

RESEARCH REPORTS

The Managerial and Operative Challenges of Human Resources Management in the Guesthouse Sector in the Maldives

ISMAIL SHIYAR

The Maldives National University

ABSTRACT *The study aims to examine the managerial and operative challenges of human resources management (HRM) in the guesthouse sector of the Maldives. Adopting and adhering to best practices in human resources management enables businesses to thrive and succeed. Uncompetitive salaries, coupled with a lack of proactive Human Resource (HR) planning and training for optimal performance, contribute to various HRM issues. In addition to this, the differences in work ethics and culture create a problematic workplace environment for both local and expatriate staff. The study employed an inductive approach, facilitating qualitative research. The study employed a multiple case study research strategy, as new information is likely to be gained from incremental cases. Data were collected through semi-structured interviews with 12 guesthouse owners and managers of small and medium-sized guesthouses in the Greater Male' area and nearby local islands, selected via purposive sampling to capture the diverse operational aspects. Thematic analysis revealed seven key themes: HR planning and recruitment, organisational structure, leadership and motivation, compensation management, training and development, administrative systems, and ethical labour relations through cultural and cross-cultural integrity. Guesthouses that balance operational costs with competitive compensation packages, while focusing on service quality, reflect the magnitude of interconnectedness in HRM. There is a need for proactive management to improve employee engagement and business performance. The study highlights the importance of professional-level support and effective HR interventions in enhancing the performance of guesthouse operations in the Maldives.*

KeyWords: *Human Resources Management, Guesthouses, Maldives, Hospitality Industry, Managerial Challenges, Operative Challenges*

Introduction

The Maldivian hospitality industry has long been defined by the luxury-oriented nature of the tourism goods offered in the resort sector. However, in recent years, it has undergone significant development through the emergence of guesthouses on local islands, providing tourists with more affordable options than those offered in conventional resort tourism. This diversification has added to the overall bed inventory, enabling the industry to accommodate substantial growth. The guesthouse numbers increased from 75 in 2012 to 815 in 2024, while the bed capacity increased from 1,101 to 14,659 (Maldives Bureau of Statistics, 2024; Maldives Bureau of Statistics, 2025). Similarly, such expansions have brought human resources challenges in other small islands such as Samoa, Langkawi (Malaysia), Greenland, Hawaii (USA), Falkland Islands (a UK overseas territory), Fiji, Jeju

island (South Korea); where seasonality creates high turnover, shortages of skilled staff, over reliance on expatriates and challenges in training (Baum, 2012; Cheer et al., 2018; Dos Santos, 2022). Additionally, small-scale, family-run businesses in these islands often rely on informal HR practices, overwhelming staff with multiple roles and limited career development opportunities (Baum, 2012; Dos Santos, 2022). In addition to this, shortages of skilled workers remain a significant barrier, particularly when cultural and ethical issues arise in multicultural workplaces, especially in those with a high reliance on expatriates (Baum, 2012; Cheer et al., 2018). While this growth has created new opportunities for local communities and diversified the tourism market, it also presents significant challenges, particularly in managing human resources to sustain the rapid expansion of the guesthouse sector.

Table 1. Total registered bed capacity and the number of guesthouses year on year growth 2012 - 2024

<i>Year</i>	<i>Beds</i>	<i>Guesthouses</i>	<i>Beds YoY Growth (%)</i>	<i>Guesthouses YoY Growth (%)</i>
2012	1101	75		
2013	1918	136	74.2	81.3
2014	3199	220	66.8	61.8
2015	4621	313	44.5	42.3
2016	6034	393	30.6	25.6
2017	7304	458	21	16.5
2018	8563	521	17.2	13.8
2019	9753	605	13.9	16.1
2020	10343	638	6	5.5
2021	13040	802	26.1	25.7
2022	14146	874	8.5	9
2023	13657	815	-3.5	-6.8
2024	14659	929	7.3	14

Note. Adapted from the Statistical Yearbook of the Maldives 2025

Effective human resource management (HRM) dictates that both managerial and operative functions are vital to the success of a labour-intensive industries, such as the hospitality sector. Managerial functions, such as planning, organising, directing, and controlling, are vital for addressing strategic challenges, including workforce planning, policy development, and leadership training (Rao, 2024). According to Shiyar et al. (2023), there is a need for enhanced strategic planning and implementation to support local workforce development, HR leadership training, and the integration of policy and education in the resort sector of the Maldives. Operative functions, such as employment, HR development, compensation, human relations, industrial relations and emerging trends in HRM deal with the specific aspects of personnel management (Rao, 2024). Shiyar et al. (2023), also highlights the need for training and development to support workforce localisation, employer practices that promote local employment, career

counselling, internships, and skills development programs in the resort sector of the Maldives. Both managerial and operative functions interact, where managerial functions influence operative functions and operative functions work in conjunction with managerial functions (Rao, 2024). The Maldivian hospitality industry faces significant gaps in both these areas, and the problems in the resort sector may very well extend to the guesthouse sector of the Maldives. Ensuring the effective integration between operative and managerial functions facilitates a more well-rounded HRM approach in a labour-intensive industry such as the hospitality sector. Thus, a coordinated approach between operative and managerial functions is imperative to foster workforce development and HR operational excellence, contributing to more sustainable growth projections in the hospitality sector.

Aim, Research Purpose and Objectives

Guided by existing literature and industry practices, this study aims to explore the managerial and operative challenges of human resources management in the guesthouse sector of the Maldives. The purpose is to develop an understanding of the inter-relationship between the functions and how these functions shape HR effectiveness within small to medium-sized guesthouses in the Maldives. The research aims to examine the current managerial HRM functions, explore operative HRM functions, identify the interconnection between the two functional domains, and finally propose an integrated HRM framework based on the functions of HRM management that is well-suited for the Maldivian guesthouse context.

Literature Review

Strategic managerial functions in Hospitality and Tourism HRM

Planning, organising, directing and controlling are interrelated managerial functions that play a crucial role in the successful human resources management. According to Rao (2024), HRM planning is a predefined action plan that focuses on forecasting human resource needs, recruitment and selection, training and development, workforce management, and behaviour and attitude planning. Strategic human resource planning involves balancing between human resources and organisational goals, aligning with future human capital forecast requirements and competencies (Acar, 2024; Bartlett et al., 2016). Bilagi (2022) supports the notion by stating that HR planning is a continuous process of ensuring that adequately qualified employees are available at the right time, contributing to organisational effectiveness and resilience. The expansion of globalisation and technological capacity drives organisations to match operational requirements by strategically forecasting, assessing and matching HR supply (Chiara et al., 2023). In a dynamic environment, such as the hospitality sector, organisations benefit significantly from effective HR planning that ensures readiness, adaptability, and labour needs, as well as succession planning that minimises labour gaps.

