (Prasanth, 2015).

Through training and development programs, human resource capital is enriched (Muthukumar & Vidhya, 2015). The training is offered to the staff at regular intervals. Therefore, the hotel sector needs to create a path for skilled employees with the aid of training programs. It is a return on investment strategy; therefore, when a person is knowledgeable about their work, productivity rises. The goal of the training and development programs' standard operating procedures is indeed to create a learning organization and guarantee measurable returns on the money spent on training and development activities (Prasanth, 2015). The success of any hotel today depends on having highly knowledgeable and skilled staff to meet the diverse and varied needs of hotel guests. As a result, training and development should not be a sporadic, irregular, or unplanned activity but rather a strategic, well-planned, and ongoing one (Muthukumar & Vidhya, 2015).

In addition, in the case of the Netherlands, in which sustainability certifications for hotels and accommodation are quite popular not only with B2B services as a preferred requirement but also among upscale hotel customers, training plays a pivotal role in engaging employees with the current organization's sustainable practices as well as motivate employees to take the initiatives in innovating sustainable approaches and strategies for the organization.

Upskilling employees in sustainability can result in a motivated team of workers who are more comfortable speaking with and involving external stakeholders (e.g. upscale hotel guests) in conversations about sustainability (Kapoor et al., 2023). They contend as well that employees are more likely to be content with their employment and remain with the company if they feel empowered about their ability to change the world.

5.1.4. Working environment

Despite the fact that the working environment has been researched for a long time with a variety of aspects ranging from physical conditions to social connections, the working environment in this research is regularly addressed, accompanied by work-life balance. It is believed that a flexible working environment produces a higher level of learning and professional development, leading to a more productive and profitable result. On the other hand, a healthy balance between personal and professional lives among employees also generates comfortable and connected working conditions. Even though the working environment is a heterogeneous term covering several constructs and factors, surprisingly, almost all the interviewees expressed the working environment with the 'home' atmosphere followed by several supportive practices and engaging activities.

Similar to the conventional description of the working environment, some hotel managers also elucidated the sustainable working condition with flexibility, connection, comfort and satisfaction.

I try to give them a good feeling and good work situation so that people are not leaving [...] For me, employees must be satisfied and let them be happy in their environment, because then the guests feel if there is a good atmosphere in a hotel or in a restaurant or in the housekeeping, in the kitchen or any department, it is very important that people who feel comfortable in their jobs.

And one of our advantages, let's say, is the connection because we are not that big. We can create this connection, we know that we also adjust to what they need. [...] We offer flexibility, to some we offer the connection [...] Let's say we have this personal touch because, myself and also the business director, we are working at the hotel itself. We are here. We are present for them every day.

Additionally, the working environment has a significant impact on how people choose their employers.

[...] I think for the most of the people, this team, they will come to work because the conditions because of the connections they have with the colleague, with their management. So that makes the whole package.

The working environment under the umbrella of SHRM has also been described as a supportive and familial-atmosphere environment established amid the crisis (the COVID-19 pandemic) to increase employee retention.

We are very proud that during COVID we didn't have to let anybody go, that's very special and gives me goosebumps again when I talk about it. But then you can really feel it's a family owned business. So there is a heart for people because we are one big family, but we also are being run by a family. And they have certain values and convictions that made that decision very easy from the beginning. We have to try and keep everybody we can and work with us. So, yeah, we are a very empathic company. We really care about our people.

In addition to supportive conditions and policies, a sustainable working environment is highly advised to include engagement plans from the beginning of employment.

A good atmosphere at work where people can express themselves and feel comfortable and be happy [...] It's about the environment you set in the workplace so that people can feel good and express themselves and and grow and have space for themselves as well [...] We do have a whole engagement plan we're working on which goes from there, from the recruitment to the on boarding to a development, to a celebration, to obviously also doing sport classes for the for the teams [...] And we do have a monthly engagement calendar, for example, where we do monthly activities. For example, we have a lunch with the team with team members every month with people from the management team and team members where we just exchange ideas and have a good time together and we celebrate one specific department every month. So to appreciate them, to make sure everybody understands what they're doing.

Meanwhile, one of the interviewees has raised a belief that sustainable working condition is always met in the context of the Netherlands in general and in Europe in particular. It comprises the basic needs of employees, such as salary, health and safety, career development, etc.

I think that in general, in the Netherlands and in Europe, the basic working conditions are always met, we take care of people, we pay them properly, we take care of a healthy workplace. So even when I talk with you about sustainable, I really think about the development or the basic needs I think are always met. We have laws in the Netherlands that tells us to do so. So the basic needs are always taken care of.

Different from previous SHRM practices, although the working environment also has multiple viewpoints, the perspectives of management levels on the working environment under the concept of SHRM are varied depending on their particular contexts, such as their current hotels' practices, their titles, and the hotel size. Nevertheless, it is undeniable that the working environment does have a strong correlation with other practices, including work-life balance, training, and career development.

On the one hand, work-life balance, for instance, is about establishing and sustaining positive work cultures and working conditions that enable employees to strike a balance between their professional and personal commitments, hence enhancing employee loyalty and productivity (Mazur, 2015). On the other hand, the value of combining practices relating to the personal quality of life, such as non-discrimination, work-life balance, or working circumstances, is considered a decisive factor for generally improving the well-being of employees and reducing job stress (Sorribes et al., 2021).

In a general setting, SDGs direct organizations to guarantee that their employees have a safe working environment and are well-trained; to nurture the understanding and necessary skills to become productive employees (Sorribes et al., 2021). Moreover, accommodating employees with a suitable workplace and a supportive organizational culture facilitates a green mindset and encourages participation in volunteer activity (Chams & García-Blandón, 2019).

Regarding the outcome of the working environment, it ensures sustainability and boosts organizational effectiveness by addressing the basic needs of employees. As a result, employee satisfaction increases, and employee retention grows, which are both important characteristics of SHRM (Davidescu et al., 2020). Work flexibility is also seen as the secret to success for businesses and the labour market in general, influencing working conditions, productivity, profitability, and overall performance (Davidescu et al., 2020).

5.1.5. Staffing function

Staffing is the process of identifying an organization's human resource needs and acquiring enough qualified candidates to fulfil those needs (Caruth et al., 2008). However, staffing is not as simple a task as that term might suggest. In reality, staffing is a complicated process that involves many different responsibilities, such as job analysis, performance reviews, career development, hiring, and termination. The organizational members in charge of staffing must also be aware of the social, psychological, and environmental conditions in which staffing takes place in order to carry out their duties effectively. The required duties and the environments in which they must be completed make staffing a hard undertaking in contemporary enterprises.

The goal of the staffing process is to make sure that an organization always has the right kind and number of people in the right location at the right time to carry out the organization's

tasks successfully (Caruth et al., 2008). Similar to the definition, the goal of staffing also seems simple, yet implementing it effectively is no simple task. To establish a process that runs smoothly and functions on time, the various tasks involved must be integrated, and these tasks must be harmoniously coordinated with the settings and contexts in which they take place.

If the organization conducts staffing well, it will reach a high level of productivity and efficiency by ensuring a happy working environment and guaranteed career development for employees, which, in turn, enables a healthy work-life balance; the staffing function is, in fact, also an element of career development and work-life balance. In other words, through an integrated list of different approaches, including recruitment, training, performance analysis, succession planning, etc., staffing serves as an important HRM practice in creating work-life balance, career growth, and a working environment. All of these SHRM practices are significantly associated with one another.

Staffing is defined as every single step in the HRM, starting from the beginning, such as recruitment to the goal setting and the development stage for employees aiming to put the right employees in the right places.

So taking care of your team members, of your colleagues, and working together in a futureproof way. And I think that involves putting the right people in the right places. So i think it has to do with all the stages of HR. So it starts with recruitment. It's involved in. Well, when someone is in your team with the goal setting talks, the development talks think it's it's in every step of the process [...] I think it's very important that people work in the right departments and they do the job that they really like to do. And i think that ultimately this is in the best interests of everyone.

There is no specific strategy or approach that can cover the entire staffing function. Rather than that, the interviewed managers described their staffing strategy case by case but still included all essential practices related to working conditions and work-life balance. The below example shows the consolidation of all actions consisting of training, career development, employee engagement, etc., to help an employee after a long-term illness to reintegrate into the organization and progress her career again.

There was someone who was ill in my department a long term illness [...] And when this person had to start working again, I just felt and I could sense that the current department was not the right spot for her to reintegrate back at work. So ultimately that I suggested a different department and she ended up working in the HR department. Okay. So I think we really try to be very sensitive to what was best for her. And it's not always that easy because you also need to have, I guess, vacancies. You can't just move people around

very easily. But I think that if it's ultimate and I think it's good to be honest about that with each other so that you create a safe space where people can honestly talk about their future goals, where they want to go, and that you as a department head also see and understand that it's in both best interests if you work towards that. And so I arranged for her to do her reintegration in a different department. And it worked out great. She turned out to be one of the best HR Assistant that we ever had.

