

High Performance Work Systems in the Tourism and Hospitality Industry:

A critical review

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Abstract

Purpose: This study provides an up-to-date theoretically based qualitative review regarding the “High-Performance Work Systems” (HPWS) approach in the area of the Tourism and Hospitality management. The aim is to classify the so-far studies between those that examine the general “black-box” issue, and those that investigate the actual process of the “black-box”. Finally, this study identifies the “gaps” in the literature and provides avenues for further research.

Design/methodology/approach: This review is based on a systematic critical analysis of the HPWS research that has been conducted explicitly on the Tourism and Hospitality industry during the years 2004 – 2019 ($N = 28$), published in core HRM and management journals.

Findings: This study identifies a significant gap in the progress of the HPWS research in the Tourism and Hospitality sector, contrary to the so-far research in the generic HRM literature. Hence, recommendations and suggestions are provided for advancing the HPWS research in the particular sector, including the need for more advanced conceptual and statistical models by focusing specifically on the process of the “black-box”.

Practical implications: The present review contributes considerably to the HPWS research in the Tourism and Hospitality sector, and recommends avenues for further research in enhancing the overall HPWS literature.

Originality/value: This is the first study that reviews the HPWS literature in the Tourism and Hospitality sector, in an effort to reconcile the differences between the present sector and the generic HRM literature.

Keywords: high performance work systems; Hospitality and Tourism management; HPWS; Human Resources; Human Resource Management; HRM; Review

Paper type: Research paper

1. Introduction

For the past three decades, researchers in the Human Resource Management (HRM) literature have focused on the quest of finding the appropriate HRM practices that will contribute – as a system – to higher organizational performance (Messersmith and Guthrie, 2010). These systems of HRM practices, often called “High Performance Work Systems (HPWS)”, have been described as “a specific combination of HRM practices, work structures, and processes that maximizes employee knowledge, skill, commitment, and flexibility” (Bohlander and Snell, 2007, p. 690).

Looking closely at the HRM literature, it is evident that the majority of studies that examine the HPWS effects on employee outcomes and organizational performance focused mainly on the manufacturing sector (e.g., Huselid, 1995; Zacharatos et al., 2005). However, it soon became evident that the presence of other sectors, and especially the service one, should not be neglected (Katou et al., 2014, p. 529) for two main reasons. First, the findings of studies conducted in the manufacturing industry could not be imported to the broader service sector. Indeed, the service sector is characterized by some special attributes (see Liao et al., 2009, p. 373). For instance, products are developed and consumed simultaneously, the service process is essentially intangible, whereas customers are directly involved during the service production. Moreover, according to the same study (p. 371), the need to shift the HRM research towards the service sector is also highlighted by the significant contribution of the latter (60%) to the “Gross Domestic Product” (GDP) in most countries.

Taking the previous developments into consideration, during the past 7 years there is noted a major shift of empirical studies towards the wider service sector. Among these studies, many investigate the HPWS effects by focusing on healthcare (e.g., Ang et al., 2013; Bartram et al., 2014), while others focus on sub-sectors of the professional service sector, such as law, accounting, and engineering consulting (e.g., Beltran-Martin et al., 2017). However, despite

these developments, there is still a lot of progress to be made with particular emphasis in the Tourism and Hospitality industry. Indeed, Garcia-Lillo et al. (2018) in their review of HRM studies in the hospitality sector between 1997 and 2016 identified “a gap” in the hospitality HRM literature (p. 1753), and highlighted the need for additional research in investigating the “mechanisms that lead HR policies and practices to influence unit-level performance through the effects on hotels’ human capital” (p. 1754).

Despite the highly important review of Garcia-Lillo et al. (2018), their study does not focus explicitly on systems of HRM practices (i.e., HPWS) but follows a more generic review. Indeed, their study provides recommendations for HRM research in general and highlights the need for additional research in the Tourism and Hospitality sector. Following the Garcia-Lillo et al. (2018) work, the present one continues the journey and enhances the HRM literature by focusing specifically on the neglected topic of the HPWS effects in the Tourism and Hospitality sector.

Taking into account the scant literature with regard to the HPWS approach in the Tourism and Hospitality industry, the aim of the present study is two-fold. First, it provides a critical overview of the main theories that have been used to explain the relationship between HPWS and organizational performance (characterized as “the black-box” mechanism; see Messersmith et al., 2011), as well as the actual processes that are necessary in order to shed light on this mechanism (e.g., van de Voorde and Beijer, 2015). Hence, the first goal is to provide a theoretically based critical overview of the extant HRM literature aimed towards the in-depth understanding of the HRM – employee well-being – organizational performance relationship. The second goal is to review the published papers that have examined the HPWS approach in the Tourism and Hospitality sector. In doing so, these papers will be categorized based on their actual contribution to the HRM literature with regard to the aforementioned theoretical framework. Based on the preceding process, the ultimate goal is to identify key areas that

require further development, and propose avenues for new research. In summary, the present study can be regarded as the first attempt in summarizing the broader theoretical framework behind the actual mechanism through which HPWS works, highlighting additionally the significance for further research in the Hospitality and Tourism sector.

2. Theoretical background

2.1. HPWS and the “black-box” issue

The importance of the HPWS notion dates back to 1995, as researchers argued that the use of these systems of HRM practices had the potential to increase organizational performance (e.g., Huselid, 1995; Macduffie, 1995; Delery and Doty, 1996; Ichniowski et al., 1997). However, taking into consideration that HPWS research was still in its infancy at the time, these studies focused solely on the direct impact of HPWS on organizational performance. Yet, since 2000 a new stream of research came to the surface, emphasizing the need to decipher the actual process through which HPWS affects organizational performance (e.g., Boselie et al., 2005). This exact process was later characterized as the “black-box” issue (Messersmith et al., 2011). With regard to the “black-box”, scholars have used several theories in order to shed some additional light on this topic (see Jiang et al., 2012, 2013; Raineri, 2017; Jiang and Messersmith, 2018; Peccei and van de Voorde, 2019).

Of particular importance to the HPWS literature, the “Resource-Based View” of the firm (Barney, 1991) suggests that an organization’s human resources can be a source of “sustainable competitive advantage”. In particular, HPWS helps towards creating a workforce characterized as “valuable”, “rare”, “inimitable”, and “non-substitutable”. Thus, human resources that share these characteristics are the means towards achieving increased organizational performance.

In line with the Resource-Based View, the “human capital path” (Wright et al., 2001) underscores the vital and central role of the human capital in the HPWS – organizational

performance relationship. However, this theory also acknowledges the fact that if employees leave the organization, then the value of the human capital will be transferred to other firms. Hence, this perspective underscores the importance of HPWS not only in enhancing the existing human capital, but also in mitigating employees' turnover (Jiang and Messersmith, 2018, p. 9). In summary, this approach describes the usefulness of HPWS in attracting and developing an organization's human capital, with the ultimate goal to differentiate themselves from the competition and to achieve a sustainable competitive advantage (Wright et al., 2001; see also Raineri et al., 2017, p. 3153).

Furthermore, the "behavior motivation approach" (Jackson et al., 1989) is based on a "psychological framework" and proposes that HPWS essentially impacts organizational outcomes by affecting first individual performance (e.g., employees' attitudes and behaviors). Indeed, it has been argued that progressive sets of HRM practices motivate employees to respond with positive attitudes and behaviors, such as affective commitment (e.g., Ang et al., 2013), job satisfaction (e.g., Messersmith et al., 2011), and work engagement (e.g., Zhang et al., 2013; van de Voorde et al., 2016).

Last but not least, similar to the "behavioral perspective", Appelbaum et al. (2000) developed the "Abilities – Motivation – Opportunities" (AMO) framework. In summary, the AMO framework suggests that HPWS affects employees' productivity by strengthening their "Abilities", "Motivation", and "Opportunities" to work more effectively, leading ultimately to increased organizational performance. A similar theory was later developed by Lepak et al. (2006) who focused on the HPWS effects on employees "Skills", "Knowledge", and "Abilities".

All in all, the preceding perspectives can be summarized in the work of Messersmith et al. (2011), who provide a thorough understanding of the "black-box" issue. According to their work, HPWS impacts - first - employee attitudes and behaviors. In turn, employees respond by

showing extra-role behaviors (e.g., Organizational Citizenship Behaviors) and increased productivity, which affect consequently organizational performance. However, these developments brought another issue to the surface. Indeed, scholars began acknowledging an additional issue that was related to the specific mechanism through which HPWS impacts employee outcomes (e.g., van de Voorde and Beijer, 2015, p. 62). Hence, a second smaller “black-box” was conceptualized that resided inside the broader one.