Organising facilitates planning by providing structured roles, responsibilities, and a transparent chain of command within human resources, ensuring efficient organisational functioning. For the smooth operation of the organisation, it is imperative to establish formal HR departments that are proportional in size and aligned with the organisation's needs, with roles and responsibilities clearly identified under the business objectives (Stacho et al., 2013). HR should not be limited to assigning roles

alone; instead, it should choose between classic, neo-classic, or modern HR structures, considering both national and institutional contexts (Brandl et al., 2012). Thus, the organising function is an essential component that requires formal human resources departments to facilitate strategic alignment and adaptability by aligning with internal and external environmental variations, thereby providing effective HR leadership.

Directing guides organisations in executing decisions by effectively managing employees to achieve organisational performance. It entails guiding, motivating and leading employees, which facilitates the execution of work-related shared goals within an organisation (Rao, 2024). In the hospitality sector, the guest experience depends on seamless teamwork, coupled with motivation and effective coordination, which is imperative for the smooth running of operations (Okumus et al., 2020). Ben Messaoudi (2022) states that the COVID-19 pandemic has altered how HR managers support and motivate employees, particularly in remote and service settings that are often characterised by high-stress situations. A case study on Hilton demonstrates that a structured leadership training program, combined with the effective employee recognition systems in place, facilitates performance improvement and retention in the service sector (Zhang, 2020). Furthermore, having a clear direction in organisations fosters a psychologically safe working environment that encourages communication, employee development, motivation, and a sense of commitment (Ciekanowski, 2021). Thus, it is evident that direction is not merely supervision, but a strategic step to motivate employees, promoting teamwork and morale, and driving high service standards in the hospitality sector.

Controlling acts as a vital feedback loop mechanism in an industry where guest experience, service quality and employee performance facilitate effective HRM execution and continuous improvement. It monitors, evaluates, and corrects performance to ensure that employees' activities are well-aligned with organisational standards and business objectives (Rao, 2024). When integrated effectively, the controlling function supports goal setting and objectivity in performance evaluation, which in turn promotes effectiveness in training, career development, and management of employee morale (Škrtić, 2018). Desa and Joldeska (2025) support this notion, stating that the concept of controlling has evolved in the hospitality industry, moving away from the traditional supervision system to become a more future-oriented function. Thus, it is evident that controlling in hospitality HRM is beyond the conventional supervisory role and acts more as a strategic enabler to achieve employee engagement, service consistency and organisational effectiveness.

Strategic operative functions in Hospitality and Tourism HRM

Employment - Employment as a Core Operative Function in Hospitality and Tourism HRM

All facets related to employment, from job analysis to induction and orientation, are closely interconnected. Employment is one of the primary operative functions of HRM that facilitates efficient organisational operations by hiring the right people at the right time for the right job to fulfil organisational goals. Employment does not just entail filling a vacant position, but also requires shaping a workforce that is aligned with the strategic business goals of the organisation (Rao, 2024). The employment process requires a systematic and structured approach which includes job analysis, planning, recruitment, selection, placement, and induction and orientation.

Job analysis is central to all facets of the human resources function, as it defines roles and responsibilities. A thorough job analysis enables the development of job descriptions and specifications, guiding recruitment and performance appraisals (Rao, 2024). Human resources planning (HRP) utilises job analysis as a core reference to predict current and future human capital requirements, considering the organisation's business goals. Effective HRP enhances the recruitment and selection process by facilitating the hiring of the right candidates at the right time for the right job, thereby addressing challenges such as labour shortages and ineffective hires (Sarwary et al., 2022). HRP must be in alignment with the strategic objectives of the organisation, and the ability to forecast staffing gaps can facilitate in targeted recruitment and training efforts (Flamela et al., 2024). HRP not only addresses future forecast requirements but also facilitates the creation of an internal talent pipeline for succession planning and human capital development programs (Rao, 2024). Thus, human resource planning builds on these foundations, identifying future human capital needs and aligning recruitment and development strategies with the organisational objectives.

Recruitment is the process of attracting the right candidates, both internally and externally, while selection is the process of evaluating and ensuring the selection of the most qualified individuals. Proper HRP leads to effective recruitment and ensures that new hires are hired on time with the required skills as per the role's requirements and organisational performance requirements (Flamela et al., 2024). Structured recruitment processes, coupled with stringent assessment and training in areas such as accounting, have been found to have a positive impact on employee retention and performance (Nguyen, 2020). In addition to this, valid testing and behavioural interviewing embed transparency and objectivity in recruitment, ensuring that new hires are competent and culturally fit for an organisation (Nguyen, 2020). This is further supported by Rao (2024), who states that effective recruitment and selection eliminate wrongful hires and its associated costs and create a high-performance work environment.

Placement ensures that the selected candidates are assigned to roles that best match their skills and job expectations, leading to both employee and employer satisfaction. Induction and orientation further ensures that the new hires assimilate into the work culture and organisational expectations. Successful induction and orientation reduce early turnover, enhance employee morale, and foster a sense of belonging within the organisation (Rao, 2024). Induction and orientation play a crucial role in creating familiarity with the organisational structure, career pathways, and values, and helping employees acclimate effectively to the work environment (Flamela et al., 2024). Structured onboarding at the beginning of employment is viewed as helping to enhance employee engagement, productivity, long term retention (Nguyen, 2020; Sarwary et al., 2022). Therefore, having effective induction and orientation bridge expectations between employees and employers, strategically fostering long-term engagement and organisational commitment. Building an early connection with employees through induction and orientation facilitates assimilation into the work culture and expected performance standards, thereby reducing the organisation's attrition.

Human resource development - Human resource development as a core operative function in hospitality and tourism HRM

Human resources development (HRD) involves the process of continuously enhancing employees' capabilities, encompassing skills, knowledge, abilities, values, and commitment, based on the existing and anticipated demands of the organisation. HRD initiatives achieve these objectives by engaging employees in activities such as training, employee development, and performance appraisal (Rao, 2024). HR practitioners often perceive structured training, performance management, and employee empowerment as key strategies in addressing challenges such as high turnover (Sharma, 2019). Thus, studies indicate that integration or aligning structured training and performance management contributes to reduced turnover and enhances employee capabilities, aligning the skills and knowledge of the employees with the industry demands. Performance appraisal is a core supporting function in human resources development. Performance appraisal involves the systematic evaluation of employee performance, providing a basis for future professional development (Rao, 2024). Training and management development is a significant component of HRD that focuses on developing the necessary knowledge, skills and attitudes to meet the performance expectations of the employees. According to Rao (2024), performance appraisal facilitates policy formulation, provides managerial support, analyses reports, and evaluates program effectiveness (Rao, 2024).