Nevertheless, in the hotel industry, a number of seasonal or casual staff occupies a large percentage of full-time employees, which results in the challenge for staffing management. Beyond the seasonality characteristics, recently, the working style and working culture have also determined the challenges in managing HR since more and more people prefer to work only 3 or 4 days per week, for instance:

So I think the main challenge is really to get the right team members into the hotel [...] But the Dutch youngsters, they want to work only two or three, four days a week [...] Now most of the staff we having coming in there like, yeah, I just want to work at a 40% fifty percent, 60%. And so, then you obviously need to recruit more persons, more more head counts in order to get to the same full time employees.

Staffing is an essential part of hotel business management since it simultaneously addresses the needs of the organization in terms of quantitative and qualitative personnel and ensures optimal employment distribution (Nikolskaya et al., 2022). Even though the staffing function comprises multiple separate components, all are towards a common goal of organizational effectiveness, which should constantly be evolving and improving to be adaptable to the contextual development as well as the pace of sustainable development of the hotel business.

While training and career development, as a part of staffing, emphasize the opportunity for employees to advance their careers, staffing management, generally, also looks at obstacles in the hotel industry relating to the limited management vacancies offered for staff as well as the seasonal staffing. The seasonality in the hotel industry, for instance, poses a challenge for the organization to balance all employees' needs in terms of workload and work schedule while optimizing the business operation to accommodate the high and low seasons. In brief, staffing function is interpreted beyond the conventional meaning of 'put the right staff in the right place'; instead, in the sense of SHRM, it does focus on the equilibrium between objective impacts or external factors (e.g. seasonality) and subjective demands within the organization (e.g. career development and business operation).

5.1.6. Salary

Salary plays a crucial role in ensuring basic employees' needs. During the research interview, even though all managers did not highlight the salary factor in the SHRM concept, the salary was always mentioned first as the essential aspect of setting a solid foundation for other actions for a complete framework of sustainable development.

I think the two most important, separate from the salary is the atmosphere [...] And that's why you have to do it so good as possible. Pay a good salary

And I mean, aside the salary and what we find more and more when people come here, they are searching for a place that can combine [...]

In general, in the Netherlands and in Europe, the basic working conditions are always met, we take care of people, we pay them properly, we take care of a healthy workplace.

People, the staff members really choose the work because how far is it from my work? How much does it pay? [...]

Not only about the holidays and free weekends and a good salary, but you need them also to give them the chance to grow [...] So first of all, the salary [...]

The importance of salary in crisis management and employee retention has been indicated in the hotel industry recently, especially after the pandemic.

Everybody got full pay through a [...] work scheme in Holland. So the government paid 75% of everybody's wages for every lockdown.

In terms of crisis management during Covid-19, salary, specifically, plays a pivotal role in ensuring employees' financial stability and guaranteeing organizational productivity as well as an organizational reputation with a fair and competitive salary. Apart from these primary data results, secondary data also shows the gravity of competitive salary schemes in attracting and retaining talents. Numerous job recruitment postings have indicated their competitive salary promise and negotiated salary based on collective labour agreements.

In respect of academic literature, a majority of scholars identified a significant relationship between salary and employee job satisfaction, indicating that people who are satisfied with their pay also tend to be satisfied with their job (Davidescu et al., 2020). Nevertheless, comprehensively, salary is a complex term in academic research that elucidated that people need a salary to fulfil their basic needs, but the salary does not motivate employees or

increase employee job satisfaction in the long term (McLean et al., 1996). Integrated with Herzberg's two-factor theory, while career development belongs to motivational factors, salary, working conditions, and work-life balance are considered hygiene factors. In other words, while a competitive wage is vital to prevent dissatisfaction and turnover among workers, especially in the beginning, it does not guarantee long-term job satisfaction and organizational commitment.

Different from other SHRM factors, which are more heterogeneous, salary is the most specific-defined and fundamental element in the SHRM framework. While the staffing function overall covers all stages in HRM, salary is implicitly involved in each stage to the extent that if employees are not fairly compensated or the salary scheme does not comply with labour laws, all other HRM stages are not effective anymore since salary is considered a basic need and included in the Maslow's Hierarchy of Needs in the physiological needs category (Ozguner & Ozguner, 2014). These physiological needs include food, water, shelter, and clothing, which are generally and mostly fulfilled by salary or income. Therefore, businesses should ensure that their employees' physiological needs are always met with a stable and sufficient income to satisfy their basic needs and, at the same time, establish a foundation for higher-level needs to be met.

5.2. Benefits of SHRM and challenges of SHRM implementation

5.2.1. Benefits of SHRM

Since the research was conducted at the management level, almost all of the interviewees paid more attention to their economic aspects and organizational well-being than other external benefits such as social or environmental results. Secondly, the question about the advantages of SHRM was not directly addressed during the interviews; therefore, the discussion of this section is concluded from the complete picture of SHRM withdrawn from the interviews with the management level incorporated with the academic literature review.

5.2.1.1. Organizational scope

In the organizational scope, the research findings indicate some beneficial results from the application of SHRM, such as financial efficiency, organizational performance, and employee retention as well as employee loyalty.

Employee retention & employee loyalty

On the one hand, employee retention refers to the process by which an organization motivates its staff to remain loyal for the longest possible time (Boutmaghzoute & Moustaghfir, 2021). Employee retention is more complex than it first appears to be. Not only is it important to retain personnel, but it also has to do with identifying essential talents,

motivating them, and assuring their contribution to organizational performance and success. Employee retention and well-being are strongly correlated, as evidenced by the fact that happy employees produce better work.

Retention of personnel turns into a tool that is advantageous for both the company and the employees. Over the past years, employee behaviour has changed as more dissatisfied workers tend to quit their employment and search for other potential career alternatives. As the rate of staff turnover rises dramatically, especially in the hospitality industry, and has an impact on the organization's cost structure, managers start to become increasingly concerned about employee retention. In other words, employee retention does affect both financial and non-financial benefits of the organization, which will be discussed in the following sections. On the other hand, employee loyalty is when employees believe they have no doubts or hesitations about working for their firm or organization and would thus commit and dedicate themselves to their company in the present and the future (Abdullah et al., 2021). From the organization's standpoint, an employee is viewed as a valuable resource and asset. Organizations typically develop and improve various benefits and rewards to increase employee productivity and loyalty to the company because it is expensive to replace an employee, regardless of position within the company.

Technically speaking, employee retention and employee loyalty both focus on the strong relationship and commitment between employees and the organization. While employee retention emphasizes the turnover rate, employee loyalty is more about employees' attitudes and emotional attachments towards their organization by utilizing intangible rewards and benefits such as work-life balance and working environment (Ineson et al., 2013). In other words, employee loyalty indeed, plays a pivotal role in mediating the relationship between HRM practices and employee retention, and employee loyalty has a greater impact on employee retention compared to employee commitment (Janjua & Gulzar, 2014).

Based on the research findings, all sorts of SHRM practices and elements from the research findings aim to raise employee loyalty and employee retention. In the meantime, employee loyalty and employee retention are also considered the cornerstones of the SHRM framework (Strenitzerová & Achimský, 2019). Employee loyalty and employee retention act as both guidelines and directives for management levels to develop their SHRM practices. In the case of Strenitzerová and Achimský (2019)'s research, for instance, HRSI (Human Resource Satisfaction Index) model was adopted to measure and monitor the application of SHRM practices to optimize employee retention and employee loyalty.

Employee retention, employee loyalty, and SHRM practices complement each other in various dimensions. Employee engagement, for example, has been indicated as a significant element in many SHRM practices above, including work-life balance, working environment, staffing function, and seasonality, aiming to improve employee motivation, productivity, and enthusiasm and consequently increase employee retention and employee loyalty to achieve

consistent and long-term organizational goals. Employee retention and employee loyalty themselves directly result in the continuity and stability of an organization's workforce, which facilitates the process of implementing SHRM practices in a better manner by maintaining a steady pool of knowledgeable and experienced employees as well as ensuring the necessary amount of talent and knowledge in the organization. All of these concepts are embedded in the SHRM framework and positively influence each other to together attain a sustainable workforce, contributing to long-term success and stability for organizations.

Financial efficiency

Although the literature review emphasizes the main objectives of SHRM and Strategic HRM recently beyond the financial bottom line, initially and historically, one of the fundamental goals of SHRM or Strategic HRM is to maximize the financial outcome for the organization (Ehnert, 2009) by enhancing organizational productivity and performance. Moreover, as mentioned above, the role of employee loyalty and employee retention in the SHRM framework contributes to the financial outcomes of the organization as well.

An occupation replacement costs the organization in terms of both monetary and non-monetary values. Regarding monetary costs, when an employee quits a job, the organization find a new replacement through recruitment, selection, and training for the newcomer to gain knowledge and experience (Samuel & Chipunza, 2009). Apart from the direct costs associated with recruitment and training, indirect costs also exist, such as advertising, the overlapping of salary, and the failure to meet departmental budgets and production objectives (Cloutier et al., 2015).

In respect of non-monetary costs, it is very challenging to keep an encouraging workplace climate and morale if the employee turnover rate is high. It was estimated that 150% of a worker's annual income is the cost of staff turnover, and this expense may be significant, particularly when there are many or high-profile employees involved (Samuel & Chipunza, 2009); therefore, even though continuing retention measures to lengthen an employee's stay also cost the business money, but the expense is minimal compared to replacement (Cloutier et al., 2015). Thus, it is essential for management to minimize employee turnover, especially among those who are vital to the company's operations (Samuel & Chipunza, 2009).