2.2. The actual Process of the “Black-Box”

In responding to the emerging need for exploring the mechanism through which HPWS impacts employee attitudes and behaviors, researchers relied essentially on the “behavior motivation approach” (Raineri 2017, p. 3153; see also Jiang and Messersmith 2018, p.10). Among the proposed theories to shed light on the HPWS – performance nexus are the “social exchange” (Blau, 1964), as well as the “psychological contract” (Rousseau, 1990) approaches.

In summary, both theories are based on the norm of reciprocity (Gouldner, 1960) which suggests that one party will feel the need to respond to the greater good that it will receive by another party by giving something back. In the business environment, these two parties are essentially the organization itself and the employees. Hence, when employees feel that the organization cares about their interests - which can be evident by the HPWS implementation - then they will reciprocate this positive treatment they receive by developing positive behaviors and by showing higher levels of trust towards their employers (Tremblay et al., 2010, pp. 409-410). Overall, research has highlighted the usefulness of the “social exchange” and the “psychological contract” theories (e.g., Takeuchi et al., 2007; Katou and Budhwar, 2012; Zhang et al., 2013) in explaining the process through which HPWS influences employee attitudes.

Similar to the preceding relationships, the significant role of “trust” is tightly connected to the “social exchange” theory, as “trust” has been regarded as “the axis upon which social

exchange revolves” (Aryee et al., 2002, p. 271). Indeed, following Blau’s (1964, p. 98) argument “since social exchange requires trusting others to reciprocate, the initial problem is to prove oneself trustworthy”. Hence, scholars have also highlighted the mediating role of the “trusting” relationships as a crucial link in the HPWS - employee outcomes connection (e.g., Tremblay et al., 2010; Alfes et al., 2012), emphasizing additionally its moderating role (e.g., Kloutsiniotis and Mihail, 2018).

Last but not least, other HRM studies have used additional perspectives, including the “psychological empowerment” (Spreitzer, 1995), and the “social identity” (Tajfel and Turner, 1986). “Psychological empowerment” is defined as “a motivational construct manifested in four cognitions, namely meaning, competence, self-determination, and impact” (Spreitzer, 1995, p. 1444). Combined, these four cognitions help employees towards shaping their work roles. Overall, research suggests that HPWS empowers employees’ psychological state which in turn affects their behavior (e.g., Bonias et al., 2010; Bartram et al., 2014). On the other hand, the “social identity” theory refers to people’s need to belong to a group. Based on this theory, HPWS makes employees feel valued by the organization and, as a result, consider themselves as organizational members. Previous research has validated the direct impact of HPWS on employees’ social identity, confirming additionally its mediating role in the HPWS – “psychological empowerment” relationship (Bartram et al., 2014; Mihail and Kloutsiniotis, 2016).

Taking the preceding discussion into consideration, Raineri (2017, p. 3155) presented a “sequence of events”. Based on this process, the HPWS implementation sets in motion the “motivational path”. In turn, HPWS helps in strengthening employees’ feelings of “social identification” and “psychological empowerment”, while at the same time various processes are initiated that include “reciprocal social exchanges”. As a result, this mechanism helps employees towards developing positive attitudes and behaviors, making them feel affectively

committed, satisfied, and engaged with their work. Finally, this whole process boosts employees' productivity and, consequently, organizational performance. At this point, it should be underscored that additional theoretical perspectives have been used in order to explain alternative research questions across the Strategic HRM literature (e.g., “the institutional theory”, “the organizational climate theory”, “the social capital theory”, etc). However, this study focuses specifically on the perspectives that have been widely used for the understanding of the “black-box” issue, and which can be of significant importance to the HPWS research in the Tourism and Hospitality sector. Nevertheless, additional information can be found on the studies of Jiang et al. (2013), Raineri (2017), and Jiang and Messersmith (2018, table 1, p. 9).

In an effort to help readers and researchers acquire a better understanding of the preceding discussion (the initial “black-box” and the actual process), figure 1 presents this information combined.

Figure 1 near here

3. Methods

3.1. Study search and selection

To identify the relevant studies that examine the HRM effects in the Tourism and Hospitality sector, the focus was based – first – on international peer-review journals that specialize in the relevant sector. In doing so, the Association of Business Schools (ABS) journal guide proved beneficial to our research. Moreover, the study of Garcia-Lillo et al. (2018) was also used as a reference point as to which peer-reviewed journals to include in our analysis, as these authors reviewed 108 HRM studies with a focus explicitly on the hospitality sector the years between 1997 and 2016. Overall, the relevant journals included *Annals of Tourism Research* (ABS 4*), *Journal of Service Research* (ABS 4*), *Tourism Management* (ABS 4*), *International Journal*

of Contemporary Hospitality Management (ABS 3), International Journal of Hospitality Management (ABS 3*), Journal of Sustainable Tourism (ABS 3*), Cornell Hotel and Restaurant Administration Quarterly (ABS 2*), Cornell Hospitality Quarterly (ABS 2*), Current Issues in Tourism (ABS 2*), Hospitality and Society (ABS 2*), Scandinavian Journal of Hospitality and Tourism (ABS 2*), Tourism Analysis (ABS 2*), Tourism and Hospitality: Planning and Development (ABS 2*), International Journal of Tourism Research (ABS 2*), Journal of Hospitality and Tourism Research (ABS 2*), and International Journal of Hospitality & Tourism Administration (ABS 1*)*. Moreover, it was also considered that relevant papers could have been published in refereed journals with a more generic focus in HRM, management, industrial relations and organizational behavior. Hence, the research was extended to *Human Resource Management (USA, ABS 4*), Human Resource Management Journal (UK, ABS 4*), International Journal of Human Resource Management (ABS 3*), Employee Relations (ABS 2*), Personnel Review (ABS 2*), International Journal of Manpower (ABS 2*), Journal of Management (ABS 4*), Academy of Management Journal (ABS 4*), British Journal of Management (ABS 4*), European Management Review (ABS 3*), Journal of Business Research (ABS 3*), European Management Journal (ABS 2*), Journal of Applied Psychology (ABS 4*), Journal of Organizational Behavior (ABS 4*), and Personnel Psychology (ABS 4*)*. Based on the fact that the more sophisticated approach of the HPWS literature (i.e., the “black-box”) was essentially developed after 2004 (e.g., Boselie et al., 2005), the review included papers published between the years 2004 and 2019.

Overall, in order for studies to be included in this review, a number of criteria had to be met. First, the papers had to be focused on the Tourism and Hospitality Sector. Secondly, they had to investigate explicitly the impact of these systems of Human Resource Management practices on employees’ productivity, and well-being and / or organizational performance, and not the effects of individual HRM practices. Finally, they had to be quantitative empirical studies.

During the literature review process, the research team identified 31 studies. Of these studies, 3 were excluded as they examined the effects of individual HRM practices on organizational performance (Alleyne et al., 2006), employee behaviors (Kim et al., 2009), and employee attitudes (Babakus et al., 2019), and not the effects of systems of HRM practices (i.e., HPWS). Hence, 28 studies were included in total, as reported in Table 1. Overall, Table 1 highlights whether a study examined the overall “Black-Box” (HPWS effects on organizational performance through a mediator), or the process of the “Black-Box” (HPWS effects on employee outcomes). An additional category (“Generic”) was created for those studies that examined less complicated relationships. These studies examine either the direct effects of HPWS on organizational performance (no other mediators and / or theories used), or the direct effects of HPWS on employee outcomes (no other mediators and / or theories used). Last but not least, it was important to highlight for each study the number of respondents (single vs multiple), the nature of the research design followed (cross-sectional vs time-lagged vs longitudinal), and the country in which each research was conducted.

4. Results

As Table 1 reports, 11 of the 28 studies examined the overall “black-box” issue, 17 examined the process of the “black-box”, whereas only 1 (Ruzic, 2015) incorporated both the “black-box” and the actual process. Moreover, 9 studies were based on single respondents, whereas the majority followed a “cross-sectional” research design. Last but not least, only 9 of the 28 studies were conducted in the European context (3 in Romania, 5 in Spain, and 1 in Croatia). Finally, as Table 2 shows, it is not surprising that the majority of studies (18 out of 28) have been published by peer-reviewed journals relevant to the Tourism and Hospitality sector (International Journal of Cotemporary Hospitality Management, International Journal of Hospitality Management, Tourism Management, Cornell Hospitality Quarterly, Journal of

Hospitality and Tourism Research, and International Journal of Hospitality & Tourism Administration) followed by “Employee Relations” (3 studies) and “International Journal of Human Resource Management” (2 studies).