In addition to this, structured and systematic appraisal systems promote fairness in compensation, motivate employees, and facilitate decision-making in training and promotion-related activities (Su, 2024). Furthermore, performance appraisal has a positive impact on job satisfaction as employees participate in feedback processes such as peer review and self-assessment (Song & Mistry, 2020). Training and development are of utmost importance in the hospitality and tourism sector, where service quality on the frontline is directly linked to the guest satisfaction and loyalty. Performance appraisal, therefore, when done objectively and inclusively, not only acts as a development tool but also fosters employee motivation, enhances training and development opportunities and thus contributes positively to the organisational performance.

Career planning and development play a crucial role in aligning employee aspirations with organisational goals by providing the necessary education, training, and experience. According to Rao (2024), career planning and development facilitate internal and external mobility, paving a pathway for the long-term fulfilment of employees and optimal organisational performance. Employees are responsible for identifying their interests and skills, while the organisation facilitates growth by providing structured training and career mapping (Setiawan & Indriati, 2024). A study carried in Malaysia, it was observed that star-rated hotel employees were often left without formal career planning and development, highlighting the importance of self-initiative and organisational commitment for employee development in the industry (Chan et al., 2017). Another study conducted in three-star hotels in Cairo found that a lack of prior understanding of career development programs led to staff dissatisfaction and high turnover (Helmy & Zaki, 2020). Effective career planning, coupled with appropriate training and development, has a positive impact on employee performance, engagement, and retention, accounting for approximately one-fourth of the variance in employee

involvement ($\beta \approx 0.28$, $p < .05$) across service sector establishments (Pradhan & Shrestha, 2021). Therefore, it is evident that there is a need for a structured, integrated approach to individual agency and organisational strategy for sustainable career planning and advancement, leading to better organisational performance.

On a broader domain of human resource management aspects, such as internal mobility, transfers, promotions, demotions, retention, and retrenchment, these processes aim to match employee skills with business needs. Transfer, especially lateral movements, helps employees broaden their work-related experience, bringing operational efficiency. Meanwhile, promotions serve as a tool for recognising high performance and facilitate gradual leadership development within the organisation (Ray, 2024; Rao, 2024;). Internal mobility promotes organisational flexibility, innovation, and results in employee satisfaction, but at the same time, it can lead to burnout or disharmony among teams (Ray, 2024). Retrenchment involves letting go of employees by employing strategies such as offering lower wages to less talented employees while retaining more talented employees by paying higher salaries (Rao, 2024). Change and organisational development entail the usage of interventions that are carefully planned to bring about the desired behaviours, systems and culture using applied behavioural science tools (Singh & Ramdeo, 2020; Rao, 2024). The interconnected practices in HRM lead to the desired employee engagement and organisational performance, resulting in smoother operations.

Compensation as a core operative function in hospitality and tourism HRM

Job evaluation, wage and salary administration, and incentives are fundamental components of effective compensation management. According to Rao (2024), job evaluation refers to the process of determining the relative worth of a job, ensuring internal equity and fairness. The process serves as a guiding tool for wage and salary administration, which involves setting up pay structures based on salary and wage surveys, determining wage rates, administering salary and wage programs, and evaluating their effectiveness (Rao, 2024). Three key compensation factors determine the effectiveness of the compensation design includes, (1) the position, (2) employee performance and (3) individual characteristics (Mahoney, 1989, as cited in Yen et al., 2018). Additionally, compensation systems can take form based on (1) position, (2) skill and (3) performance while considering the external factors such as cost of living, market trends and salary surveys (Lawler, 1987, as cited in Yen et al., 2018). Operational challenges, such as communication barriers and wage disparities, further complicate HR practices (Shiyar et al., 2023). Regular salary adjustments linked to performance have shown significant enhancement in motivation and job satisfaction (Heneman, 1984, as cited in Yen et al., 2018). Thus, it is evident that coupling fair job evaluations together with well-designed incentives and salary administration is essential in attracting, retaining and motivating employees in the hospitality industry.

Bonuses, fringe benefits, and social security benefits collectively play a role in catering to employee retention, performance, and ultimately, job satisfaction. Bonuses are short-term financial motivators that positively affect employee productivity and performance. Over 90% of organisations provide incentive bonus systems to align employee output with business objectives (Campion et al., 2018). In service industries such as the hospitality sector, it is essential to offer fringe benefits such

as housing, paid leave, employee meals, and insurance to ensure employee retention, however, the scope of these benefits may vary based on organisational tier (Ahmad, 2013). Empirical evidence suggests that both monetary and non-monetary benefits facilitate employee participation and retention, with compensation moderating the relationship and jointly explaining up to 56% of the variance in employee retention ($\beta = 0.29\text{--}0.38$, $p < .05$), showcasing the strategic significance (Khalid & Nawab, 2018). On the other hand, social security systems, such as health coverage, pension contributions, and disability benefits, serve a broader purpose, ensuring income stability and poverty reduction (McKinnon, 2020). Together, the components form a comprehensive compensation package that caters to employee satisfaction, motivation, and well-being.

Human relations, industrial relations and recent trends in HRM

Human relations and industrial relations are key operational functions in human resources management that facilitate organisational effectiveness in service-oriented sectors, such as the hospitality industry. Human relations entail establishing interpersonal and group interactions that enhance employee morale, motivation, and communication, creating organisational efficiency within business entities (Rao, 2024). On the other hand, industrial relations involve the dynamics among employees, employers and government entities that address areas such as collective bargaining, conflict resolution and employee participation (Rao, 2024). There is a growing need for structured workforce development and career support programs to promote local employment in the Maldives' hospitality sector (Shiyar et al., 2023). These tools facilitate the alignment of HR strategies with organisational goals and employee well-being. Modern HRM supports the integration of digital tools in HR control functions, enhancing real-time decision-making and performance tracking (Desa & Joldeska, 2025). Collectively, human resources and industrial relations, coupled with recent trends in HRM, are frequently viewed as interconnected elements forming a triad vital for creating future-ready workspaces.

Together, the managerial and operative functions form an interdependent HRM framework that ensures employee adaptability, readiness and performance alignment in the hospitality sector. The literature remains fragmented, as managerial functions are theorised separately from operative practices in the guesthouse sector, creating a theoretical and contextual gap in understanding how day-to-day strategic decisions relate to HR outcomes in small-scale hospitality establishments. The literature highlights an integration gap between the managerial and operative alignment of HR functions. To address these gaps, the study focuses on an integrated managerial and operative HRM framework for the Maldivian guesthouse sector, demonstrating how the alignment of functions can influence or contribute to enhancing HR effectiveness.