Organizational performance

Although the benefits of SHRM were not directly addressed during the research interviews, sustainability outcomes and organizational productivity have been implicitly indicated. The organizational performance itself is also a heterogeneous concept comprising different definitions and multiple constituents. According to the responsibility-oriented approach, organizational performance would include a variety of indicators such as employee well-being, community well-being, and life quality (Kramar, 2014). Organizational performance

may also include continuous attempts to set goals for the organization, track their progress toward those goals, and make changes as necessary to more effectively and efficiently carry them out (Jerome, 2013). Nevertheless, in general, based on the discovered benefits and advantages of SHRM discussed above, SHRM, in fact, directly and indirectly, contributes to organizational success in terms of financial and market outcomes (Kramar, 2014). Despite the fact that some scholars pointed out the major impacts of SHRM on organizational and economic performance, SHRM does embrace long-term conceptual frameworks and initiatives targeted at socially responsible and economically recruiting, selection, development and deployment to foster employee satisfaction, employee retention, and employee loyalty, for example (Jerome, 2013). Consequently, these SHRM results produce organizational performance such as service quality, customer satisfaction, productivity, etc. Hence, SHRM has a considerable influence on organizational performance by incorporating current and future HR activities into organizational operations to achieve long-term organizational goals.

5.2.1.2. General scope

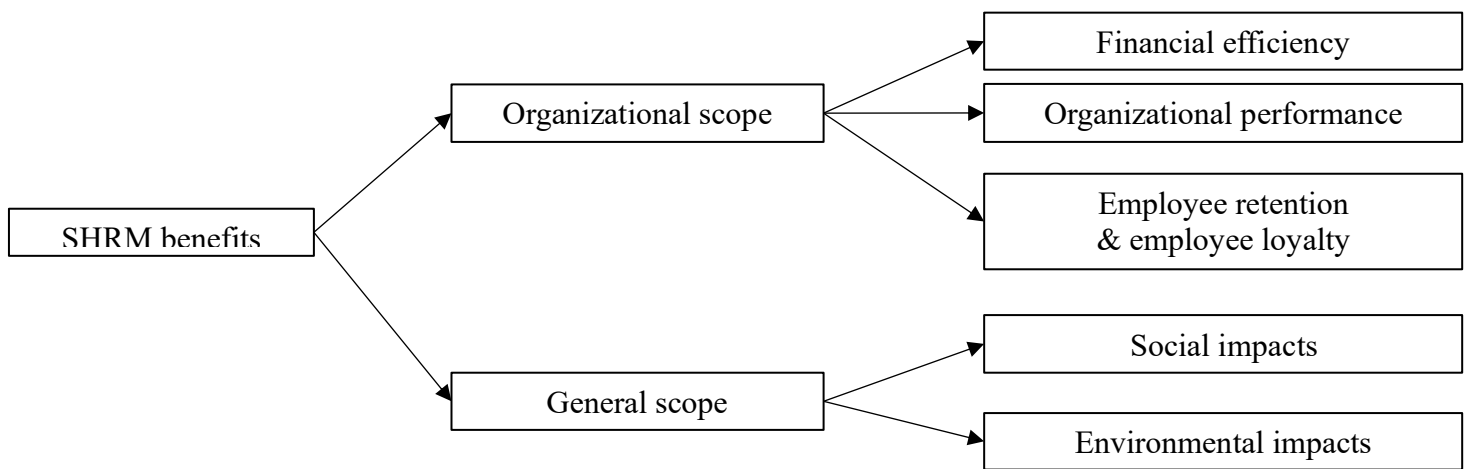
Besides the direct benefits of SHRM to the organization, as discussed above, SHRM significantly contributes to the economic, social, and environmental outcomes for society under the scope of CSR. CSR and SHRM are two distinct disciplines in the sense that while SHRM concentrates on HRM strategies for long-term organizational goals and objectives, the fundamental tenet of CSR is that companies have an obligation to support economic outcomes that fulfil societal expectations (Beal, 2013). Nevertheless, SHRM, from the management level's perspective, involves green HRM practices, including a variety of different training courses and actions towards social and environmental responsibility, which explains the contributions of business to society apart from its own financial and social benefits.

SHRM, in other words, plays a substantial role in shaping the conceptualization and advancement of CSR. SHRM acts as a conduit to disseminate CSR knowledge to employees to become socially responsible individuals, thus contributing to the realization of economic, social, and environmental objectives (Ishaq et al., 2023). By assisting employees in the creation and implementation of CSR activities, SHRM engenders better enhanced economic, environmental, and social performance outcomes. Especially in the hospitality and tourism industry, one of the top industries for sustainable development, the characteristics inherent to this sector give rise to the convergence of social accomplishments and managerial activities, including cost reduction, waste management, employee engagement, corporate reputation, and the delivery of customer value (Chams & García-Blandón, 2019).

Based on the research findings, although the data collection did not directly emphasize sustainable actions and practices in the hotel industry, the management level in this research underlined their current sustainable strategies, creating an impact on environmental and

social benefits with considerable support from their employees. Employees, in this case, function as important actors in carrying out sustainable development initiatives within their organizations. Several practical projects, events, and training sessions have been implemented, aligning with SHRM practices under various themes such as waste, water, plastic management, and energy reduction have contributed considerably to the environmental and societal impacts. Hence, in addition to the organizational benefits, SHRM has a large and positive impact on society and the environment, facilitated by the cooperation between organizations and employees through the adoption of SHRM practices. The below figure briefly illustrates the SHRM benefits (figure 9).

Figure 9. SHRM benefits



Source: own work

5.2.2. Challenges to implement SHRM

In addition to being beneficial to the environment and society, SHRM is also advantageous for businesses in terms of attracting and retaining people, increasing productivity, controlling risks, and boosting their overall competitiveness and reputation in the marketplace. Nevertheless, some difficulties in implementing SHRM are unavoidable due to both the inherent traits of the hospitality industry, organizational settings, and some external factors. Based on the research analysis and findings, there are two main challenges, including the labour-intensive aspect with a diversified workforce and limited senior management positions and seasonality. However, the research also addresses an additional implicit challenge discovered in the research analysis called trends in cultural and generational change. In fact, the execution of SHRM is actually constrained by a number of other issues, but this research solely focuses on and emphasizes three major challenges because they are the ones that have the greatest impact on the implementation of SHRM.

5.2.2.1. Labour-intensive industry

As a labour-intensive industry, the tourism and hospitality industry has several difficulties and obstacles in getting mutual commitment from employees towards SHRM. Throughout the research, a variety of challenges has been indicated related to training, career development, staffing function, and seasonality. In terms of training, for instance, it is not easy to get all employees on the same page to together engage with the sustainability concept although employees play a key role in the success or failure of a sustainable business strategy (Sloan et al., 2014). In the case of the Netherlands, despite the fact that people, in general, have solid understandings and awareness regarding sustainable development, it is very challenging to ensure all employees share the same way of thinking towards sustainable actions and to comply with a certain number of sustainable criteria within the working environment. Employees participate in every single task and work stage; thus, it is essential for the hotel workforce to integrate ‘sustainable’ procedures in their daily work to ensure consistency and coherence.

Diversified workforce and the mutual understandings of sustainability

In addition to the labour-intensive attribute of the hotel industry, the diversified workforce is also a barrier for hotel managers to facilitate SHRM. The multinational workforce results from both the natural characteristics of the hotel industry and the contextual background in this study. Although the employment of migrant labour in the hospitality sector is not a recent development, historically, it has been largely confined to large urban areas, especially in Europe (Baum et al., 2007). Hotel operators are hiring new staff from a variety of less developed and transition economy nations as a result of widespread labour shortages and other labour market shifts brought on by the impacts of a mix of variables, including demographic, globalization, and economic considerations, across Europe.

On the other hand, the increasing cultural diversity in the hotel workforce is also emerged from the integration of various global and international aspects in the country's environment (Devine et al., 2007). In this case study, for example, The Netherlands has an ageing population and a very low unemployment rate, which leads to a high level of labour shortage in the hotel industry. Moreover, the hospitality industry attrition rate is increasing significantly after the pandemic witnessing a huge number of employees permanently leave the industry. Therefore, currently, in the Netherlands, there is a huge number of migrant workers in the hotel industry to solve the labour shortage problem.

The cultural diversity workforce already has some common challenges, such as communication, cultural norms, and customs. Hence, taking into account the development and implementation of SHRM, which requires explicit communication and training approaches, cultural diversity results in the diverse cultural viewpoints on sustainability

affecting the actions of employees, their openness to change, and their commitment to SHRM procedures.

To manage the diversified workforce and optimize SHRM, diversity and inclusion (D&I) strategies are highly recommended. At the same time, previous scholars also confirmed D&I policy as one of the SHRM variables (Gehrels & Suleri, 2016). In other words, D&I itself is not only an element of SHRM but also a catalyst to ensure the effective implementation of SHRM. In particular, while diversity, defined as a state of, is considered a component of the SHRM, inclusion, defined as an action, ensures the SHRM practices while maintaining a diversified workforce (Winters, 2013). In practice, a majority of well-known hotel brands have developed their diversity and inclusion programs aiming to promote workplace equality and prevent discrimination. However, many organizations focus primarily on diversity, seeking to increase the presence of groups that have historically been underrepresented and devote little resources to fostering a cultural environment where all employees may thrive and contribute to the fulfilment of corporate objectives. Thus, it is essential to balance the diversity and inclusion strategies for the synergistic working culture to simultaneously ensure the efficiency of human resource capacity and guarantee mutual understanding as well as actions towards sustainable development.