Table 1 near here

Table 2 near here

Tables 3 and 4 provide additional critical information. To begin with, it is surprising that of the 28 studies, only 7 make a reference to the “black-box” issue explicitly. Moreover, of the 28 studies that are included in the review list, only 10 examined the “behavior motivation approach” in an effort to unlock the process of the “black-box”, although none of them reported the use of the aforementioned approach and / or the reasoning behind choosing the specific conceptual framework. Last but not least, as Table 4 shows, of the rest of the studies included some examine the impact of HPWS on employees’ service behaviors (Tsaur and Lin, 2004), productivity (Karatepe, 2013a; Jo et al., 2019) and service-oriented OCB (Sun et al., 2007; Tang and Tang, 2012), whereas others focus on more generic conceptual models (e.g., HR flexibility and organizational ambidexterity; career adaptability; HRM climate; customer satisfaction).

Table 3 near here

Table 4 near here

In summary, Tables 1, 3, and 4 provide an alarming picture regarding the development of the HPWS literature in the Tourism and Hospitality Sector. The next section discusses these issues in detail and provides suggestions and recommendations for future research.

5. Discussion and conclusions

The review that was conducted concerned the development of the HPWS research in the area of Tourism and Hospitality sector for the past 14 years, resulting in 28 studies. In summary, Tables 1, 3, and 4 reveal a very alarming picture, highlighting the lack of research in the relevant area. It should be noted, however, that there is an increase in the HPWS research during the past two years (5 studies published in 2018 and 4 in 2019). Overall, with few exceptions, there seems to be no consensus among these studies regarding the actual contribution of the findings to the generic HRM literature, and specifically with regard to the “black-box” issue and / or the process of the “black-box”. Moreover, the majority of these studies suffer from various methodological limitations that future studies should try to overcome (e.g., single vs multiple respondents; cross-sectional nature of research design; robustness of statistical analysis). On the basis of these findings, the next section highlights these issues in detail. In particular, a number of theoretical, and methodological concerns are presented that have emerged from the analytical review and are central to the development of the HPWS research in the Tourism sector, along with remedies to these issues. Finally, this study provides recommendations for further research.

5.1. Theoretical and conceptual concerns

5.1.1. The “black-box” issue and the process of the “black-box”

The literature review provides a very interesting picture. Indeed, the majority of the studies reviewed do not make a reference neither to the overall “black-box” issue, nor to the theoretical frameworks that were discussed in the literature review section of the present study. At this point, it should be noted that the progress with regard to the “black-box” issue essentially took place between 2004 and 2011 (see Messersmith et al., 2011). Taking into consideration that 2004 was the reference point for the present research review, it would be surprising to locate

relevant studies explicitly in the hospitality sector during this time period. Despite this limitation, the studies that refer to the “black-box” issue are the ones published by Sun et al. (2007), Karatepe (2013a), Ruzic (2015), Ubeda-Garcia et al. (2016, 2018a), Chen et al. (2017), and Karadas and Karatepe (2019). Of the rest of the 28 studies, the majority follows the “behavior motivation approach” in explaining the HPWS and service behaviors relationship (Li et al., 2011, 2012; Karatepe, 2013a; Dhar, 2015; Karatepe and Olugbade, 2016; Safavi and Karatepe, 2018; Tuan, 2018; Jo et al., 2019), and between HPWS and turnover (Li et al., 2011; Wong et al., 2019).

Moreover, as Tables 3 and 4 show, in an attempt to decipher the “black-box” issue the majority of the studies reviewed tend to examine specifically the mediating role of “employee attitudes” in the relationship between HPWS and potential outcomes (e.g., Li et al., 2012; Karatepe, 2013a; Dhar, 2015; Ruzic, 2015; Tuan, 2018; Wong et al. 2019). As a result, it seems that the HPWS research in the Tourism and Hospitality sector lacks behind the general developments in other sectors regarding the actual process of the “black-box” (e.g., Garcia-Chas et al., 2016; Fu et al., 2017; Zhang et al., 2016; Cooper et al., 2019; Meijerink et al., 2018). Indeed, only three of the reviewed studies shed insightful light on this particular topic. Specifically, the ground-breaking work of Sun et al. (2007) essentially describes the effects of HPWS on employee’ service-oriented OCB, whereas the study of Tang and Tang (2012) further clarifies this relationship by highlighting the role of justice and service climate in this process. Moreover, Chen et al. (2017) explored the effects of high-commitment human resource practices on proactive customer service performance (PCSP), through the mediating role of work-related self-efficacy, perceived organizational support, and harmonious passion for work. Moving a step further, on the basis of this review, it seems that none of the reviewed studies has incorporated additional theories in their conceptual models as compared to other sectors, which have become the norm in explaining the HPWS contribution on employees’ behaviors

and organizational performance (e.g., Takeuchi et al., 2009). For instance, these theories include the “social identity” theory (e.g., Mihail and Kloutsiniotis, 2016) and the “psychological empowerment” perspective (e.g., Leggat et al., 2010; Bartram et al., 2014), the role of the “social exchange” (e.g., Takeuchi et al., 2007; Giannikis and Nikandrou, 2013) and the “psychological contract” (e.g., Katou and Budhwar, 2012; Katou, 2013) employment relationships, as well as the mediating (and / or moderating) role of “trust” (e.g., Tremblay et al., 2010; Alfes et al., 2012; Holland et al., 2017; Kloutsiniotis and Mihail, 2018).

Taking into account the preceding arguments, it should be noted that the lack of further theoretical development might be related to the scant HPWS research in this particular sector. As a result, one could argue that the HPWS research in the Tourism industry is still in its infancy, leading researchers to examine less complex relationships. On the other hand, there are increasing calls for future researchers to focus explicitly on these topics. For instance, Jiang and Messersmith (2018) conducted a meta-review of studies in the strategic HRM field, and highlighted theoretical frameworks and empirical findings of studies in the field. Moreover, they identified methodological issues and challenges, and discussed recent trends. Among other things, these authors highlighted the growing interest in understanding the effects of HPWS on employee outcomes, and particularly on the outcomes related to employee well-being (p. 26). Similarly, Peccei and van de Voorde (2019) provided an updated theoretically based qualitative review of research dealing explicitly with the relationship between HRM, employee well-being, and individual / organizational performance. Based on their findings, there is a need to strengthen the theoretical underpinning of the HRM - Well-Being - Organizational Performance research. Moreover, as they further note, one way of doing this is by systematically extending current mediation and moderation analyses so as to develop a better understanding of why, when, and how key hypothesized relationships between HRM, employee well-being, and performance are likely to hold (page 13). This shift in HRM research towards employee

attitudes and behaviors can also be evident by recent studies across the HRM literature (Beltran-Martin et al., 2017; Meijerink et al., 2018; Ogbonnaya and Messersmith, 2019; Ho and Kuvaas, 2019; Tremblay, 2019). In summary, based on the preceding discussion, it is evident that more sophisticated conceptual models are indeed necessary in order to promote the HPWS research explicitly in the Tourism and Hospitality sector, and to follow the most recent developments in the HRM research regarding the process of the “black-box”.

5.1.2. Too many keywords in explaining the same phenomenon (i.e. HPWS)

Another significant issue that can be evident in Table 3 concerns the actual reference that was used by the reviewed studies regarding the “HPWS” term, which included the terms “HRM systems”, “HR practice”, “Human Resource Management Practices”, “Working practices”, “High-Commitment HR practices”, “Commitment-based HR systems”, and “discretionary HR practices”. Unfortunately, this is a crucial and disturbing issue that dates many years back. Indeed, across the generic HRM literature the term HPWS was used interchangeably with similar terms, such as “High Involvement Management” and “High Commitment Management”. However, Zacharatos et al. (2005, p. 77) clearly indicated that HPWS not only encompasses both terms, but it also emphasizes the competitive advantage stemming from these systems. Later, Boxall and Macky (2009) argued that these additional terms are “less loaded” than the notion of HPWS, and are not equivalent to HPWS. Having said that, two significant issues can be raised. The first one highlights the need for future research to use specifically the term “HPWS” in describing these systems of HRM practices, in an effort to create consensus among researchers and practitioners and to avoid creating further confusion to a topic that has already been resolved (Zacharatos et al., 2005). Secondly, and probably due to the inconsistency regarding the appropriate use of the “HPWS” term, many of the 28 studies do not include keywords related to the HPWS approach. Hence, in some cases the research team had to

experiment with different combinations so as to locate the relevant studies. As a result, it can be argued that this limitation may add considerable difficulty to future researchers in finding the relevant papers and in recognizing avenues for future and more complicated research.