Figure 1. Managerial and operative functions and HR effectiveness in the guesthouse sector



Note. Managerial and operative functions in the guesthouse sector adapted from Rao(2024)

Methodology

Research design

The study employed a qualitative, exploratory, multiple-case study approach to investigate contemporary issues and challenges related to operative and managerial aspects of human resources within the guesthouse sector of the Maldives. Adopting a case study approach was appropriate given the nature of the study, which aimed to explore the complex human resources issues in the emerging guesthouse sector of the Maldives. The study’s scope was limited to selected guesthouses on prominent local islands in the central region, and data were collected over a four-month period. The said local islands were purposefully selected due to their active involvement in the guesthouse tourism sector.

A purposive sampling strategy was employed to recruit participants, including guesthouse owners and managers. A total of 12 participants were selected for interviews to gain multiple perspectives on both managerial and operative challenges of human resources management in the guesthouse sector. While Creswell and Creswell (2023) suggest four to five cases as a norm, the qualitative adequacy is determined by saturation rather than a fixed number (Charmaz, 2006, as cited in Creswell & Creswell, 2023). The inclusion of 12 participants across small and medium-sized guesthouses ensured sufficient variation in managerial and operative roles to achieve data saturation and thus the richness in thematic analysis. Data was collected through open ended face-to-face interviews until data saturation was reached. Interviews were audio-recorded and transcribed for manual coding.

Table 2. Participant selection

#	Participant ID	Designation
1	INT001	Manager, Guesthouse
2	INT002	Manager, Guesthouse
3	INT003	Owner / Manager, Guesthouse

4	INT004	Manager, Guesthouse
5	INT005	Manager, Guesthouse
6	INT006	Manager, Guesthouse
7	INT007	Manager, Guesthouse
8	INT008	Manager, Guesthouse
9	INT009	Owner / Manager, Guesthouse
10	INT010	Owner / Manager, Guesthouse
11	INT011	Manager, Guesthouse
12	INT012	Manager, Guesthouse

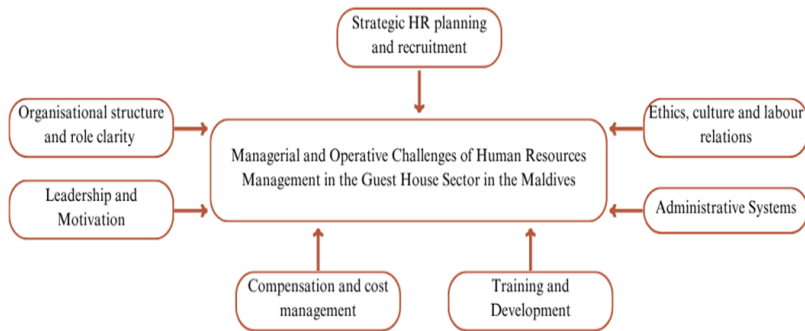
The transcribed interviews were reorganised in the order of the themes of the questions. Familiarisation was achieved by revisiting and repeated readings of the transcripts, which facilitated the initial coding process. Open coding was then initiated to identify the meaningful segments related to managerial and operative challenges. The codes generated were compiled into a codebook to prevent overlap and ensure consistency. The obtained data were systematically coded, and similar codes were grouped to form the broader categories. Thematic analysis was then utilised to identify recurring themes across cases, and emerging themes were identified and refined through repeated comparison. Analytical notes facilitated the capture of insights and linked the findings to the existing body of HR literature. The researcher reviewed the final themes generated to ensure credibility, authenticity, and trustworthiness.

Prior to the interviews, the participants were briefed about the purpose of the research. The level of involvement and the participants' rights were explained to them, and written consent was obtained. Written consent was obtained for all the participants and the anonymity of the participants due to the sensitive nature of the research, was strictly maintained. The participants were informed of their right to withdraw from the study at any point without any consequences.

Findings

The codes that were generated were reviewed and summarised into seven major themes (Figure 2). The themes discuss human resources practices within small guesthouses operating in the central region of the Maldives. Seven key themes were identified and generated utilising twelve semi-structured interviews that reflect on both managerial and operative functions of human resources. The themes provide a glimpse into the current practices, challenges and gaps that exist in strategic human resources planning, organisational structure, employee motivation, compensation, wages and benefits, training, administrative systems and ethical practices. Each theme is supported by substantive evidence from the participants and linked with the relevant literature, creating a holistic view and understanding of how HRM is practised in the guesthouse sector. The findings reveal a lack of a formal overall human resources framework in small to medium-scale guesthouses, resulting in a reliance on informal systems and personal experiences rather than structured policies. However, despite these limitations, human resources practices were leveraged by past resort experience to address human resources challenges.

Figure 2. Key themes from the findings



Note. Themes generated for managerial and operative HR challenges in the guesthouse sector

Theme 1: Strategic human resources planning and recruitment are essential for workforce optimisation

All participants expressed the challenges in sourcing qualified and reliable employees from the local population. The situation reveals that either the local population is unavailable or unwilling to work under the current working conditions offered, forcing guesthouse owners to make short-term, reactive recruitment decisions. Effective human resources planning enables businesses to forecast human capital requirements in advance, allowing them to prepare accordingly. Understanding the forecast of workforce needs reduces reliance on reactive hiring, thereby facilitating operational efficiency. In the guesthouse sector, the lack of proper recruitment procedures and strategies often leads to the hiring of underqualified staff, which in turn affects the quality of service and hinders the long-term growth of these businesses. Human resources planning should be coupled with realistic salary benchmarking, facilitated by community engagement and ideally in collaboration with local government authorities, to attract local talent. Guesthouses risk staff shortages, guest dissatisfaction, and a bad reputation without having a proper, structured human resources plan and proactive recruitment strategies.

“We want locals and we want to run business with locals but it is a challenge to find local staff” (INT001).

“Locals have bigger expectations and demand higher salaries... they often compare with bigger guesthouses” (INT008).

Theme 2: Formal organisation structure is critical to operational efficiency

Having a formalised organisational structure provides role clarity, paving the way for operational consistency and enabling the strategic delegation of responsibilities within hospitality establishments. In contrast, guesthouses lack formal human resources systems, which results in owners or managers often having to juggle multiple tasks, leading to inefficient workload distribution and communication breakdowns. The absence of formal structure places a significant burden on owners

and managers, reducing their ability to focus on strategic development, guest relations and satisfaction. These insights place a high importance on delegating managerial and operative HR responsibilities by establishing operational guidelines, such as clear job descriptions and having streamlined internal communication procedures. Evidence further suggests an ad hoc nature of task allocation, rather than a structured plan, and a heavy workload on management due to the absence of systematic procedures.