Staffing function

As a labour-intensive industry, the hospitality industry has a huge number of employees at different levels but limited growth opportunities and a limited number of senior management positions (Ghani et al., 2022; Hughes & Rog, 2008). Staffing function, in this case, addresses the challenge of growth opportunities for employees in the hotel industry due to a number of reasons from both the industry itself and also from the contextual background of the study since the research was conducted in the Netherlands, a popular tourist destination and some of the research interviews were conducted in Amsterdam, one of the most touristic cities in Europe.

First of all, it is undeniable that the hotel industry has limited job availability at higher levels compared to a great number of employees at lower levels or the operational level. The number of open positions often declines as people move up the corporate ladder. In comparison to entry-level or operational positions inside a hotel, executive-level or management roles are typically less prevalent. The bottleneck effect could occur in this limitation, in which there may be fewer options for employees to advance their careers.

Secondly, almost all the research interviews were conducted in a popular tourist destination, in which the competitiveness and the saturation of the hotel industry are significantly high. Fewer new hotels may pop up, and fewer managerial or leadership opportunities may become available as a result of the saturation of hotels in these markets. For workers looking

for higher-level positions, this competitive market may limit their possibilities for career advancement.

Moreover, another factor that might affect the staffing function is geographical mobility. Due to circumstances such as family responsibilities, personal growth, or reluctance to relocate, certain individuals may have limits in their ability to advance their careers. In the hotel sector, geographic mobility can be essential for professional advancement, especially when higher-level positions are concentrated in some particular areas. In this case study, geographic mobility is significantly highlighted with a large number of migrant workers in the Netherlands but limited housing offers in the location, especially in Amsterdam. One of the interviewers has indicated one of the biggest challenges in their HRM is the recruitment stage, in which their potential employees are unable to relocate to the city due to the housing problem, and the demand for housing in Amsterdam is way higher than the current supply. On the other hand, Amsterdam is also a tourist hub, in which senior management positions in the hotel industry are highly competitive, which also leads to difficulty for employees to advance their careers.

These basic challenges indeed have restricted the development of SHRM practices. Although they are conventional limitations of the hotel industry, it is worth taking into account, especially the specific context, to optimize the current HR and implement effective SHRM.

5.2.2.2. Seasonality

Seasonality, again, is a typical obstacle in the hospitality industry. Seasonality is conventionally addressed with recruitment, selection, training, and career development coordinated with organizational performance (Rahimić et al., 2019). However, seasonality significantly influences the SHRM in several ways starting from workforce planning related to all elements, such as training and career development, to employee retention and engagement, and even sustainability initiatives and local impacts.

On the one hand, careful personnel planning is necessary due to seasonal variations in demand. Hotels may see a rise in visitors during busy times, necessitating more personnel. On the other hand, off-peak seasons can see a decline in occupancy, necessitating changes to employee numbers. SHRM entails striking a balance between the demands of the workforce and the adverse consequences of hiring and firing, such as job insecurity and turnover. In terms of selection and training, seasonal variations require effective hiring and training procedures. During busy times, hotels must promptly hire and train temporary staff and make sure they have the capabilities to provide high-quality service. Investment in thorough training programs, encouraging skill development, and personnel retention throughout the year are all components of SHRM strategies.

In addition, one of the most important factors of SHRM is work-life balance; keeping employees motivated and upbeat amid seasonal downturns can be difficult. Workload fluctuations and erratic schedules can cause dissatisfaction and burnout. In order to increase engagement and retention, SHRM places a strong emphasis on building a happy work environment, paying fair compensation, offering benefits to employees, and putting into practice policies that support work-life balance.

Regarding sustainability approaches, to lessen its influence on the environment, the hotel industry is rapidly implementing sustainable policies. However, for instance, during peak seasons, owing to increased operational demands and higher occupancy rates, resource usage frequently rises. The incorporation of sustainability ideas into staff training, the promotion of energy and water-saving measures, and the encouragement of year-round waste reduction activities are all essential elements of SHRM.

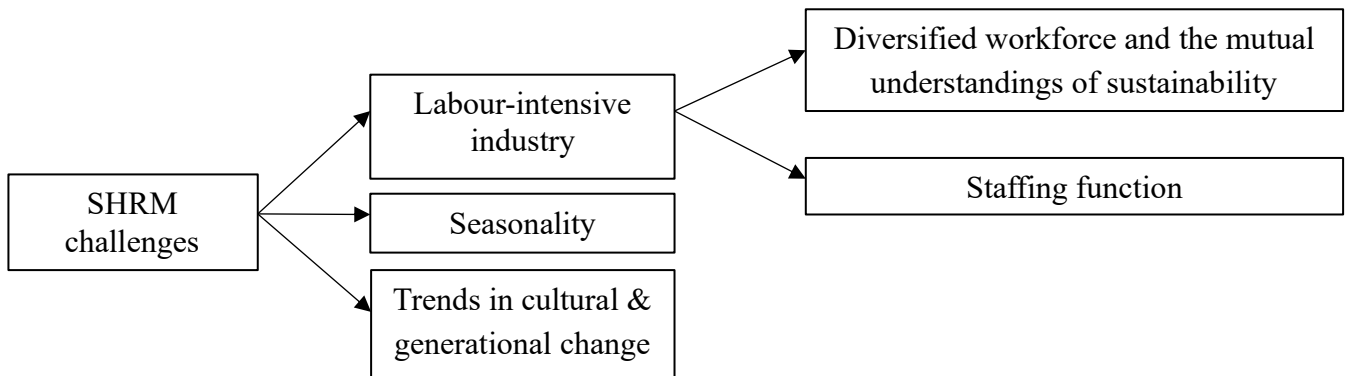
5.2.2.3. Trends in cultural and generational change

While the labour-intensive characteristic and seasonality are the conventional challenges of the hotel industry, trends in cultural and generational change are the integration between conventional features of the hospitality industry and the current contextual background.

Withdrawn from the research analysis, recently, in the Netherlands in general, and in Europe in particular, a number of factors such as technological advancements, result-oriented work culture, and legislative changes indicate a possible trend toward reduced working hours aiming to improve work-life balance and enhance employee satisfaction. However, this trend accidentally also poses a huge challenge for the hotel industry to manage its staffing function to ensure 24/7 operation when moving from 5 working days a week to 4 working days a week, for example, which requires meticulous HRM practices to ensure the optimal staffing function.

In terms of generational change, generation Z values flexibility, technological advancement, self-efficacy, and the integration of work and life to balance their personal and professional lives (Chillakuri & Mahanandia, 2018). Meanwhile, the hospitality industry requires a significant amount of consistent and stable human interaction between guests and employees for personalized service. Consequently, attracting and retaining a stable workforce in the hospitality industry becomes increasingly challenging and complex for management at various levels. The below figure briefly illustrates the SHRM challenges (figure 7).

Figure 10. SHRM challenges



Source: own work

5.3. Contingency approach – the Dutch hotel industry

Besides a solid SHRM framework with essential constituents, the study has discussed the challenges and benefits of SHRM towards organizational performance as well as the society and environment in general. Nevertheless, since the research was conducted solely in the Netherlands and in 4 and 5-star hotels, it is undeniable that the contextual background influences the results to some extent. Following the contingency approach, this section indicates the contextual characteristics affecting the research findings that people should consider accordingly and implement appropriate SHRM practices depending on their conditions.

Various perspectives on the SHRM concept have been reflected in the research. However, the management level believes that SHRM is a fundamental idea in the Netherlands and Europe due to its natural tenet that basic human needs, primary working conditions, and healthy workplaces are always met and regulated by legislation. SHRM, in general, and sustainability, in particular, from this research, is more about all the extra things around basic legal needs. Therefore, throughout the research analysis, SHRM has been described with a more personal-oriented focus aiming to ensure the balance between private and professional lives for employees both at the moment and for their future as well as individual professional development.

Moreover, SHRM in Dutch hotel managers' perspectives is also an important factor in complementing social and environmental impacts involving the participation of employees through various training sessions and organizational projects. On the other hand, SHRM from some Asian contexts were also discussed during the research interviews based on the respondents' experiences. SHRM in some Asian countries could be simply linked with basic human needs and fundamental working conditions, such as sufficient working hours and decent employment benefits, instead of focusing on individual needs or social and environmental impacts. In detail, for example, job satisfaction and commitment are generally

higher in Western European countries than in Eastern European and Asian countries (Alas & Edwards, 2011). The results are influenced by both institutional context and cultural background in this case. Hence, SHRM is also perceived variously depending on the circumstances.