5.1.3. Differential list of HRM practices comprising the HPWS construct

One significant issue that has been widely discussed across the HRM literature concerns the absence of a standard list of the HRM practices that form the HPWS construct (Armstrong, 2009, p. 235). With regard to this issue, some researchers argued that the context itself plays a boundary condition. Hence, a “magic list” is impossible to exist (Sung and Ashton, 2005). Similarly, others highlighted the differential pathways that managers follow towards achieving higher performance (e.g., Boxall, 2012). Indeed, the fact that management implements different types of HRM practices for different employee groups leads to the conclusion that a “magic” list of HRM practices is almost impossible to exist. On the other hand, several researchers made efforts to present the basic ingredients of HPWS (e.g., Boselie et al., 2005; Lepak et al., 2006; Bohlander and Snell, 2007). In summary, it is generally accepted nowadays that HPWS should include HRM practices that focus on employees’ abilities, motivation, and opportunity to contribute to their work (Appelbaum et al., 2000). To the best of our knowledge, the most complete list of HRM practices that comprise the HPWS construct can be found in the studies of Zacharatos et al. (2005) and Sun et al. (2007). Coincidentally, the latter study is focused on the Tourism and Hospitality sector. Nevertheless, regardless of these critical issues, some studies examine the effect of individual “High Performing” work practices, although the limited amount of HRM practices cannot comprise an overall system. As a result, and despite the significant contribution of these studies to the HRM literature, it can be highly debatable on whether these studies should be classified into the “HPWS” framework. Hence, future research

should discuss the reasoning behind choosing the relevant HRM practices in detail, in an effort to provide a remedy to these critical issues.

Overall, it should be underscored that the studies published during the past 3 to 4 years have started to overcome many of the preceding theoretical limitations. For instance, the majority uses the relevant keywords, refers precisely to the term “HPWS” and includes a significant amount of HRM practices in the HPWS bundle (e.g., Page et al., 2018; Ubeda-Garcia et al., 2018a,b; Karadas and Karatepe, 2019). Moreover, the conceptual models have started to become more complex (e.g., Tuan, 2018; Wong et al., 2019), although additional effort is needed with regard to the adoption of more advanced theoretical frameworks.

5.2. Methodological concerns

5.2.1. Source of respondents: Managers versus Employees

The preceding sub-section presented the relevant concerns at the theoretical and conceptual level. However, this critical review has also detected significant methodological concerns. First, as Table 1 shows, the majority of the reviewed studies have used multiple respondents. In particular, as Table 3 shows, half of the studies have used managers’ perceptions for the measurement of the independent variable (HPWS), whereas only 10 of them have used employees’ perceptions for the measurement of the dependent variables. At this point, one significant issue emerges that relates to the actual source of the respondents. Indeed, the majority of HPWS studies in the previous decade used to include single source respondents, often the HR managers. However, it soon became evident that a distinction should be made between the “intended” HR practices on the strategic level (as reported by managers), and the “actual” or “implemented” HRM practices as experienced by employees (Boxall and Macky, 2007). Hence, based on the argument that the employees are in a better position to assess “the strength of the attitudinal and behavioral links to HRM practices” (e.g., Guest, 2011; Pass,

2017), studies have started focusing on front-line employees. During the past 5 years, however, researchers underscore the need for a multi-level theoretical approach, by considering the responses of both managers and employees (e.g., Ang et al., 2013, p. 3089; Zhang et al., 2013, p. 3199). Taking this discussion into consideration, it can be suggested that the HPWS research in the hospitality sector would benefit greatly from studies that incorporate employees' perceptions regarding the HRM practices they experience. In addition, a comparison between managers' and employees' HPWS perceptions would be significantly useful in order to shed additional light to the broader discussion.

In line with the previous issue, it is evident that many of the reviewed studies have used supervisors' ratings to evaluate their employees' performance (e.g., Karatepe, 2013a; Li et al., 2012; Karatepe and Olugbade, 2016; Safavi and Karatepe, 2018; Tuan, 2018; Jo et al, 2019; Karadas and Karatepe, 2019). Although these studies are extremely beneficial in clarifying the effects of HPWS on employees' actual productivity, the effects of HPWS on employees' health remain widely neglected (van de Voorde and Beijer, 2015, p. 62). It should be noted that this issue is highly related to the theoretical concern that was presented earlier, regarding the need for more complex conceptual models. Nevertheless, such conceptual models are tightly connected to the research design. Hence, the source of respondents should be of high concern for future research.

5.2.2. Cross-sectional vs time-lagged vs longitudinal research design

As was stated earlier, the majority of the reviewed studies followed a "cross-sectional" research design. In summary, two significant issues are tightly tied with this type of research design, namely the issue of "Common Method Variance (CMV)" and the issue of "reverse causality". The CMV issue refers to the "spurious variance that is attributable to the measurement method" (e.g., electronic survey; see Podsakoff et al., 2003, p. 879), whereas the issue of "reverse

causality” suggests that the relationships under investigation might be recursive (Guest, 2011, p. 9; Bartram et al., 2014, p. 14). As a result, there is a recurring plea in the limitations’ section of HPWS papers for future studies to follow a longitudinal research design, since only such studies are in a position to mitigate these limitations. According to Table 1, 8 studies followed a time-lagged research design whereas none of them have followed a longitudinal one. Of these studies, 4 have introduced a 2-week time lag (Karatepe, 2013b; Karatepe and Olugbade, 2016; Safavi and Karatepe, 2018; Karadas and Karatepe, 2019), a 1-week time lag (Karatepe, 2015), whereas 2 studies have introduced a 1-month time lag (Tuan, 2018; Jo et al., 2019). Although time-lagged studies are extremely useful in mitigating the CMV issue, it should be noted that the issue of reverse causality requires a lengthier time lag in addition to cross-lagged data. Nevertheless, it should be noted that longitudinal studies are extremely difficult to be conducted, which explains why the majority remains cross-sectional in nature. All in all, although the barriers of cross-sectional studies in making causal inferences are acknowledged, researchers have argued that “a lot of good work can still be done cross-sectionally, as in the exploration of different theories of employee well-being, especially when a strong theory-driven model is tested through structural equation modelling” (Boxall et al., 2016, p. 109). Hence, cross-sectional studies can also be beneficial, as long as they provide the relevant model fit indices and present a robust statistical model.

5.2.3. Statistical analysis: Formative versus Reflective indicators

The preceding discussion leads inevitably to another issue that concerns the actual statistical analysis. As Table 3 shows (last column), the majority of studies conducted some form of regression analysis. Interestingly, 11 studies conducted the more robust “Structural Equation Modeling” (SEM), whereas only 3 studies followed “Partial Least Squares Structural Equation Modeling” (PLS-SEM). At this point, it should be noted that PLS-SEM can be extremely

beneficial for HPWS research, since only this method of analysis is capable of incorporating formative indicators. Of particular importance to this topic, researchers have expressed arguments on whether HPWS should be treated as a formative or as a reflective construct (Jiang and Messersmith, 2018, p. 16). Specifically, for the present case, a formative model would indicate that each of the HRM practices that comprise the HPWS construct captures a unique aspect of the broader system. Hence, not only internal reliability is not required, but also each formative HR practice should be distinct from the other ones. In contrast, a reflective model would suggest that HPWS consists of several latent constructs (i.e., the HRM practices), where high internal reliability is required. In other words, a reflective model would suggest that each HRM practice (e.g., recruitment and selection) can be used as a substitute for another one (e.g., employment security), which of course is not the case. Hence, based on the theory behind HPWS, future studies should treat the HPWS as a “reflective-formative” construct. In particular, based on Hair et al. (2014, p. 229) recommendations, HPWS should be comprised by the relevant HRM Practices. Each HRM Practice can be measured by its reflective indicators, while the relationship of each HRM practice with the HPWS construct should be indicated as formative (Mihail and Kloutsiniotis, 2016). Combined, future studies should first conduct an Exploratory Factor Analysis for all variables under study, followed by Confirmatory Factor Analysis. Next, the model fit indices should be presented in order to clarify the robustness of the model. Lastly, the final model could be examined through PLS - SEM, since SEM is not capable of incorporating formative indicators. Overall, PLS-SEM has gained increased attention during the past four years. For instance, of the reviewed studies, Ubeda-Garcia et al. (2016, 2018a,b) have followed a PLS approach, although it is not clear whether HPWS was treated as a “reflective-formative” construct. All in all, it would be beneficial for future studies to move away from the “single-index” approach in calculating HPWS (see Zacharatos et al., 2005; Ang et al., 2013) and provide a more robust statistical analysis.

5.3. Recommendations for future research

Overall, the present review has detected areas where the HPWS research in the Tourism and Hospitality sector lacks behind compared to relevant research in other contexts, such as services and manufacturing. Along with the preceding limitations, it would be beneficial for future studies to take into their consideration the most recent developments of the HPWS research, and conduct similar research in the hospitality industry.