“We are a very young guesthouse... we don’t have a defined departmental structure, but the jobs are made in certain areas” (INT 002).

“We don’t have a proper HR department; I do all the paperwork and handle staff issues myself” (INT009)

Theme 3: Effective motivation and leadership drive employee engagement

Leadership and motivation play a crucial role in enhancing employee morale, boosting productivity, and contributing to employee retention in service-oriented sectors. Having recognition, positive leadership and facilitating autonomy has a positive influence on employee engagement levels. Even though the guesthouse business employs informal yet effective leadership tactics, there are labour market challenges that limit the ability of the guesthouses to create an engaged workforce.

“Sometimes we will do staff picnics... we try to recognise them to motivate them” (INT003).

“There’s very little interest among school leavers to work in guesthouses despite opportunities” (INT010).

Theme 4: Cost management and competitive compensation are crucial for sustainability

It is imperative to align compensation strategies with the financial stability of small businesses to remain competitive while having adequate staff satisfaction. Managing operational costs while offering a fair compensation package to employees requires continuous evaluation and innovation of the business environment. Catering to cost control and offering a competitive compensation package emerged as a significant concern, as guesthouses often found it challenging to balance affordability with competitive salaries. The existing cost management challenges reflect a systematic difficulty in providing competitive compensation, which in turn hinders the attraction and retention of skilled employees.

“Try to keep the cost as low as possible, but at the same time, the service should not suffer to have a balance” (INT004).

“Recruiting and retaining good staff is hard because many leave for better salaries elsewhere” (INT011).

Theme 5: Structured training and development enhance service quality

Catering to continuous employee development supports consistent service delivery, which in turn improves or enhances staff confidence, morale, and

ultimately, guest satisfaction. Without proper training, guesthouses are at risk of accommodating service inconsistencies that lead to declining service standards. The guesthouse sector mainly depends on peer-led experiential learning due to the absence of formal training systems within the organisation. Trainings in the guesthouse sector often rely on personal experience. The system may be adequate in the short run; however, it hinders long-term capacity building in the guesthouse sector.

“I teach and train them from all what I know” (INT005).

“We rely on informal training from staff who have worked in five-star resorts to uplift standards” (INT012).

Theme 6: Robust administrative systems ensure compliance and efficiency

The administrative systems across the interviewed guesthouses showcased a notable distinction in levels of formality and consistency. A lack of uniform practices, particularly in terms of proper documentation, hints at inconsistent approaches that could lead to both operational and legal complications. The disparity in having adequate administrative systems calls for an urgent need for standardisation of administrative procedures across the guesthouse sector. Having strong administrative frameworks that contribute to functions such as onboarding and policy documentation fosters organisational clarity and compliance, thereby achieving operational efficiency.

“We have staff agreements... policy as well.. Documents in writing which tells our staff the consequences” (INT006).

We are a small guesthouse and we have few staff... so we don't have detailed staff policies and procedures... we communicate verbally and address issues” (INT008).

Theme 7: Upholding ethical standards and managing labour relations through cultural and cross-cultural safeguards organisational integrity

Ethical concerns and labour relations were significant themes, especially surrounding discipline and employee behaviour. Fostering workplace ethics and strong labour relations is crucial in creating a safe and respectful working environment. Maintaining proper discipline and ethical conduct facilitates an efficient and productive work environment. Having the clarity to address sensitive issues such as substance abuse and misconduct requires a clear and concise policy to gain clarity, empathy and leadership skills. There are significant challenges in maintaining workplace integrity that compromise the safety and security of all staff members involved. The existence of such issues indicates a lack of detailed guidelines, creating a vital need for clearer HR policies that address employee conduct, progressive disciplinary action, and various support mechanisms.

“One of the major issues highlighted are work ethics and culture of local employees... drug abuse is also sometimes a problem among staff” (INT007).

“Employees are sometimes very casual on timings and this affects guest service such as picking up and dropping off guests to the airport on time” (INT008).

Table 3. Summary of key themes and current findings

Themes	Summary of Current Findings
1. Strategic HR planning and recruitment	Guesthouses rely on short-term, reactive hiring due to limited local labour and a lack of structured HR systems.
2. Organisational structure and role clarity	Most guesthouses lack a structured departmental structure; managers and staff often handle multiple roles, resulting in role confusion and overload.
3. Leadership and motivation	Motivational efforts are inconsistent and informal, making it challenging to retain and inspire in small-scale settings.
4. Compensation and cost management	Challenges in balancing pay with business sustainability; some use non-monetary or flexible approaches.
5. Training and development	Training is primarily informal and based on peer experience; however, internally structured programs are necessary to achieve service consistency.
6. Administrative systems	Administrative practices vary; many guesthouses lack written policies and administrative formalities.
7. Ethics, culture and labour relations	Ethical issues such as tardiness and misconduct, need for disciplinary procedures and mentoring are limited; managing labour through culture and cross-cultural safeguards, organisational integrity

Limitations

The research primarily focused on the contextual boundaries of the Maldivian guesthouse sector, specifically examining guesthouses from four main islands. To mitigate this, the participants were purposefully selected from different operational sizes and managerial backgrounds to capture different perspectives. The guesthouses chosen from the four islands may not capture the full extent or diversity of the entire Maldivian guesthouse sector. Future studies could cover a broader range of geographical parameters to include guesthouses from different atolls. The participants were selected using purposive sampling based on their managerial role and availability to participate in the interview, which may hinder the viewpoints of frontline staff. The manager and owners were asked about the perspectives of staff experiences and behaviours, even though the frontline staff were not interviewed. Although there is a thematic depth, there is a limitation in broader stakeholder representation in the guesthouse sector. Future research could incorporate perspectives from frontline staff, government authorities, and tourism associations to gain a more comprehensive understanding of HRM dynamics. The

thematic analysis and interpretation of meaning may have been shaped by the researcher's preconceptions and positionality, despite efforts to ensure reflexivity. To mitigate this, reflexive journaling and peer debriefing facilitated transparency and analytical rigour. The study centred around managerial and operative HR challenges, and thus, government labour policies and tourism regulations were not explored in depth. Future studies could examine how national workforce policies, the Employment Act and tourism regulations influence HRM practices. Methodological triangulation was limited as only semi-structured interviews were conducted, and no document analysis or observational data were collected.