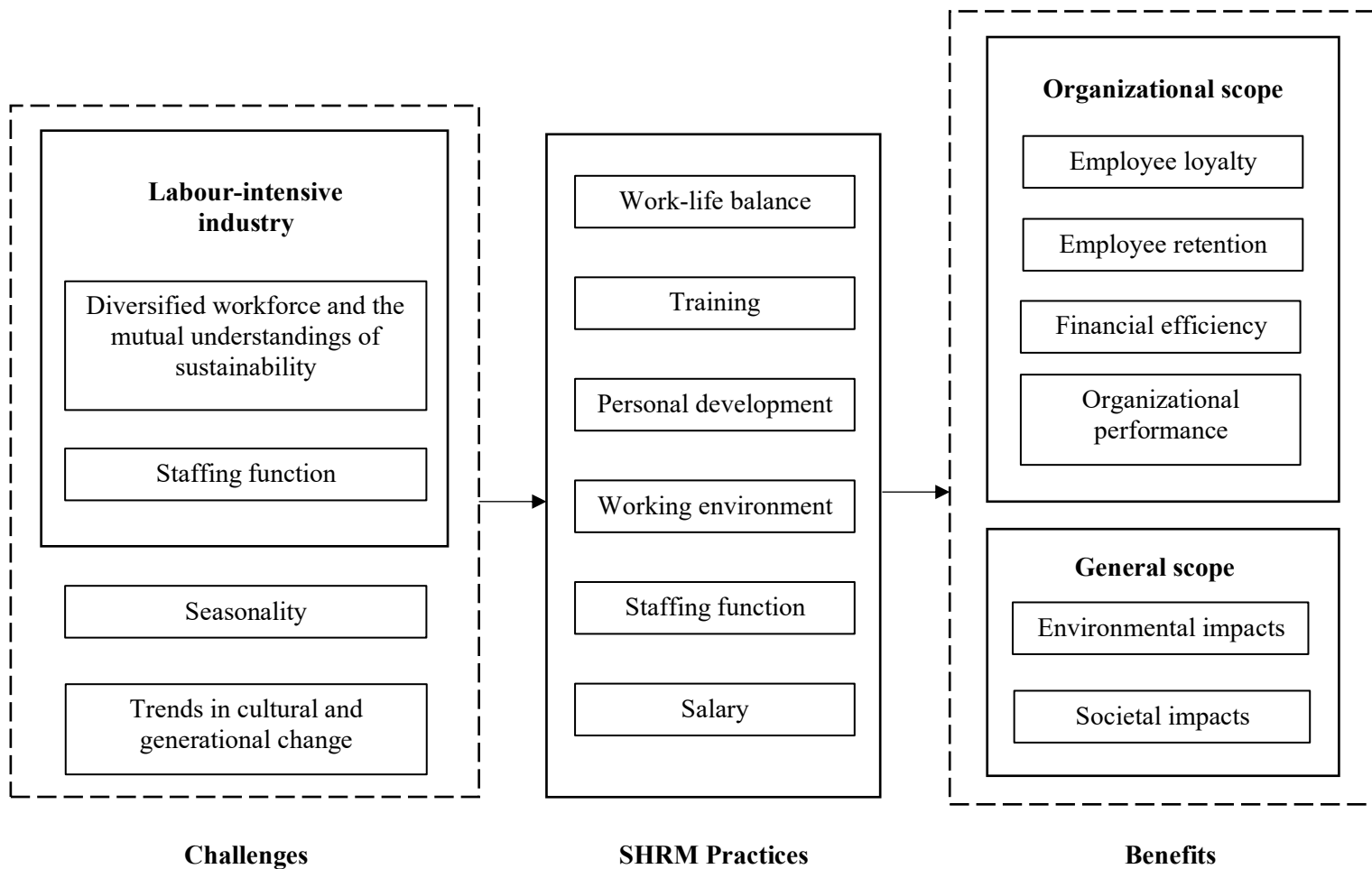
Similar to the effects of the Dutch economic framework and institutional background on the results, the business model and the hotel scale are other elements influencing the research outcomes following the contingency approach. The research was conducted in 4- and 5-star hotels and most of the studied hotels got sustainability certifications, in which the sustainability concept has been well-perceived and developed for a certain amount of time. This factor, indeed, also produced an advanced level of understanding of SHRM compared to lower-scaled hotels and small hotels, in which the sustainability concept is not their priority but financial benefits and organizational performance.

In terms of business model, as an example, one of the examined hotels is using outsourced HR service, which also affects the comprehension of SHRM. Since they are able to interfere only with a certain aspect of HR practices, their perspectives towards the SHRM concept do not fully cover a wide range of SHRM practices but only a part of it, such as the flexibility and the engagement between the company and employees.

Almost all of SHRM's advantages highlighted in the research are employee loyalty, employee retention, and, accordingly, economic impacts on organizations, while other outcomes of SHRM, such as environment and society wise, are mostly neglected. The reason behind this fact is the low unemployment rate in the Netherlands, leading to the scarcity of human resources, especially in the hotel industry, which requires the management level to carry out SHRM practices at a more personalized level to attract and retain a stable workforce. Therefore, the SHRM concept, in this case, is formulated to be more appropriate to the Dutch labour workforce situation, aiming to simultaneously ensure attractive working conditions for hiring purposes and maintain the efficient staffing function. Meanwhile, the general idea of SHRM should address the benefits not only within the organizational scope but also for the societal and global scope in the sense of economic, social, and environmental aspects.

Based on the research findings and discussion, a conceptual framework of SHRM is depicted (figure 11).

Figure 11. A conceptual framework of SHRM



Source: own work

6. Conclusion

To sum up, the study has shed light on the SHRM concept in the hospitality industry with practical viewpoints by addressing extensive areas of SHRM instead of concentrating merely on the environmental aspects of green HRM. By implementing both primary and secondary data analysis with qualitative research methods, the research has provided a solid SHRM framework, including essential SHRM practices and their positive outcomes, setting a foundation for future research to elaborate on the SHRM. Six key dimensions of SHRM have been addressed, comprising work-life balance, career development, training, working environment, staffing function, and salary. These practices, both individually and collectively, complement each other to formulate the SHRM structure. Although these elements have been widely studied in academic research, this research has scrutinized SHRM practices at a personalized level with an integrated analysis providing a novel perspective of SHRM from the management level in the hotel industry.

Work-life balance has been analyzed beyond the simple definition of professional and personal life; instead, work-life balance under the umbrella of SHRM covers a wide range of factors ranging from employee benefits, working hours, and workload, to the combination of working and private life, and the alignment between company's objectives and employees' expectation for long-term and mutual goals among stakeholders. Similarly, career development and training have been studied extensively apart from their conventional meanings. Career development involves supporting and educating individuals not just about their future careers but also about their life in general. Training, besides as a component of career development, fostering employees' career paths by providing necessary knowledge and expertise, is an impetus to engage employees in the sustainability concept encouraging employees to take the lead in developing innovative and sustainable strategies for their organizations. The working environment, on the other hand, is traditionally described as a 'home' atmosphere with flexibility, connection, comfort, and satisfaction. However, considering the working condition as a whole, it plays a role as a strong nexus between other SHRM practices ensuring the coherent and consistent implementation of the entire SHRM. In other words, the working environment correlates to other SHRM factors in terms of a determinant as well as a consequence. Meanwhile, the staffing function is considered a skeleton of SHRM as it starts from recruiting and goal settings to career development, ensuring the right fit position for employees as well as the balance between the subjective objectives within the organization and the objective effects or external variables. Last but not least, salary, as a crucial foundation, ensures that employees' basic requirements are met to the point where other SHRM practices may be properly fostered and developed. In brief, SHRM includes various factors complementing and depending on each other to generate a complete and well-rounded picture of SHRM.

The benefits of SHRM in the research are divided into two main types called organizational scope and general scope, in which the former focuses on employee retention, employee loyalty, financial efficiency, and organization performance, while the latter addresses social and environmental responsibility. In addition, some challenges in facilitating SHRM are also discussed, including both inherent features of the hospitality industry and external factors. In terms of the characteristics of the hospitality industry, the labour-intensive and diversified workforce creates challenges in getting a mutual understanding of sustainability as well as the reciprocal actions to implement SHRM among employees. Likewise, seasonality also poses difficulties in managing staffing functions and workforce planning to ensure the consistent implementation of the SHRM initiatives. Furthermore, there is a limited number of management positions compared to a large number of employees at lower levels, which restricts the career growth opportunities for employees. In the context of external influences, cultural and generational changes were highlighted, especially after Covid, to point out the agile challenges in attracting and retaining a stable workforce in the hospitality industry as well as balancing employees' needs regardless of generational differences.

Although the SHRM is comprehensively constructed in the research, according to the contingency approach (Donaldson, 2001), it is worth paying attention to the contextual background as it significantly contributes to the conceptualization process of the SHRM. The common understandings of sustainability and SHRM from European perspectives, in particular and Dutch viewpoints, in general, are completely different from other regions in the world depending on the political and economic situations, organizational context, and cultural background. Hence, even though this research is one of the pioneering studies scrutinizing the SHRM and providing a solid SHRM framework in the hotel industry, the application process of SHRM within an organization should be considered with external environmental factors as well to ensure the relevance and compatibility between SHRM practices and institutional context.

6.1. Limitation

One of the major challenges in this research is the bias and subjectivity generated from the entire methodology, from the sampling technique to the data processing using content analysis (Berndt, 2020; Camprubí and Coromina, 2016; Gura, 1992).