First, there has been a great discussion recently with regard to the method of calculating HPWS. Specifically, the majority of studies tend to calculate the overall system as a “single index”, following the so-called “subscale aggregation approach” (e.g., Zacharatos et al., 2005). In contrast, Jiang et al. (2013, p. 1449) challenged this approach and argued that “components of HR systems are not perfectly interchangeable with one another in terms of the mechanisms of their impact on the workforce”. Put simply, the fact that a single HRM practice is present in an organization does not necessarily mean that this individual HRM practice contributes significantly to the overall goals of the organization. Hence, Jiang et al. (2012) proposed the deconstruction of the HPWS into “bundles” of practices. This “bundling” approach stems from the ground-breaking works of Appelbaum et al. (2000) and Lepak et al. (2006), who argued that HPWS impacts employees’ Abilities, Motivation and Opportunities to contribute to their work (AMO framework). Overall, the “bundling” method has attracted researchers’ interest in the past four years (e.g., Jiang and Messersmith, 2018; Oppenauer and van de Voorde, 2018; Ogbonnaya and Messersmith, 2019). Despite these developments in the generic HRM literature, no study has introduced a relevant approach in the Tourism Sector. Hence, such an approach would not only add considerable insight to the overall debate regarding the “systems” vs “bundling” approaches, but would also shed additional light to the “behavior motivation approach” in the Tourism sector.

Moreover, during the past three years researchers have turned their focus on the possible negative effects of HPWS. Indeed, two different perspectives can be traced across the HPWS literature (van de Voorde et al., 2012). The first perspective, the “mutual gains” one, describes a “win-win” scenario for both employees and employers due to the HPWS implementation. In contrast, the “conflicting outcomes” perspective suggests a neutral or even a negative impact on employees’ health (Oppenauer and van de Voorde, 2018, p. 312) and well-being, leading ultimately to work intensification and increased stress (see Kroon et al., 2009, p. 510). Hence, researchers underscore the need for future studies to investigate both perspectives (Boxall et al., 2016). In doing so, the “Job Demands-Resources” (Demerouti et al., 2001) framework (JD-R) can be extremely beneficial, not only in examining the possible negative effects of HPWS, but also in shedding additional light to the actual process of the “black-box” (Peccei and van de Voorde, 2019, p. 4). In detail, the JD-R encompasses two broad categories (Bakker and Demerouti, 2007). The first category, “job demands”, refers to those “physical, psychological, social, or organizational aspects of the job that require sustained physical and/or psychological effort and are therefore associated with certain physiological and/or psychological costs”. In contrast, the second category named “job resources” refers to those “physical, psychological, social, or organizational aspects of the job that are functional in achieving work goals, reduce job demands and the associated physiological and psychological costs, and stimulate personal growth and development” (see Demerouti et al., 2001, p. 501). Hence, the integration of the “JD-R” model might be extremely helpful in the HPWS research in an effort to examine the “dark-side” of HPWS. Although still limited, this approach has already attracted increased attention by researchers (e.g., Jiang and Messersmith, 2018; Oppenauer and van de Voorde, 2018). Taking into consideration that no similar study was found in the Tourism and Hospitality sector, this could highlight a potential avenue for further research.

Finally, it is widely accepted across the HRM literature that the inability to generalize the findings of previous HPWS research can be traced to the “context” in which studies are being conducted. Specifically, the “context” in which organizations operate contributes to a big extent to the HPWS successful implementation due to the institutional differences that have an effect on employment relationships (den Hartog and Verburg; Farndale and Paauwe, 2018). Of particular importance to the present review, Table 1 shows that the relevant studies have been conducted across different countries, whereas only 9 of the 28 studies took place in the European context (3 in Romania, 5 in Spain, and 1 in Croatia). Considering the “context” limitations regarding the generalizability of the findings (e.g., Raineri, 2017, p. 3172), along with the significance of the Tourism industry in the advanced economies of the world (e.g., Europe), it can be suggested that additional research across different countries would be highly beneficial.

6. Theoretical implications

Overall, it is evident that the present analytical review provides the wider academic community with a number of theoretical implications. First, this critical review clearly shows that the HPWS research in the Tourism and Hospitality sector lacks behind the general developments in other sectors with regard to the “black-box” and the actual process of the “black-box” (e.g., Garcia-Chas et al., 2016; Cooper et al., 2019), with few exceptions (Sun et al., 2007; Tang and Tang 2012, Chen et al., 2017). Hence, this “gap” signals to researchers that additional theories need to be incorporated in the conceptual models (e.g., “social identity theory”; “psychological empowerment perspective”) in deciphering the mechanism through which HPWS leads to employees’ productivity and organizational performance in the specific sector. In doing so, there is a clear need to shift the HRM research towards employee attitudes and behaviors, as has been underscored by recent studies (e.g., Jiang and Messermith, 2018; Peccei and van de

Voorde, 2019). Moreover, the present review underscores the necessity in using the appropriate definition regarding the “HPWS” term in order to create consensus among researchers and practitioners. Similarly, more effort is needed not only towards adopting a less vague list of HRM practices in the HPWS construct, but also by distinguishing the contribution of the system of HRM practices (i.e. HPWS) as opposed to the impact of the individual HRM practices. Last but not least, great attention should be paid not only to the benefits of using multiple sources of respondents (i.e. managers vs employees), but also to nature of the research design (cross-sectional vs time-lagged vs longitudinal).

7. Practical implications

Overall, the present analytical review provides a roadmap for researchers aiming to further develop the HRM literature in the Tourism and Hospitality sector. Nevertheless, the present study offers additionally significant implications for society and practice. First, regarding the societal implications, the majority of the studies reviewed reveal the usefulness of HPWS not only in enhancing employees’ work engagement but also in reducing their intentions of leaving their jobs, leading ultimately to increased productivity and extra-role behaviors. Hence, this analytical review confirms the crucial importance of the HRM with regard to the successful implementation of business strategies in the hospitality and tourism industries (Garcia-Lillo et al., 2018, p. 1742). For instance, following the Sun et al. (2007) and Tang and Tang (2012) studies, it is evident that HPWS has the ability to contribute to the creation of a justice and service climate, both of which help employees to exhibit positive attitudes and behaviors, leading to superior service quality and customers’ satisfaction. Similarly, Karatepe (2013a) highlighted the direct effect of HPWS on employees’ work engagement, which in turn affected job performance and extra-role customer service. Dhar (2015) underscored the significant role of organizational commitment in the relationship between HPWS and service innovative-

behavior of employees, a relationship that can be moderated by the climate for innovation. Ruzic (2015) highlighted the crucial role of key HRM activities in enhancing employees' work engagement, skills, attitudes, behaviors, loyalty and ultimately hotels' financial performance. Moving a step further, Tuan (2018) indicated the moderating role that HPWS has the ability to play between paternalistic leadership behaviors and employee work engagement, affecting ultimately extra-role customer service. Last but not least, the study of Wong and others (2019) confirmed HPWS as a mechanism in reducing hotel employees' propensity to quit through lowering their emotional exhaustion.

Moreover, this study provides implications to practitioners and managers. For instance, practitioners should take into account that the relationship between HPWS, employee productivity and well-being can be mediated and moderated by the "trusting" work environment that HPWS helps to create (e.g., Alfes et al., 2012; Kloutsiniotis and Mihail, 2018). Hence, managers and practitioners should try their best in an effort to create a work environment based on high levels of trust. Although the actual impact of these theoretical frameworks to both employees and employers are yet to be tested in the present sector, the overall research across other contexts provide indisputable evidence. Similarly, as the previous section highlights, management should be aware of the possible negative consequences of HPWS on employee health (e.g., van de Voorde et al., 2016, p. 192). For instance, studies in other sectors have shown that HPWS might increase job demands (e.g., work-family conflict, work overload, work pressure, etc.), resulting in employees' emotional exhaustion (e.g., Oppenauer and van de Voorde, 2018). Although other similar studies have not supported the positive relationship between HPWS and job demands, it seems that "job demands" could potentially increase burnout (e.g., Kilroy et al., 2016) or reduce work engagement (e.g., van de Voorde et al., 2016). Thus, the inappropriate implementation of HPWS could increase "job demands" causing ultimately dire consequences for both employees and the organization. Taking these

developments into consideration, management should be well informed that HPWS might not necessarily lead to benefits for both the employees and the organization (Kroon et al., 2009). Again, although such research is still lacking in the present sector, caution is required due to the increased evidence that already exists across other sectors.

8. Limitations and future research

The aim of present study is to provide a systematic review with regard to the HPWS approach in the field of the Tourism and Hospitality management. In doing so, the relevant studies were classified based on their theoretical contribution to the wider HPWS literature. Moreover, the analytical review classified the studies between those that examine the general “black-box” issue (i.e., the HPWS - organizational performance relationship), and those that investigate the actual process of the “black-box” (i.e., the ways through which HPWS impacts employee attitudes). Overall, the research reviewed HPWS papers that were published in the 2004 - 2019 time period, with a focus on the Tourism sector. Nevertheless, despite the contribution of the present analytical review to the HPWS research in the Tourism and Hospitality management, there are some limitations.