Discussion and recommendations

Theoretical implications

The qualitative evidence strongly suggests a reactive approach to recruitment in the guesthouse sector. The owners and managers mainly rely on informal and short-term hiring due to the lack of a local labour pool and unstructured HR planning systems. Interviewees expressed difficulty in attracting qualified manpower due to misaligned compensation structures and employees' salary expectations. The findings, therefore, reflect the experiential realities of guesthouse owners and managers in navigating through the socio-cultural and economic dynamics unique to the guesthouse sector in the Maldives. The evidence therefore suggests the perceived unreliability of the local talent pool, coupled with the lack of HR frameworks, constrains strategic HR planning. The literature supports the notion by stating the significance of proactive HR planning, which involves forecasting human capital requirements and minimising labour shortages through strategic recruitment, thereby aligning with business objectives and labour market availability (Acar, 2024; Rao, 2024). Developing countries often struggle with the lack of infrastructure and policy limitations that hinder effective HR planning (Aslam et al., 2013). The findings align with the vital role of strategic human resource planning and recruitment in achieving workforce optimisation.

Participants often reported difficulty in achieving operational efficiency due to the overlapping nature of roles and the absence of formal delegation. Managers frequently assume multiple roles, resulting in decreased operational efficiency, reduced attention to customer needs and staff development. As guesthouse sectors often operate small to medium-sized establishments and lack formal HR departments, management adopts role fluidity as a survival strategy rather than a deficiency. Rao (2024) and Stacho et al. (2013) support the idea by stating that organisational clarity promotes operational efficiency and consistency, and the lack of defined tasks leads to inefficiencies and conflict in high-employee-visibility sectors, such as the hospitality industry. The interpretation highlights the significance of organisational structure in maintaining operational efficiency and effectiveness.

Managers often utilise both formal and informal methods to motivate employees. However, participants noted that efforts are usually challenging to retain and keep motivated employees due to challenges related to local labour market shortages. The methods employed by managers, therefore, are inconsistent and may not always address the deeper challenges related to employee engagement and motivation. Ben Messaoudi (2022) and Ciekanowski (2021) emphasise the importance of

psychological safety in fostering intrinsic motivation, which drives employee motivation and engagement in the hospitality industry. Employee retention and morale improve when employees feel supported and valued. The evidence suggests that effective motivation and leadership strategies are crucial in driving employee engagement.

Achieving a balance between employee compensation packages and the financial sustainability of the establishments was a common struggle. Participants noted the importance of retaining employees, but lacked the financial resources and capabilities to offer competitive salaries and benefits. Interpretatively, this means the challenges associated with ideal HR practices and the business survival in the guesthouse sector. Guesthouse owners and managers are often forced to choose between affordability and employee retention, causing a cycle of turnover. Fair compensation facilitates and improves job satisfaction and performance (Rao, 2024; Yen et al., 2018). Thus, this establishes a crucial link between cost management, establishing competitive compensation, and sustainability.

Training and development had an informal approach, relying heavily on more experienced employees. Although the peer-to-peer driven training facilitates learning and builds rapport, it usually leads to inconsistency and service gaps. Peer sharing reflects a deeply embedded culture of community and experiential learning. However, without proper documentation and benchmarked standards, the knowledge remains fragile. There is a vital need for structured training to improve service quality and employee retention (Sharma, 2019; Li, 2020). Rao (2024) notes that training and development enhance employee capabilities and confidence. Structured training is therefore essential in establishing and ensuring effective and consistent service quality.

There are notable variations in the use of administrative systems between guesthouses in terms of the level of formality and consistency. Some guesthouses maintained written policies and procedures, while others adopted a more informal approach, relying on verbal agreements that led to inconsistent practices within the guesthouse sector. Participants understood and noted the risks associated with such practices, but cited resources as limiting barriers. Škrtić (2018) and Desa and Joldeska (2025) emphasise that effective administrative practices in small businesses promote compliance and strategic oversight. The findings align in recognising that robust administrative systems are essential for achieving operational compliance and efficiency.

Participants noted ethical concerns and labour relations issues related to discipline and employee behaviour. Issues such as substance misuse and tardiness, and a casual approach towards work ethics were noted as ethical challenges that some guesthouse owners faced. However, guesthouses lacked clear and concise procedures or disciplinary protocols to address the issues effectively and efficiently. The issue highlights the need for a structured yet empathetic discipline system that aligns with community standards and values. Owners and managers often hesitate to act strictly due to the close-knit relationships within the island and a strong sense of community. Ciekanowski (2021) and Singh and Ramdeo (2020) connect ethical leadership with organisational safety and performance, where the lack of conduct policies and procedures in the work environment could be detrimental to employee morale and service quality, affecting guests. Therefore,

detrimental to employee morale and service quality, affecting guests. Therefore, it is essential to uphold ethical standards and manage labour relations through cultural and cross-cultural safeguards to maintain organisational integrity.

The study contributes to the scholarly discourse on contextual and indigenous HRM, aiming to achieve a balance between HRM's managerial and operative functions in developing island communities, particularly in the context of the small-scale guesthouse sector. The study contributes to the understanding and offers perspectives on how HRM operates, even without formal structures, in developing island communities. The research highlights the importance of transitioning from formal to adaptive HRM, moving away from traditional and formal HR models that rely on structure and bureaucracy, and finding a balance in the sector. Guesthouses rely on informal, community-based HR systems that can be built on trust, shared values and social cohesion. The effectiveness of HR managerial and operative functions is therefore relational and adaptive rather than formal, procedural, and departmental. HR can thrive with relational governance and social capital broadening on the understanding of HRM in community-based HR settings. Contextualising strategic HRM, motivation, and HRD involves moving away from traditional HR practices, which can achieve a balance through informal mentorship, peer learning, and community-based motivation in a resource-constrained and collectivist setting. HRM models must adapt to the contextual realities of Small Island Developing States (SIDS), which depend on flexibility and reciprocity. The research supports the notion that HRM is socially and culturally embedded, shaped by local norms and ethical interdependence. Thus, it is imperative to introduce a place-based HRM perspective that blends global HR theories with local community dynamics. Relational adaptability is more critical than formal structures, while integration of functions leads to better HRM effectiveness. There is a need for the reinterpretation of HR and HRD frameworks in collectivist and resource-limited contexts. Culturally and community-driven HRM practices can lead to performance enhancement and the sustainability of mid-to-small-scale guesthouses.