Concerning data collection, open-ended questions allow the interviewees to have more spaces and autonomy to address the SHRM concept; however, it might create divergences in their perspectives and interpretations, which results in extraneous answers (Reja et al., 2003). Secondly, the SHRM is studied only from the management level's perspective; therefore, their responses might be influenced by their hierarchical positions (Parent & Deephouse, 2007). These top managers may interpret SHRM in a way that pictures themselves favourably. As a result, their perceptions of SHRM might not accurately reflect the actual reality of their organizations but rather their strategic or aspirational managerial goals (Jarlstrom et al., 2018). In other words, each stakeholder has different logic and power depending on their operation positions and the importance level of sustainability to them. Customers, or employees' perspectives, for instance, could change the SHRM approach or create new research findings.

In addition, the data was collected only in 4- to 5-star hotels and solely in the Netherlands, which significantly impacts the SHRM's understanding and its stakeholders. The Netherlands itself got the second-highest score in the EU for corporate sustainability reporting practices indicating the advanced interpretation of CSR and sustainability in general (Flynn & Birdthistle, 2021). Hence, the result is only generalized and applicable in some specific regions or countries with similar contexts and backgrounds and might not be generalized in other developing countries, for instance.

In terms of data analysis, content analysis depends significantly on the researcher's skills, competent judgment, and careful consideration of the research process; therefore, this bias might reduce the study's reliability if the guidelines are not completely clear during the

coding procedure (Camprubí and Coromina, 2016). Although secondary data is added in this study to foster the research process with more supporting evidence and documents for primary data, secondary data is specific information that already exists but may not directly address the research issue, reducing the compatibility between the data and the research topic (Boslaugh, 2007; Johnston, 2014).

6.2.Recommendation for future research

Based on the limitation, there are many rooms and potential for future research to develop and interpret SHRM in a more specific and detailed manner. The idea of SHRM could be advanced constantly in the near future calling for a multidisciplinary method and shaped by multiple theories to comprehend its complexity and heterogeneity. In other words, SHRM provides numerous prospects for scholars in a wide range of academic fields to advance management practices (Kramar, 2014).

From a concrete framework of SHRM with explicated dimensions in this study, it is highly recommended for further research to analyze the most dominant factors as well as their influences on each other to generate a comprehensive picture of SHRM (Jarlstrom et al., 2018). What is the most important factor of SHRM in the hospitality industry? How do these SHRM factors affect each other in formulating the SHRM framework? These are a few questions that could be developed based on the research results. Besides, since there is not much experimental research in the HR literature examining the links between SHRM and sustainability as well as CSR, it is essential for future research to tackle the relationship, the boundary and the overlap between SHRM, sustainability, and CSR to minimize the equivocity and complexity among these concepts as well as observe the effects of SHRM on CSR and different features of sustainability (Chams & García-Blandón, 2019; Jarlstrom et al., 2018).

Last but not least, to increase the generalizability level, future researchers should interpret the SHRM concept in different contextual backgrounds (e.g. regions, countries, SMEs, etc.) especially developing countries or countries with a primitive level of sustainability understanding to contribute to the global understanding of SHRM and consequently suggest relevant and appropriate management practices to foster the implementation of SHRM. Secondly, it is crucial to study SHRM from other stakeholders' viewpoints, including middle managers, employees, and customers as their perspectives on SHRM might be different from the managers in this study (Jarlstrom et al., 2018). Although the upper management level would have the most generic idea regarding SHRM, other stakeholders could have more specific descriptions for the detailed SHRM picture. Employees, for example, would probably focus on the employment condition and health benefits to define SHRM in their own opinions, while middle managers might pay more attention to the importance of customer satisfaction (Jarlstrom et al., 2018). Customers, on the other hand, would reflect SHRM practices from another angle and might consider SHRM as one of the important

factors in choosing their accommodation. SHRM, indeed, is a heterogeneous concept requiring in-depth analysis and diverse comprehensions from different stakeholders; therefore, future scholars should consider not only the contextual background but also the stakeholders' perspectives to interpret SHRM thoroughly.

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APPENDICES

Appendix 1. Interview guide (Smith et al., 2017)

1. Interview information

The first section provides the purpose and objectives of the interview and the interviewees' right to withdraw at any time. This stage also ensures that all personal information about participants will not be disclosed during the research process.

2. Participation confirmation

This section aims to confirm participants' voluntary decisions and understanding with the interview

3. Unstructured questions (Open-ended questions)

- Introduce about your position, your hotel, the hotel size, number of rooms, and your sustainability certificates (if yes) ?
- How many employees in your company?
- How is your company's HRM practices involved in achieving the 'sustainability' certification?
- What do you understand about sustainability and what is its relationship with human resource management?
- Is there any highlights in your HRM practices during covid?
- Have you ever heard about SHRM? And what do you think about this term in your own way?

4. In-depth analysis and exploration about SHRM understanding

- What are your company's current HRM practices focusing on sustainability?
- According to your personal perspective and experience, what are the main approaches or dimensions of SHRM?
- According to your opinion, what are possible advantages/disadvantages and benefits/results of SHRM? Is it necessary to implement SHRM?

Follow-up questions:

- Is your company currently exercising HRM practices focusing on the relationship between employees, employers, and society/ factors driving and characterizing employees/ organizational long-term outcomes/ environmental impacts? (Mazur, 2015)
- What is your conclusion about the SHRM framework?
- Do you have any feedback or question about the interview or my research?

Appendix 2. An example of an interview transcription

Interview Transcription, Remco

Date: February 23rd, 2023

Duration: 32:54

Location: Movenpick Hotel Amsterdam City Centre

Codes: Interviewer (Mai) & Interviewee (Remco)

Interviewer [00:00:00] Just to warm up. Can you introduce your positions, your company, your hotel, and also your sustainability certificate?

Interviewee [00:00:10] Okay. Sure. My name is Remco Groenhuijzen. I'll give you my card.

Interviewer [00:00:21] Thank you so much.

Interviewee [00:00:22] I'm the General Manager of the Movenpick here, but also the vice president for the Dutch Properties of Movenpick. So we have two more hotels, one in Den Hague and one in Den Bosch

Interviewer [00:00:33] Okay, so you also manage the other two

Interviewee [00:00:34] Yeah. Yeah. So. Yeah. So I manage three hotels but with the general manager. I'm based here in Amsterdam

Interviewer [00:00:39] Oh, okay.

Interviewee [00:00:42] And okay, This here is a 400 room hotel. We have 1200 square meters of meeting spaces. So we're quite a big hotel in Amsterdam, of course. And the hotel in Den Hague has 72 rooms. And the one in Den Bosch is 92 rooms. But they all belong to the Movenpick brand. And Movenpick is a franchise with Accor. Oh, of course.

Interviewer [00:01:07] Yeah, I know.

Interviewee [00:01:09] Yeah, but Accor acquired Movenpick in 2018. Oh, right. And then because Movenpick officially Swiss. It's from Swiss region. But at one point, we wanted to connect with Accor, so. And yeah, but now it is weird because Accor has a blind strategy. It means we are owned by the HR group. But it's a German company. Okay. To make it complex. So the owner of HR group is a franchise Movenpick by Accor.

Interviewer [00:01:43] I know Accor and Movenpick, but I didn't know that Movenpick now is a franchise of Accor

Interviewee [00:01:48] Yeah yeah I had is that there are hotels owned or managed but Accor has applied a strategy that means that they actually only manage hotels or franchised hotels.

Interviewer [00:02:02] I think it's similar to like Six Senses and Marriott, I think Six Sense integrated to Marriott in 2018 something.

Interviewee [00:02:08] Yeah.

Interviewer [00:02:09] I think.

Interviewee [00:02:10] So. I think yeah. Because the same as Swiss Hotels and Fairmonts those were separate brands before and now they are connected to each other. That's how hotel business all look

Interviewer [00:02:22] Yeah.

Interviewee [00:02:23] Getting to two, three big players.

Interviewer [00:02:26] Yeah. So how, how is your human resource management practice involves to achieve sustainability certification in your hotel.

Interviewee [00:02:39] Well I think it's two ways. One is the Movenpick is already for over ten years they really wanted to be that's why we are green globe platinum. Yes and that's because it's not because you do brownfield, but is more like how many years you are trying to improve your sustainability charter, you know, So when I came here in 2019 and that at the time it was still Movenpick, you know, we moved to Accor just then and they were already Green Globe certified. Yeah, yeah. So that means that every year you have to make improvements. You know that that should be pointed in about electricity bringing down or less water consumption or all the things. And, and then actually every one year, it is like a desk audit. Yeah. And every 2 years, you receive official audits you know that people come around to check everything and I think the good thing of green globe is that is really it's you know you really have to prove what you're doing and so for instance with Accor, Accor first had Planet 21 and it was more like you have 20 boxes you could tick. But as a General Manager I could say, yeah, yeah, we do this and we do that. We do that. But there was not, it was not controlled. Now Accor has seen the goal of Gaia and Gaia is their sustainable program. We also have to fill in all the improvements. We also have to prove much more of what we're doing. My pictures, you know, you say, okay, I'm I'm splitting the garbage is the guy shows on a picture where you do that with Green Globe. So for us this was easy because Green Globe, we already had all these items already in place. Yeah. And so yeah we are, in Movenpick, there are three pillars; one is food beverage okay and because it is from heritage issues, food or beverage chain with a lot of restaurants in Switzerland and then became a hotel you know from restaurant chain to became a hotel chain and the other part and let's say we make moments as a service part of course, you know, where we create homes. And the third pillar that's sustainability and by already naming this in your Yeah like your if you if you went to your staff you say okay you're a chef remember we are here. No our our brand identity from logo is food & beverage moments and sustainability. People know that it's very important to the sustainability is quite important. And if we and you know if you talk about human resource part where we train people, especially an introduction to training, you know, we have a whole chapter about this and we think it's key. And, you know, it's key that we work in all these items that are mentioned in the Green Globe. So in the introduction day, we already mentioned about being global and we do all these things and then especially and when the audit comes in, of course we're going to check with all the staff. We're going to check all the staff to also be aware of what we doing and why we do things, you know. But I mean, the main challenges, of course, are, you know, we seem like we are splitting garbage. You can say, yeah, we do it, but you should start doing it because, yeah, I can do it. But I