The first limitation concerns the fact that some of the reviewed studies are open to multiple interpretations. Indeed, although some papers examine the overall “black-box”, one could argue that some of these studies offer considerable insights with regard to the actual process. In these cases, the answer is not straightforward. As a result, these studies were classified in both categories (“black box” and process of the “black box”) in order to avoid any confusion. Secondly, this review included only quantitative studies published in peer-reviewed journals that fall in the category of “Hospitality and Tourism sector”, including journals with a more generic focus in HRM, management, industrial relations, and organizational behavior. Although these journals were selected because they are seen as top journals in the relevant

fields, it should be noted that some studies might have been published in other well-reputed journals, or in books. Hence, although the present review might be comprehensive, it is certainly not exhaustive. Last but not least, an additional constraint might be related to the time needed for a publication to “accumulate influence within an area of research” (Garcia-Lillo et al., 2018, p. 1757). For instance, the “dark-side” of HPWS and the “bundling” approach have attracted increased attention by researchers during the past three years across the HRM literature. Hence, the lack of such studies in the Tourism sector is justifiable. Nevertheless, the only way to promote the HRM literature is by pursuing outstanding research in all relevant contexts and sectors.

Overall, despite these limitations, the present analytical review identifies various “gaps” in the HPWS research in the Tourism industry contrary to the so-far research in the generic HRM literature. Hence, recommendations and suggestions are provided for advancing the HPWS research in the relevant sector, including more advanced and complexed conceptual models with a focus on the process of the “black-box”, a more robust statistical analysis, the measurement of HPWS as “system” and as “bundles” of practices, and lastly the investigation of the possible negative impact of HPWS (“dark-side”) on employees’ health. In combination with the analytical review of Garcia-Lillo et al. (2018) in the hospitality sector, and the ones conducted by Peccei and van de Voorde (2019) and Jiang and Messersmith (2018), it is our sincere hope that the present study will be beneficial for researchers investigating the HPWS approach in the Tourism and Hospitality industry.

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Figure 1. The “Black-Box” and the process of the “Black-Box”

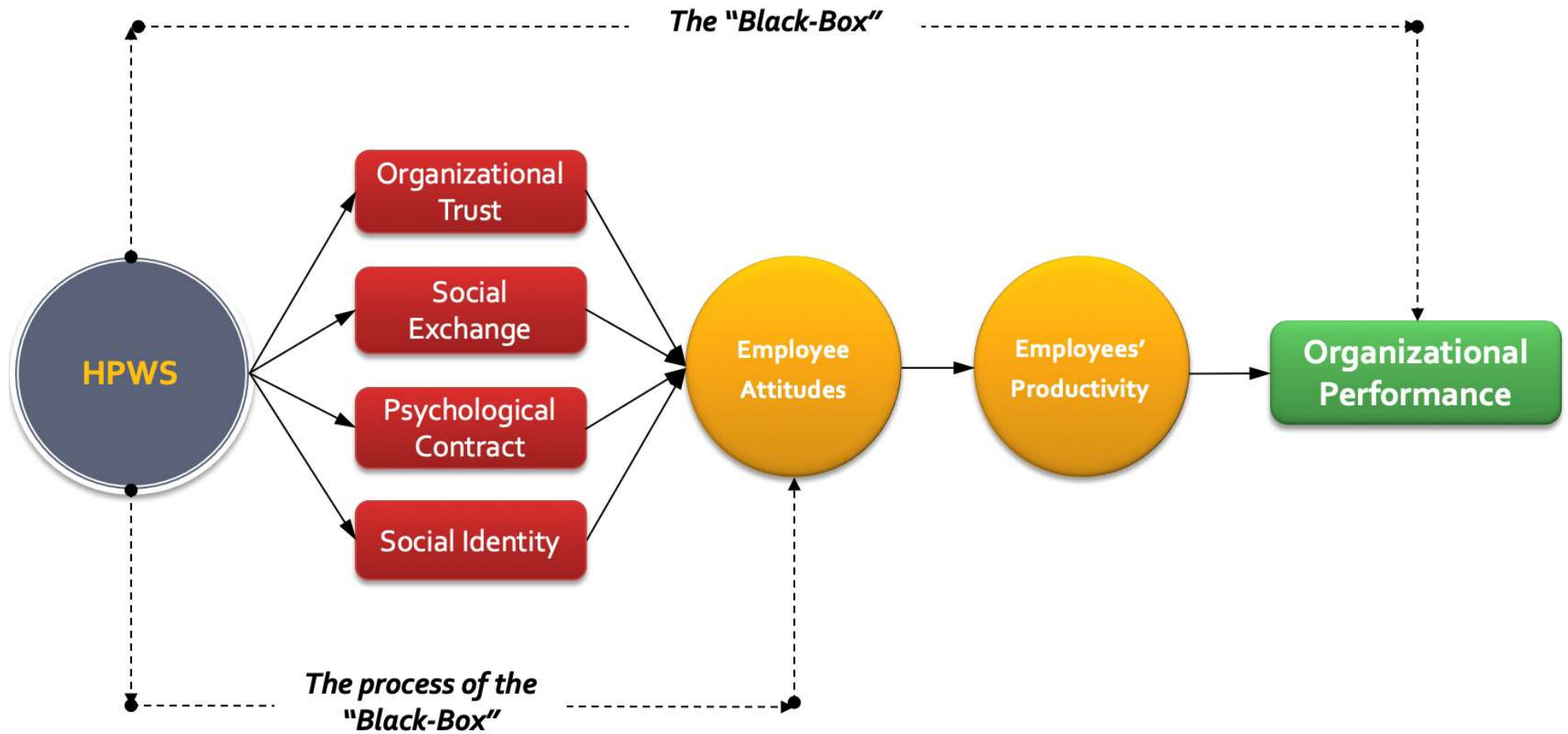


Table 1. Description of the research papers that are included in the review

Study	Journal / ABS ranking	Conceptual model			Respondents	Research design	Country
		<i>The “Black-Box”</i> (HPWS → Performance)	<i>Process of the “Black-Box”</i> (HPWS → Employee attitudes)	<i>Generic</i>			
1. Tsaur & Lin (2004)	Tourism Management / 4*	√			Multiple	Cross-sectional	Taiwan
2. Chand & Katou (2007)	Employee Relations / 2*			√	Single	Cross-sectional	India
3. Sun et al. (2007)	Academy of Management Journal / 4*		√		Multiple	Cross-sectional	China
4. Cheng-Hua et al. (2009)	Cornell Hospitality Quarterly / 2*	√			Multiple	Cross-sectional	Taiwan
5. Chand (2010)	International Journal of Human Resource Management / 3*	√			Multiple	Cross-sectional	India
6. Li et al. (2011)	International Journal of Human Resource Management / 4*		√		Single	Cross-sectional	China
7. Li et al. (2012)	International Journal of Hospitality Management / 3*		√		Multiple	Cross-sectional	China
8. Tang & Tang (2012)	International Journal of Hospitality Management / 3*		√		Multiple	Cross-sectional	Taiwan
9. Karatepe (2013a)	International Journal of Hospitality Management / 3*		√		Multiple	Cross-sectional	Romania
10. Karatepe (2013b)	International Journal of Contemporary Hospitality Management / 3*		√	√	Single	Time-lagged (2-week time lag)	Iran
11. Dhar (2015)	International Journal of Hospitality Management / 3*		√		Multiple	Cross-sectional	India
12. Karatepe (2015)	International Journal of Hospitality and Tourism Administration / 1*		√		Multiple	Time-lagged (1-week time lag)	Romania
13. Ruzic (2015)	International Journal of Hospitality Management / 3*	√	√		Multiple	Cross-sectional	Croatia
14. Dominguez-Falcon et al. (2016)	International Journal of Contemporary Hospitality Management / 3*	√			Multiple	Cross-sectional	Spain
15. Karatepe & Olugbade (2016)	International Journal of Contemporary Hospitality Management / 3*		√		Multiple	Time-lagged (2-week time lag)	Nigeria