Practical implications

The findings offer valuable insights into practical measures that can enhance HRM practices in guesthouses. Simple yet realistic and community-based HR practices can improve business efficiency, employee motivation, and retention in small to mid-sized guesthouse operations. Maintaining a simple staffing plan that anticipates peak periods can prevent potential staffing shortages. Engaging in seasonal hiring calendars, connecting with youth through informal meetups, and offering short internships can increase talent availability, thus improving strategic HR planning and recruitment. Hospitality environments primarily benefit from effective HR planning that ensures readiness, adaptability, and labour needs, thereby minimising labour gaps (Chiara et al., 2023). Having basic role charts and duty rosters can facilitate clarity and reduce misunderstandings, and prompt the distribution of workload more equitably, contributing towards structural clarity and organisation. Organising facilitates planning by providing structured roles, responsibilities, and a chain of command, enabling the smoother functioning of HR (Stacho et al., 2013). It is imperative that guesthouse managers co-create simple recognition programs, such as Employee of the Month or performance-related incentives, with their employees. Involving employees in simple decision-making, such as considering

shift preferences, can boost employee motivation and engagement. A case study from Hilton proves that structured leadership, supervisory direction, training, and employee recognition systems improve performance and retention (Ciekankowski, 2021; Zhang, 2020).

Instead of focusing on base pay, guesthouse owners and managers could offer flexible benefits, such as shared meals, staff discounts, flexible work arrangements, or transportation. Having open conversations regarding alternative benefits, such as flexible working hours or four-day workweeks, may sound more attractive to employees than base pay, which can be viewed as a more equitable substitute for financial sustainability. Empirical evidence suggests that monetary and non-monetary benefits account for up to 56% of the variance in employee retention, highlighting their strategic importance (Khalid & Nawab, 2018). Guesthouses can have more structured monthly peer-led service improvement sessions. Creating visual guides, such as how to clean a room or greet guests based on standardised benchmarks, can improve learning among new staff, catering to training, development and informal learning. HRD, through systematic training, employee development, and performance appraisals, enhances motivation and organisational performance (Rao, 2024; Song & Mistry, 2020). It is essential to maintain basic administrative records, including contracts, job descriptions, and key policies relevant to hospitality and business establishments. The disparity among guesthouses signals an urgent need for standardisation of administrative procedures across the guesthouse sector for administrative control and compliance. A thorough job analysis facilitates detailed job descriptions and job specifications that guide recruitment and performance appraisals within organisations (Rao, 2024). Developing a basic code of conduct for employees and communicating the policies to them during the onboarding process will facilitate trust among employees and mentors, enabling them to address issues early on within the team and manage disciplinary matters effectively. Having a structured induction and onboarding process enhances employee morale, engagement and retention (Nguyen, 2020; Rao, 2024; Sarwary et al., 2022). Together, the identified practical measures form a sustainable HR foundation that enhances both managerial and operative functions while improving efficiency, morale, and employee retention.

Conclusion

The research contributes to the understanding of human resource management dynamics in the guesthouse sector of the Maldives, highlighting existing managerial and operational challenges. The study shed critical light on the managerial and operative human resource management challenges faced by the guesthouse sector in the Maldives. The thematic analysis of the qualitative data reveals that the rapid examination of the guesthouse sector has not been in alignment with the parallel developments of HRM best practices. The strategic HR planning needs improvement as guesthouses operate reactively due to limited forecasting and unstructured recruitment, with low participation from the local labour market. The lack of organisational structures creates undefined roles and overburdens the management, leading to ineffective operations. Employee motivations vary widely due to inconsistent and informal recognition systems, coupled with varying leadership styles, creating a need for a more structured motivation and

retention system. The findings support prior evidence that HRM effectiveness in the service industry depends on contextual adaptability and alignment between HR managerial and operative challenges, while extending the understanding to small island hospitality settings. The guesthouse sector also faces compensation constraints as financial limitations often hinder competitive wages, salaries and benefits, creating a need for alternative forms of compensation to be considered. Training and development are informal, with unstructured peer-led training that lacks standardisation, creating a need for clearly structured, low-cost, and visual training tools to enhance service delivery in guesthouses. There are considerable ethical concerns and labour relations gaps, such as substance abuse and tardiness, requiring clear-cut HR policies on ethics and conduct to be introduced. Managerial and operative HR functions are not mutually exclusive but are interdependent processes that determine HR effectiveness. Therefore, it is imperative to have a dual focus on internal reforms, such as policies, structures, and training within guesthouses, as well as gaining external support from government authorities, academia, and industry collaborations for workforce localisation, human capital, and capacity building.

Statement of conflict

The author has no known conflict of interest to declare.

Acknowledgements

I want to thank all the parties involved in conducting this research. I acknowledge and thank the support rendered by the guesthouse sector of the Maldives. I would also like to thank the Research and Development Office of the Maldives National University for the assistance and support provided during the research.

References

- Acar, Ö. E. (2024). The importance of human resources planning in strategic management. *R&S - Research Studies Anatolia Journal*, 7(4), 490–518. <https://doi.org/10.33723/rs.1557606>
- Ahmad, R. (2013). Executives' Fringe Benefits in Langkawi Hotels. *Malaysian Management Journal*, 17, 27-42.
- Aslam, H. D., Aslam, M., Ali, N., Habib, B., & Jabeen, M. (2013). Human resource planning practice in managing human resource: A literature review. *International Journal of Human Resource Studies*, 3(1), 200–214. <https://doi.org/10.5296/ijhrs.v3i1.6253>
- Bartlett, K. R., Johnson, K. R., & Schneider, I. E. (2016). Comparing strategic human resource development approaches for tourism and hospitality workforce planning. *Journal of Human Resources in Hospitality & Tourism*, 15(4), 440–461. <https://doi.org/10.1080/15332845.2016.1148569>
- Baum, T. (2012). Human resource management in tourism: A small island perspective. *International Journal of Culture, Tourism and Hospitality Research*, 6(2), 124–132. <https://doi.org/10.1108/17506181211233054>