have 550 staff members, are they comply to what we want to do, it's so it's a combination, you know, what I think is very difficult is that like young people, they say, I want to work for a company that is sustainable. I think it's important. And I had one or two people when I asked them, I said, okay, what is the reason you want to work for us? They said, Yeah, because I hear you guys are you know, we're working a lot on sustainability with the building and, you know, the certification. But sometimes for me it's very if people, the staff members really choose the work because how far is it from my work? How much does it pay? How much is from our home? How much does it pay? You know, So it's for me sometimes a little difficulty.

Interviewer [00:07:25] Yeah, because I think in the hotel industry I don't think a lot of employees pay attention to this. I don't know if a lot of employees consider sustainability as one of the option to choose the hotel to work

Interviewee [00:07:36] Yeah.

Interviewer [00:07:36] No, no. Right.

Interviewee [00:07:38] But it's the same for the guests. And I have a big discussion with Accor about this because they always say that even even booking.com, they did a presentation lately about it because now booking.com even has a label on their website.

Interviewee [00:07:53] And, and he said yeah. We did a survey and 68% of the guests say it's important that the hotel has a sustainability label. Okay. When you call me, you said, Do you think it's important? Yeah, but when I fly from London here to go for a weekend to party and do I also choose those because of that. I can say it's important, you know, but If I really take my decision to move to that hotel for that. You know, that's the question.

Interviewer [00:08:26] So it's not like the only criterion that we need to consider. We have so many other factors to consider.

Interviewee [00:08:34] Maybe there's more. You know, nowadays that's what I said was we were like we, we had a meeting about this whole story manifestation of Accor and you know, of course it nowadays is very important. That's the label because if you do a like an RFP, you know, for a corporate client and request for proposal, you know, so whether there's a company like the Deloitte or IHG or Shell or whatever, they only want to sign a contract with you if you can prove if you have a label, you know. So yes, it is important. But if the people, when they travel, do they choose to that.

Interviewer [00:09:15] Yeah, yeah. Because now I'm working for a sustainability certification but for tour operators. So I know what you mean because we also work with like one company and they partner with so many tour operators. Yeah. And if tour operators want to work with that company, they need to be certified by us.

Interviewer [00:09:34] So is that kind of like. Yeah. And they say like cooperation, partnership, but it's not really I don't really know if they really, really want to commit to sustainability or not or just to work with the travel agents. Yeah, something like that. Yeah. So have you ever heard about the term Sustainable Human resource management?.

Interviewee [00:09:58] Well, as a term, yeah. Is like how do you do with the social part, you know, for your employees. And so there's sustainability about the energy business but also of people you know, and how do you deal with, how do you deal with people, how do you treated them? Is this what is sustainable? And second of all, what I think is more important, if you can name it, sustainability is how do we help people during their career to move on, you know? Yeah, yeah. Because I think that is something that's an omission. And I must say we also can improve on that level.

Interviewer [00:10:44] Yes. I mean, I heard a lot and I also read a lot about sustainable human resource management. But the thing that you just mentioned, the career development for them? Yeah, this is something I come to my mind at the moment, because like I wrote a lot here, about sustainable human resource management, but it is about like justice, equalit, transparent practices, something like that is very naturally, of course, that everyone needs to commit it. Yeah, but it's not really about sustainability.

Interviewee [00:11:18] You know what I think is sustainable? What I think is sustainable and what what I told you, I'm all about 25 years as a GM, but I worked for Novotel in Amsterdam. That's a 600 room hotel and I was a operation manager there. And I had a good team, nice people, and, you know, a lot of people with a little bit older, you know, like in their 40s. And then I left and I became a general manager and then they had to do a renovation plan there in that hotel. So the regional manager asked me if I could do a renovation plan. So ten years later, I came back and I saw exactly the same version that they were that ten years ago with the same job and I knew that if you were a breakfast waiter, you can do this when you're 40, maybe when you 50, but not when you're 60, you know. And I think and that sounds like a thought that the company has is to go yeah speak to these people because it's always very difficult those people they're very proud to work with. You know, they're not going to make their pension in their job, you know, And, you know, I think we don't pay attention to that. That's also because as a general manager, I work here for five years and then you go and then another GM comes and you go, It is. And those people are to stay there. And we're all very happy. You celebrate 25 years. This is John. He's a 25-year waiter. But can John work another 15 years until his retirement. No, and I think think about that question and help John to develop himself to do another job, I think that's what I call sustainable human resource practice, you know, because it's not like I sometimes say like, sometimes people are used as a commodity. You know, we take it like a lemon, you squeeze it, don't eat it, you know, And as sometimes in hotels, we want to make budget. So we need the people need this and we need that, you know, and it, it, it but in the end, okay, you know, then the GM continues and the person stays there, you know, and if nobody and you could say, like, maybe people should do that themselves, that just that's not completely. It's very difficult because you don't want to disqualify people because I think you should make them aware. In the same hotel, there was a meeting about your pension. So we send out to people to come and there was somebody from the pension fund who was going to explain anything like that. People think sometimes pension is complex, you know, about pension payments and all that. So there was nobody coming. The only one was coming was me. So I go to the H.R. department and asked how many people is going to attend. Because you and me, the lady from HR and I said, well, we have like 50 people who would be interested to see how their pension will look like. And they said it's too complex. And all the talking to people apart, is it? I put them together. I said, do you realize what happened when you let's say something happened to you, you could see what has happened after two years. You only get 70% of your salary and after that you get even less you get. You know, an appointment

benefit or even worse, you know. So you need a pension to cover that. You see that people sometimes are not busy with these topics in their lives.

Interviewer [00:15:13] They don't think about the future then.

Interviewee [00:15:15] And it's another I don't want to blame people. Normally I would say, but the reason not all those people have an education or come from a certain family or friends like that, they can think about the situation always. I think it's a task of the hotel commit to your question about what they think is sustainable human resource in practice. It is that you make them in the hotel and also look at this human inside of your staff.

Interviewer [00:15:50] Because it is very challenging to focus on each individual benefit. Yeah, because it's a very labor intensive industry and and I would say that the employees in hospitality industry also have very diverse backgrounds. So how to address them and everything is really challenging.

Interviewee [00:16:10] Yeah, you know, I think it is. It is for sure. And, you know, in Holland, there is a lot of young people are very, you know, they go to hotel business and they do it as a side job while they study, you know, and then they leave and they never work in the hotel business again, you know. But what we see is we also have a lot of people who come from abroad, like Spain and Portugal, Italy, because there is sometimes the labor market is still difficult, as you know, and Holland, we need a lot of people, and they come here and their salaries are okay, you know, compared to these countries. But yeah, it's something they don't think about their lives if they try to look ahead, you know. And I think the company that we work for HR Group. Mhm. Uh, well, it's not at that level. I mean that is a guy, the owner who wants to grow his company and it grows, grows, you know, and the human resources is not really a hot topic. You know, I think there's something that the company does or something that I think I'm responsible as a GM for, you know, and I think still also this hotel we still can improve because sometimes, people are also stubborn, you know, you're in the age 45 now and so what is your next step? Oh, I'm here, I'm proud of my hotel and I like to work here because who knows? So is it just as I'm not me? So who knows? I'm just Remco. Do you think you can do this another 25 years from now? Oh, I It's going to be tough to do it. Yeah. You know, because when I worked at the Novotel for 4 years, something never ever somebody reaches his pension. Everybody became or sick or left or you know, couldn't do the job anymore. You know and you know and that's something what is strange so you know, in hotel business, you can work till your 40 and then you run.

Interviewer [00:18:13] Yeah, I don't know the labor market here in the Netherlands but in my country, especially in hotel industry, employees in hotels They have very, very diverse backgrounds, somebody just finished high school and someone already got master's degree in Europe or something. So it's very hard to manage them and also to integrate and to explain to them about their own benefits and everything. Yeah. So I think I really challenging

Interviewee [00:18:45] But I think there are neither differences between Vietnam and Amsterdam, you know, I mean and there's nothing to be completely different country and it's not it's not even Vietnam is the same as Thailand, Asia. You know if you look at Asia I mean it is different than Europe. Europe is different than the US. Go to America. You know, you go to restaurants, you see people at a table, you go like, Jesus, How old are they? You know, And those people have sometimes two jobs because they cannot manage. So that's all

what to do with your social structure in your country, you know. Yeah, but to be honest, yesterday I became 60. Okay.