16. Ubeda-Garcia et al. (2016)	Cornell Hospitality Quarterly (ABS 2*)	√			Single	Cross-sectional	Spain
17. Chen et al. (2017)	Cornell Hospitality Quarterly (ABS 2*)		√		Multiple	Time-lagged (over a 6-month period)	China
18. Hong et al. (2017)	Human Resource Management (US) / 4*	√			Multiple	Cross-sectional	Various
19. Nieves & Osorio (2017)	International Journal of Manpower / 2*	√			Single	Cross-sectional	Spain
20. Page et al. (2018)	International Journal of Hospitality Management / 3*		√		Single	Cross-sectional	Australia
21. Safavi & Karatepe (2018)	International Journal of Contemporary Hospitality Management / 3*		√		Multiple	Time-lagged (two-week time lag)	Iran
22. Tuan (2018)	Tourism Management / 4*		√		Multiple	Time-lagged (1-month time lag)	Vietnam
23. Ubeda-Garcia et al. (2018a)	Journal of Business Research / 3*	√			Single	Cross-sectional	Spain
24. Ubeda-Garcia et al. (2018b)	International Journal of Contemporary Hospitality Management / 3*	√			Single	Cross-sectional	Spain
25. Jo et al. (2019)	Human Resource Management Journal (UK) / 4*		√		Multiple	Time-lagged (4-week time lag)	South Korea
26. Karadas & Karatepe (2019)	Employee Relations / 2*		√		Multiple	Time-lagged (2-week time lag)	Romania
27. Otoo (2019)	Employee Relations / 2*	√			Single	Cross-sectional	Ghana
28. Wong et al. (2019)	Tourism Management / 4*		√	√	Multiple	Cross-sectional	China

Table 2. List of peer-reviewed Journals where the 28 research papers listed on Table 1 have been published

Title of Journal	Frequency
<i>International Journal of Contemporary Hospitality Management</i>	5
<i>International Journal of Hospitality Management</i>	5
<i>Tourism Management</i>	3
<i>Cornell Hospitality Quarterly</i>	3
<i>Journal of Hospitality and Tourism Research</i>	1
<i>International Journal of Hospitality & Tourism Administration</i>	1
<i>Employee Relations</i>	3
<i>International Journal of Human Resource Management</i>	2
<i>Academy of Management Journal</i>	1
<i>Human Resource Management (US)</i>	1
<i>Human Resource Management Journal (UK)</i>	1
<i>Journal of Business Research</i>	1
<i>International Journal of Manpower</i>	1
TOTAL	28

Table 3. Additional information of the research papers that are included in the review

Study	Measures collected from ...			Theoretical framework followed	“Black-Box” Reference	Term used for “HPWS”	Quantitative approach followed
	Independent Variables (HPWS)	Mediators	Dependent Variables				
1. Tsaur & Lin (2004)	Employees	Employees	Customers	--	No	Human Resource Management Practices	Regression Analysis
2. Chand & Katou (2007)	HR Managers	--	HR Managers	--	No	HRM Systems	Regression Analysis
3. Sun et al. (2007)	HR Managers	Employees’ Supervisors	HR Managers	--	Yes	High Performance Human Resource Practices	Hierarchical Linear Modeling (HLM)
4. Cheng-Hua et al. (2009)	Employers & Employees	Employees	Managers	--	No	High-Performance Work Practices	Regression Analysis and Structural Equation Modeling (SEM)
5. Chand (2010)	Managers	<ul style="list-style-type: none"> • Employees • Customers 	Managers	--	No	HRM Practice / HRM System	Structural Equation Modeling (SEM)
6. Li et al. (2011)	Employees	Employees	Employees	--	No	<ul style="list-style-type: none"> • High-Performance Work System • Human Resource Practices 	Regression Analysis
7. Li et al. (2012)	Employees	Employees	Employees’ supervisors	Behavior Motivation Approach	No	High Performance Work Systems	Hierarchical Linear Modeling (HLM)
8. Tang & Tang (2012)	HR Managers	Employees	Employees	--	No	High-Performance Human Resource Practices	Regression Analysis
9. Karatepe (2013a)	Employees	Employees	Employees’ supervisors (managers)	Behavior Motivation Approach	Yes	High-Performance Work Practices	Structural Equation Modeling (SEM)
10. Karatepe (2013b)	Employees	Employees	Employees	--	No	Working Practices	Structural Equation Modeling (SEM)
11. Dhar (2015)	Managers	Employees	Employees	Behavior Motivation Approach <ul style="list-style-type: none"> • Organizational Commitment 	No	High Performance Human Resource Practices	Regression Analysis and Hierarchical Linear Modeling (HLM)
12. Karatepe (2015)	Employees	Employees	Employees	--	No	High-Performance Work Practices (HPWPs)	Structural Equation Modeling (SEM)

13. Ruzic (2015)	Managers	<ul style="list-style-type: none"> Managers Employees 	Managers	Behavior Motivation Approach	Yes	HRM Practice	Regression Analysis / Hierarchical Multiple Regression
14. Dominguez-Falcon et al. (2016)	Managers and supervisors	<ul style="list-style-type: none"> Managers supervisors 	Managers	Behavior Motivation Approach <ul style="list-style-type: none"> Organizational Commitment Job Satisfaction 	No	High-Commitment HR Practices	Path Analysis (Multiple Regression)
15. Karatepe & Olugbade (2016)	Employees	Employees	<ul style="list-style-type: none"> Employees Supervisors 	Behavior Motivation Approach <ul style="list-style-type: none"> Work Engagement 	No	High-Performance Work Practices	Structural Equation Modeling (SEM)
16. Ubada-Garcia et al. (2016)	HR managers	HR manager	HR manager	--	Yes	High Performance Work Systems (HPWS)	Partial Least Squares (PLS) Structural Equation Modeling (SEM)
17. Chen et al. (2017)	HR managers	Service Employees	Service Employees' co-workers	--	Yes	High-Commitment Human Resource (HR) Practices	Hierarchical Linear Modeling (HLM)
18. Hong et al. (2017)	General Managers and HR managers	Customers	General Managers	<ul style="list-style-type: none"> Agency Theory Resource Based View 	No	High-Performance Work Systems	Regression Analysis
19. Nieves & Osorio (2017)	Manager	--	Manager	--	No	Commitment-based HR Systems	Multiple Regression Analysis
20. Page et al. (2018)	Employees	Employees	Employees	Behavior Motivation Approach <ul style="list-style-type: none"> Job Satisfaction 	No	<ul style="list-style-type: none"> High Performance Human Resource Practices HPWS 	Structural Equation Modelling (SEM)
21. Safavi & Karatepe (2018)	Employees	Employees	<ul style="list-style-type: none"> Employees Supervisors 	--	No	High-Performance Work Practices	Hierarchical Multiple Regression Analysis
22. Tuan (2018)	Employees	Employees	Managers	Behavior Motivation Approach <ul style="list-style-type: none"> Work Engagement 	No	Discretionary HR Practices	Structural Equation Modeling (SEM)
23. Ubada-Garcia et al. (2018a)	HR managers and / or CEO	HR managers and / or CEO	HR managers and / or CEO	--	Yes	High Performance Work System	Partial Least Squares (PLS) Structural Equation Modeling (SEM)
24. Ubada-Garcia et al. (2018b)	HR managers and / or CEO	HR managers and / or CEO	HR managers and / or CEO	--	No	High Performance Work System	Partial Least Squares (PLS) Structural Equation Modeling (SEM)
25. Jo et al. (2019)	Supervisors and employees	Employees	Employees' supervisors	--	No	High-Performance Work Systems	Multilevel Structural Equation Modeling (MSEM)
26. Karadas & Karatepe (2019)	Employees	Employees	Employees' supervisors	<ul style="list-style-type: none"> Behavior Motivation Approach Psychological Capital 	Yes	High-Performance Work Systems	Bias-corrected bootstrapping analysis / Structural Equation Modeling (SEM)

27. Otoo (2019)	Employees	Employees	Employees	--	No	HRM Practices	Structural Equation Modeling (SEM)
28. Wong et al. (2019)	Employees	<ul style="list-style-type: none"> • Employees • Customers 	Employees	Behavior Motivation Approach <ul style="list-style-type: none"> • Emotional Exhaustion Social Exchange Theory Social Identity Theory	No	High-Performance Human Resource Practices	Hierarchical Linear Modeling (HLM)

Table 4. Description (research goals and variables examined) of the included studies