- Ben Messaoudi, H. E. (2022). Human resources new challenges for Canadian employers: Analysis of the hospitality and tourism industries struggling through 2022. *European Journal of Human Resource Management Studies*, 6(1), 75–80. <https://doi.org/10.46827/ejhrms.v6i1.1321>
- Bilagi, A. (2022). Review of literature on human resource planning as an ongoing important practice to anticipate future human resource requirements within an organisation. *International Journal of Research Publication and Reviews*, 3(11), 222–227.
- Brandl, J., Ehnert, I., & Bos-Nehles, A. (2012). Organising HRM: The HRM department and line management roles in a comparative perspective. In *Handbook of research on comparative human resource management*. Edward Elgar Publishing.
- Campion, E. D., Campion, M. C., & Campion, M. A. (2017). Best practices in incentive compensation bonus administration based on research and professional advice. *Compensation & Benefits Review*, 49(3), 123–134.
- Chan, J. K. L., Che Sha'ari, S., & Dasan, J. (2017). Exploring the factors influencing the employee career planning and development in star-rated hotels in Malaysia. *BIMP-EAGA Journal for Sustainable Tourism Development*, 6(1), 49–52.
- Cheer, J. M., Pratt, S., Tolkach, D., Bailey, A., Taumoepeau, S., & Movono, A. (2018). Tourism in Pacific island countries: A status quo round-up. *Asia and the Pacific Policy Studies*, 5(3), 442–461. <https://doi.org/10.1002/app5.250>
- Ciekanowski, Z., Nowicka, J., Żurawski, S., & Mikosik, P. (2021). Human resources in organisational security management. *European Research Studies Journal*, 24(4), 147–159.
- Chiara, C., Diego, V., & Mara, S. (2023). Human Resource Management (Human Resource Planning). *Sharia Oikonomia Law Journal*, 1(1), 49–60.
- Creswell, J. W. and Creswell, J. D., (2023). *Research design: Qualitative, quantitative, and mixed methods approaches (6th ed.)*. Sage Publications.
- Desa, K., & Joldeska, I. (2025). Contemporary role and importance of the controlling for successful modern business processes in tourism and hospitality. Unpublished manuscript.
- Dos Santos, L. M. (2022). Human resources and workforce shortages in Jeju Island due to islandness: The challenges faced by former hospitality and tourism professionals. *Island Studies Journal*, 17(2), 130–152. <https://doi.org/10.24043/isj.390>
- Flamela, M., Sihotang, D. A., & Supratikta, H. (2024). The role of planning in human resources management on the improvement of employees recruitment process in organisations. *International Journal of Economics and Business Administration*, 10(2), 88–96.
- Flamela, M., Sihotang, D. A., & Supratikta, H. (2024). The role of planning in human resources management on the improvement of employees recruitment process in organisations. *Stratēgo: Jurnal Manajemen Modern*, 6(2), 191–205.

<https://journalpedia.com/1/index.php/jmm>

- Helmy, N. M., & Zaki, M. M. (2020). Career development programs in Greater Cairo three-star hotels. *Journal of Association of Arab Universities for Tourism and Hospitality (JAAUTH)*, 18(3), 134–163. <https://jaauth.journals.ekb.eg/>
- Khalid, K., & Nawab, S. (2018). Employee participation and employee retention in view of compensation. *SAGE Open*, 8(4), Article e215824401881006. <https://doi.org/10.1177/2158244018810067>
- Li, Y. (2020). Innovation and exploration of talent cultivation mode from the perspective of production-education integration. *Journal of Physics: Conference Series*, 1651(1), 012110. <https://doi.org/10.1088/1742-6596/1651/1/012110>
- Maldives Bureau of Statistics, Ministry of Finance & Planning. (2024). *Statistical Yearbook of Maldives 2024*. <https://statisticsmaldives.gov.mv/yearbook/2024/>
- Maldives Bureau of Statistics, Ministry of Finance & Planning. (2025). *Statistical Yearbook of Maldives 2025*. <https://statisticsmaldives.gov.mv/yearbook/2025/>
- McKinnon, R. (2020). Introduction: Social security, inclusive growth and social cohesion. *International Social Security Review*, 73(3), 5-12.
- Nguyen, D. H. (2020). An analysis of underlying constructs affecting the quality of accounting human resources. *Journal of Business Management and Economic Research*, 4(4), 123–135.
- Okumus, F., Altinay, L., & Chathoth, P. (2020). *Strategic management for hospitality and tourism (2nd ed.)*. Routledge.
- Pradhan, G. M., & Shrestha, P. (2021). Impact of training & development and career planning on employee involvement. *Journal of Balkumari College*, 10(1), 13–18. <http://balkumaricollege.edu.np/journal>
- Rao, P. S. (2024). *Personnel and Human Resource Management (6th ed.)*. Himalaya Publishing House.
- Ray, C. (2024). Internal mobility: A review and agenda for future research. *Journal of Management*, 50(1), 264–306. <https://doi.org/10.1177/01492063231180826>
- Realising untapped people potential in the tourism and hospitality sector: The upside of inclusive talent management and talent development practices. (2020). *Human Resource Management International Digest*, 28(7), 21–23. <https://doi.org/10.1108/HRMID-05-2020-0127>
- Sarwary, K., Faizi, F., & Banayee, M. R. (2022). The role of human resource planning on the improvement of employees' recruitment process. *International Journal of Business and Management Invention*, 11(6), 21–27.
- Setiawan, T. A., & Indriati, F. (2024). Which individual or organisation is responsible for career planning? *Journal of Law, Policy and Human Rights*, 4(4), 557–561. <https://doi.org/10.38035/jlph.v4i4>
- Sharma, A. (2019). Review of human resource practices in hospitality and tourism.

- International Journal of Academic Research in Business and Social Sciences*, 9(3), 620–633. <https://doi.org/10.6007/IJARBSS/v9-i3/5718>
- Shiyar, I., Adnan, H., Mukhtar, A. A., Naseer, H., Sabah, H., Shirmeen, A., Solih, Z., & Rasheed, M. S. (2023). Workforce localisation in the resort sector of the Maldives. *Maldives National Journal of Research*, 11(2), 40–64.
- Singh, R., Ramdeo, S. (2020). Introduction to organisational development and change. *Leading Organizational Development and Change: Principles and Contextual Perspectives* (pp3–31). Springer International Publishing.
- Škrtić, S. (2018). The strategic role of controlling and human resources management in successful management. *FIP – Journal of Finance and Law*, 6(1), 41–50.
- Song, H., & Mistry, J. J. (2020). Employee performance appraisal in the hospitality industry. *Journal of Human Resources and Sustainability Development*, 8(4), 179–194. <https://doi.org/10.4236/jhrss.2020.84012>
- Stacho, Z., Urbancová, H., & Stachová, K. (2013). Organisational arrangement of human resources management in organisations operating in Slovakia and Czech Republic. *Business: Theory and Practice*, 14(3), 251–257. <https://doi.org/10.3846/btp.2013.26>
- Su, X. (2024). An analysis of the application of performance appraisal in enterprise human resource management. *Journal of Business and Economic Development*, 9(1), 18–25. <https://doi.org/10.11648/j.jbed.20240901.13>
- Yen, J.-Y., Chen, H.-H., & Liu, W.-C. (2018). The impact of compensation system on job satisfaction from the perspective of equity theory. *International Review of Management and Business Research*, 7(4), 777–786.
- Zhang, J. (2020). Analysis of strategic human resource management practices: A case study of Hilton Worldwide. *Open Journal of Business and Management*, 8(3), 1299–1311. <https://doi.org/10.4236/ojbm.2020.83084>