Interviewer [00:19:29] Okay. Happy belated birthday

Interviewee [00:19:30] Thank you Mai, but my father was already two years retired because at that time, you know, there was a lot of unemployment. So they sent all the old people. They sent him on early retirement. So my father was 57. He started when he was 17 and he worked till he was 57. So he worked 40 years. We had 40 years of work. Then they said, you can take early retirement, you know, now I have to work till 67, ten years more than my father, because the government says, no, we're not going to pay anything, you know, like that. All the people money, they said, no, it's not because you have to you know, we need people to work to keep the economy rolling. So there is also a difference in Holland, before it was more, how do I survive till I'm 50 or 60 or 58, 50, 60. And I always how do I survive till I'm 67, 68, and that's of course, also different in I don't know what the the age of retirement in Vietnam

Interviewer [00:20:33] It is 60 for male and 55 for females

Interviewee [00:20:38] Yeah.

Interviewer [00:20:39] Yeah of course I social difference also depends on the policy and everything. We are a single Communist Party. Yeah. Yeah. So it's very different.

Interviewee [00:20:49] Also, it's very hard to compare, but if you asked me in Holland.

Interviewer [00:20:53] Yeah.

Interviewee [00:20:54] You know, a lot of people that have said a lot of companies, they still work. Okay I want to have this result. I need this amount of people. And if you are not good, I got somebody else. But it's very hard to get staff in Holland, you know, so we have to take care of them.

Interviewer [00:21:18] Okay.

Interviewee [00:21:19] Okay. At this point in Holland, for every person unemployed, there are three jobs available. Like, I don't know if you interested in it, in Holland, we have 18 million people. Okay. Yeah, there is nine and a half million people that work.

Interviewer [00:21:40] And the others

Interviewee [00:21:42] Their children, old people or people who can't work. So that's because that's what they say about it. It's funny you mentioned it because when I spoke with my friend guys, I think the average age in Vietnam is like 35 or 36 or something is very low.

Interviewer [00:22:04] Yeah. And we have a very young population

Interviewee [00:22:06] Very young, very young age. And like in Holland, we have very old people

Interviewer [00:22:13] Aging.

Interviewee [00:22:15] Sort of aging population. So but from these 10 million, there are 4 million who work part time. There were like one day and then three days a week, you know. And the number of people unemployed in Holland is 300,000, as 3%

Interviewer [00:22:39] Okay.

Interviewee [00:22:42] You know, like in Spain, unemployment is sometimes eight, 9%, you know, so. So the unemployment is very low because those 300,000 people, you can take already 150,000 people that are growing up and that will not find a job. And that's because let's say, 66 and he's been 40 years bus driver. Mm. You know, you cannot, you know, for two years you cannot find somebody. So there's a lot of people in our age that are unemployed but will not get a job. You know, there's a whole, whole group of people who are unemployed. They say, I want to work, but they're not fit for work, you know. So you think in a positive way. Mhm. So, so unemployment is a big thing in Holland, that's why we have a lot of people from foreign countries. If you look at this hotel, there are 22 nationalities, they come from all over the world, you know, and that's, that's not because, but because there are no Dutch people, they want to work in hotel business, you know, so nothing else.

Interviewer [00:23:47] So how about during COVID? In this hote, did you lay off a lot?

Interviewee [00:23:54] Yeah, we did. No. Well, first of all, what we saw that, you know, in Holland, people have contracts, you know, like a several-month contract or a year contract.

Interviewer [00:24:03] Yeah.

Interviewee [00:24:04] So if if you're going to finish, you can skip the contract. So when Corona started, you have a kind of turnover over, you know, in hotels. So we could stop these contracts. But in the end we laid off about 25 people because we really had to close departments and things like that. Yeah.

Interviewer [00:24:27] Yeah, just some general information. Because I knew that I should research more about the Dutch market and everything, but I haven't done much research

Interviewee [00:24:38] Okay?

Interviewer [00:24:39] Yeah, but I know that during the COVID, I heard people said that during the COVID the Dutch government also support around 80% basic salary. So it's also supports a lot of people.

Interviewee [00:24:56] It was a little difficult because what they did in the beginning, they said if you, we don't want to lay off people, you know, we don't want to people lose their jobs because, you know, if they if they lose their jobs, they go to an unemployment benefits, you know, so and they said if we pay them here or we pay them in hte hotel, you know, so we're already in companies. So this is, first of all, okay, we going to pay 90% of salary. So you have to keep the people. But then when Covid linked it, they said, yeah, okay, you have to bring down your organization to make sure that we cannot keep on subsidizing these. So then it became really less, you know, and well, we had to show how to get it. But you could

you could keep your staff. You know what I think is always complex. And first of all, they said, okay, we do this. And then there came a lot of regulations and missions, you know well that so very every day it became complex, they made you just one hand they said we pay this but they don't know when to make you slip down your organization and diminish the number of staff, you know. So yeah, that was a difficult time. I had a German owner in Germany. And in Germany, they call it '....' that means that means actually that you work for me, I send you home and I don't have to pay you and you get 70% of your salary, you know, it's like an unemployment thing. And and so the company, the more people they sent home but while we had all the people so I think the working year and then my boss came you said you these people here because there is nothing you know until I said yeah but have to pay him anyhow so for a few days they never want to give the right service, even sent them home. Sent them home. So but that was they didn't understand. And it's the same in England, in Germany, in England they called furlough. You know, those people were not even allowed to work. So so there was in Europe, there were a lot of different measurements. But in Holland they said, no, you, we we pay subsidize these people. So that was quite, quite good.

Interviewer [00:27:13] But I heard of that from Dutch government, somehow the inflation rate was a bit higher. Yeah, right. I also heard about it.

Interviewee [00:27:22] Yeah, well, inflation rate is mainly driven at this point about energy and you know, and Holland is using a lot of Russian gas. And so that's, that's the point.

Interviewer [00:27:32] Yeah. Yeah. So if you choose the most important factors about sustainable human resource management, which one would you choose?

Interviewee [00:27:46] I think educating people on, uh, on their career path, but also about their lives. They think about ten years further, you know, and it's not because when you're young and ambitious, you say, okay, I want to be general manager and the guy here, he wants to go to the hotel school, I want to be a general manager. I was the same

Interviewer [00:28:13] You can make it.

Interviewee [00:28:13] And then you will agree. Is that okay? Regional Manager Okay. I was regional manager, but so I won points. Okay. What I want to do, you know, two words. Yeah. My career. And maybe, you know, I think this career path. I think this is something that's not done too much nowadays. If you talk about sustainable as a force, we have to train people. We have to do the welcoming. But I think it's all normal human resource.

Interviewer [00:28:45] It's all natural.

Interviewee [00:28:46] Yeah, you take care. You have to give people training and in Accor even it is a compulsory that every year you have to provide training for them. And if, if, if you want to do something more was really to keep people healthy you know also that the. We've seen a lot of young people. They have a lot of stress, you know, because they would like now with the energy prices are high to find a house in Amsterdam. You know, there's a lot of there's a lot of stress in the area. And how can you help these people and, you know, work and work in private life? They always say, look, it's difficult. You know, I work here. Some people are even given to work in their private lives. But if you're I think nowadays it's all blend together because if somebody is not happy in his private life, you know, the people

will say, yeah, I got a burned out from my work. We didn't get a burn out from work. It's the balance. Because if you're, you know, I work my life was very different. I'm very stressful periods. Okay? I'm married. I'm happy with my wife. You know, we have a house. You know, let's say I'm safe. I don't have to worry about home and the people I saw here, inside rooms. One of my manager, she got a burnout? Yes, it was, she was working in a hotel but she was also having two children at home and her husband got unemployed. So she was the only one way to deal with children and all that. And there are arguments at home because you know that the husband was not happy and, you know, when she left to work, she didn't relax. Now, she had a lot of work to do, you know, and that and that you cannot keep doing that, you know. And what happened then? So she worked part time, so she worked four days a week. But if you're a room division manager in this hotel. It's almost a seven days job. You want to put it in four days. So, you know, she was always in this stress. You cannot keep on going. You know anything. That those people are all drowning. You have to sit with them and you cannot find a solution, but you can at least discuss the situation. You know, maybe she'll do that. Or maybe she could do less or take a different position or, you know, I think this is also a more life coaching task that you have as a human resource department in a hotel

Interviewer [00:31:24] Do you have something like that here in your hotel?

Interviewee [00:31:27] No, but we try to look especially when people are, you know, you can do so many things for example, when somebody is sick for a long time, you go like hey what's going on.

Interviewer [00:31:44] Oh.

Interviewee [00:31:44] It's. It's. Yeah. And you have to find what is the issue. Why is somebody ill? You know, why is somebody having a burnout and how can we help something,? Because if somebody has a burnout, then they stay home for a half year, they come back and nothing has changed. You still have a decent job. You go back. You you know what I think? I think it's very important for HR to follow these people. And also notice why that guy is always coming late, why is that, why is this. That's also something to discuss to see how you can help people. I mean, people if your staff is happy, they feel well, you know, then service as well when things go well, you know, it's.

Interviewer [00:32:30] Thank you. I mean, every time I talk with a hotel manager, I have a lot of insights, not only about Netherlands, but also about hotel management in general, and especially in Europe, is so different from the. I think yes, I think that's a lot of information