Study	Research goals	Variables Examined	
		Mediators / Moderators	Dependent Variables
1. Tsaur & Lin (2004)	Explores the relationship among human resource management practices, service behavior and service quality in the tourist hotels in Taiwan	Employees' service behaviors • Extra-Role Service • Role-Prescribed Service	• Service Quality
2. Chand & Katou (2007)	Examines the direct relationship between HRM systems and organizational performance, along with the impact of specific hotel characteristics on organizational performance (i.e., hotel category, age, capital, number of employees and type) in the hotel industry in India	--	• Organizational Performance
3. Sun et al. (2007)	Examines processes (mediation and moderation) linking High Performance Human Resource Practices, productivity and turnover based on data from hotels in the People's Republic of China	• Service-Oriented Citizenship Behaviors	• Turnover • Productivity
4. Cheng-Hua et al. (2009)	Examines the applications of High Performance Work Practices for internal (full-time) employees and external (part-time) workers and the effects on organizational performance based on a sample of hotel properties in Taiwan	• Employment Mode	• Organizational Performance
5. Chand (2010)	Investigates the effects of HRM practices on service quality, customer satisfaction and performance in the hotel industry in India	• Service Quality • Customer Satisfaction	• Organizational Performance
6. Li et al. (2011)	Examines how employee perceptions of HRM system strength and organizational climate are associated with employees' work satisfaction, vigor, and intention to quit based on a sample of 3 Chinese hotels	• HRM System • HPWS Climate	• Work Satisfaction • Vigor • Intention to Quit
7. Li et al. (2012)	Examines the relationship between leader-member exchange (LMX) and employee job performance, based on a sample of a large luxury hotel in southern China	• HRM Consistency • Work Engagement	• Job Performance
8. Tang & Tang (2012)	Examines the influence of High Performance Human Resource Practices on service-oriented organizational citizenship behavior (OCB) through two climates, namely justice climate and service climate based on a sample of 119 hotels in Taiwan	• Justice Climate • Service Climate	• Service-Oriented OCB
9. Karatepe (2013a)	Investigates whether work engagement functions as a mediator of the effects of High Performance Work Practices on job performance and extra-role customer service based on a sample of hotels in Romania	• Work Engagement	• Job Performance • Extra-role Customer Service

10. Karatepe (2013b)	Proposes and tests a research model that examines whether job embeddedness mediates the effects of High Performance Work Practice and work social support on turnover intentions in Iranian hotels	<ul style="list-style-type: none"> • Job Embeddedness • Work Social Support 	<ul style="list-style-type: none"> • Turnover Intentions
11. Dhar (2015)	Examines the effect of High Performance Human Resource Practices on the commitment level of the tourist hotel employees from Uttarakhand, India. It also examines the intervening role of climate for innovation in the commitment and service innovative behaviour relationship	<ul style="list-style-type: none"> • Organizational Commitment • Climate for innovation 	<ul style="list-style-type: none"> • Service Innovative Behavior
12. Karatepe (2015)	Investigates high-performance work practices (HPWPs), perceived organizational support (POS), and their impacts on job outcomes based on a sample of Romanian hotels	<ul style="list-style-type: none"> • Perceived Organizational Support (POS) • Organizational Commitment 	<ul style="list-style-type: none"> • Manager rated Job Performance • Manager rated Extra-role customer service
13. Ruzic (2015)	Investigates whether HRM results measured at an individual level (employee engagement, skills, attitudes and behaviour) and at an organisational level (consequences of employee loyalty) mediate in the link between HRM practice (quantitative and perceived data) and hotel company financial performance and whether hotel company ownership and size are moderating the link. Data was obtained from hotel companies in all regions of Croatia	<ul style="list-style-type: none"> • Employee engagement • Skills, Attitudes, and Behavior • Consequences of employee loyalty 	<ul style="list-style-type: none"> • Hotel company financial performance
14. Dominguez-Falcon et al. (2016)	Analyses the effects of high-commitment human resources (HR) practices on organisational performance through the commitment and satisfaction of both managers and supervisors, based on a sample of four- and five-star hotels in Gran Canaria (Spain)	<ul style="list-style-type: none"> • Organizational Commitment • Job Satisfaction 	<ul style="list-style-type: none"> • Customer Results • Economic Results
15. Karatepe & Olugbade (2016)	Examines work engagement as a mediator of the effects of selective staffing, job security, teamwork and career opportunities as the indicators of high-performance work practices on absence intentions, service recovery and creative performances based on a sample of chain hotels in Nigeria	<ul style="list-style-type: none"> • Work Engagement 	<ul style="list-style-type: none"> • Absence Intentions • Service Recovery Performance (supervisor rating) • Creative Performance (supervisor rating)
16. Ubada-Garcia et al. (2016)	The main objectives of this research are (a) to determine whether the utilization of an HPWS exerts a positive influence on Organizational Ambidexterity, (b) to know the extent to which HPWSs and Organizational Ambidexterity contribute to organizational performance, and (c) to verify the potential mediating role played by Organizational Ambidexterity on the	<ul style="list-style-type: none"> • Organizational Ambidexterity 	<ul style="list-style-type: none"> • Organizational Performance

	HPWS performance relationship. The theoretical model and the hypotheses proposed were tested using a sample of 100 Spanish hotels		
17. Chen et al. (2017)	Explores the impact of high-commitment human resource (HR) practices on proactive customer service performance (PCSP) based on a sample of Chinese hotels	<ul style="list-style-type: none"> • Work-related self-efficacy • Perceived Organizational Support • Harmonious Passion for Work 	<ul style="list-style-type: none"> • Individual Proactive Customer Service Performance
18. Hong et al. (2017)	Examines the moderating effect of hotel ownership structure on the relationship between high-performance work systems for service quality (HPWS-SQs) and service performance as well as the curvilinear relationship between hotel service performance and hotel profitability	<ul style="list-style-type: none"> • Hotel Ownership Structure 	<ul style="list-style-type: none"> • Service Performance • Hotel Profitability
19. Nieves & Osorio (2017)	Examines the implementation of a set of commitment-based HR practices and explores their impact on three categories of organizational outcomes based on a sample of Spanish hotels	--	<ul style="list-style-type: none"> • Affective Commitment • Innovation • Financial Performance
20. Page et al. (2018)	Examines the role of workplace bullying in the relationship between two organisational approaches to support workforce performance, high performance work systems and perceived organisational support, and employee engagement and retention, based on a sample of employees in the Australian context	<ul style="list-style-type: none"> • Workplace bullying 	<ul style="list-style-type: none"> • Job Satisfaction • Intention to Quit
21. Safavi & Karatepe (2018)	Examines career adaptability (CA) as an underlying mechanism linking high-performance work practices (HPWPs) to met expectations, creative performance and extra-role performance in the hotel industry in Iran	<ul style="list-style-type: none"> • Career adaptability 	<ul style="list-style-type: none"> • Met Expectations • Creative Performance (supervisor rating) • Extra-role Performance (supervisor rating)
22. Tuan (2018)	Examines how paternalistic leadership behaviors – authoritarianism, benevolence, and morality – influence extra-role customer service via employee work engagement as a mediator, based on a sample of four- or five-star hotels in Vietnam	<ul style="list-style-type: none"> • Discretionary HR practices • Employee Work Engagement 	<ul style="list-style-type: none"> • Extra-Role Customer Service
23. Ubeda-Garcia et al. (2018a)	Examines the interrelationships between High Performance Work System (HPWS) and their effects on firm performance in the Spanish hotel industry	<ul style="list-style-type: none"> • HR Flexibility • Organizational Ambidexterity 	<ul style="list-style-type: none"> • Firm Performance

24. Ubeda-Garcia et al. (2018b)	Explores whether the use of high-performance work systems (HPWSs) facilitates the development of organizational ambidexterity directly or through a mediating variable such as ambidextrous organizational culture in the Spanish hotel industry	<ul style="list-style-type: none"> • Ambidextrous Organizational Culture • Organizational Ambidexterity 	<ul style="list-style-type: none"> • Firm Performance
25. Jo et al. (2019)	Addresses two interrelated questions: (a) how and why experienced service-oriented high-performance work systems (HPWS) and unit service leadership relate to psychological health and service performance and (b) whether thriving at work and psychological health serially mediate the relationships between the two contextual antecedents and service performance. This study was based in the South Korea's hospitality sector	<ul style="list-style-type: none"> • Thriving at work 	<ul style="list-style-type: none"> • Psychological Health • Service Performance
26. Karadas & Karatepe (2019)	Investigates the potential mediators that operate in the black box between high-performance work systems (HPWS) and employee outcomes in the Romanian hotel industry	<ul style="list-style-type: none"> • Psychological Capital • Work Engagement 	<ul style="list-style-type: none"> • Quitting Intentions • Creative Performance (supervisor rating) • Extra-Role Performance (supervisor rating)
27. Otoo (2019)	Examines the mediating role of employee competencies in the relationship between human resource management (HRM) practices and organizational performance in hotels in Ghana	<ul style="list-style-type: none"> • Employees' competencies 	<ul style="list-style-type: none"> • Organizational Performance
28. Wong et al. (2019)	Investigates a multilevel research model to assess the effectiveness of high-performance human resource practices under different conditions of brand equity, in the context of hotels in China	<ul style="list-style-type: none"> • Brand Equity • Emotional Exhaustion 	<ul style="list-style-type: none"> • Intention to Quit