

## Strategic Human Resource Practices and Their Role in Improving Service Quality in Hospitality and Service Organizations

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### ABSTRACT

Service quality is a persuasive determinant of consumer satisfaction, trust, and behavioral intentions in hospitality and service industries, where value is created through repeated employee-consumer interactions. Despite a substantial body of research on service quality and human resource management, these domains have largely evolved in parallel, offering limited consumer-centered integration. This review addresses this gap by synthesizing peer-reviewed studies published between 2015 and 2025 that examine the role of strategic human resource practices in shaping consumer-evaluated service quality in hospitality and service organisations. Adopting a consumer behavior perspective, service quality is conceptualized as a perceptual and relational outcome influenced by employee service behavior rather than a purely operational construct. The review systematically analyzes core human resource practices-recruitment and selection, training and development, motivation and reward systems, performance management, and leadership-as strategic antecedents shaping employee competence, emotional engagement, and service orientation. These internal mechanisms subsequently influence key service quality dimensions, including reliability, responsiveness, assurance, empathy, and perceived value, which drive consumer satisfaction, loyalty, and word-of-mouth behavior. Across the reviewed studies, consistent evidence demonstrates that human resource practices aligned with organizational strategy significantly enhance service quality by reinforcing service consistency, effective emotional labor, and relational continuity at the point of service delivery. Taken together, the findings indicate that service quality in hospitality and service organisations represents a cumulative outcome of integrated human resource strategies that shape service climate, employee behavior, and consumer perceptions over time. The review underscores the importance of aligning human resource strategies with service quality objectives for sustained competitiveness

**Keywords:** Human resource practices, service quality, consumer behavior, hospitality industry, service climate...

### 1. INTRODUCTION:

The quality of the service takes center stage in modern hospitality and service sector and this is mainly because of its conclusive nature in influencing consumer attitudes, perception and behavioral pattern. Value in service-dominant industries is not merely embodied in what is actually offered but is created in a form of interaction between a service provider and a consumer. These experiences remain subjective and therefore service quality is a consumer defined construct instead of an organizational outcome. Therefore, the determinants of service quality must be observed by taking into consideration both the visible service encounters and the organization practices that would determine employee conduct at the point of contact. In hospitality and service industries, employees remain the most important line of contact between the organizations and consumers. Frontline staff does not just provide functional service components, but also express emotional signals, empathy, responsiveness and the assurance that influence consumer

judgments. Research studies on the consumer psychology have continually shown that service quality perceptions remain derived by the repetitive interpersonal engagements and that the behaviour of the employees affects satisfaction, trust and subsequent decision-making behaviour. This means that consumer behavior in terms of repeat patronage, loyalty and word-of-mouth communication has a close relationship with consistency and quality of the employee-consumer contact but not with standardized service procedures per se. This fact highlights the need to study organizational mechanisms, which control the attitudes, motivation as well as service-oriented behavior of employees.

The human resource practices remain seen as central forces behind these service experiences, but they work in an indirect but significant manner on the consumer outcomes. Recruitment and selection procedures ascertain the consistency among worker qualities and service jobs, whereas preparing and enhancing impact development service competency and versatility. Emotional labor, engagement, and disposition to provide the discretionary

service effort remain affected by performance management, motivation and leadership practices. Even though these practices remain designed to be internalized, they actually have implications on the service experience that is felt by the consumer and this is experienced beyond the organization. Hospitality empirical studies also indicate that enabled human resource management conditions result in a sense of wellbeing and stability among workforce and, as a result, service delivery is stabilized in a disruption and uncertainty situation, which enhances consumer trust and perceived reliability (Agarwal, 2021). The strategic importance of human resource management has also been improved by the growing structural complexity of service settings that is perpetuated by the incorporation of technologies and dynamism of consumer demands. Electronic human resource management systems have transformed coordination of workforce, communication and monitoring of employees performance, owing to digitalization of HR functions. Such changes affect responsiveness and consistency of services especially in large scale organizations where services rely on coordination of employees. Research into the topic of electronic human resource management has clarified the contribution of the latter to the enhancement of organizational health and operational coherence, thus establishing an environment that supports the provision of trustworthy service delivery and consumer perceptions (Al-Hawary, 2022). These findings support the argument that human resource practices remain enabling structures of service quality as opposed to the administrative tools used in isolation.

In consumer behavior context, service quality serves as a cognitive and affective filter according to which consumers assess the service value in general. Perceived reliability, responsiveness, and empathy are the contributors of the satisfaction formation and post-consumption judgment. Studies in a hospitality context prove that the level of perceived quality of service has a strong positive impact on customer satisfaction, which, in turn, determines the intentions of loyalty and commitment to the behavior (Ali et al., 2021). Such results do not occur randomly; they are created by continuous organisational investment in workforce management systems that make employees deliver according to consumer expectations. Based on this, human resource practices are supposed to be understood as strategic antecedent in consumer-oriented services quality models. Although this importance is known, the current literature tends to separate human resource management and consumer behavior domain, instead of integrating them. Organizational performance indicators are often focused on human resource studies, whereas consumer research focuses more on perceptual and behavioral performance without holding enough attention to internal managerial performance. Indications, however, are that the practice of human resource management has quantifiable impact on the performance of organizations due to their influence on employee behaviors that can be seen by the consumers (Anwar and Abdullah, 2021). It is critical to fill this gap in analytical literature as a way of improving interdisciplinary knowledge in consumer research, marketing strategy and service management.

It is against this background that the current review will synthesize the current literature related to the best human resource practices that can lead to better service quality within the hospitality and service sector, with a specific focus on the implication of the same on consumer perception and behaviour. Instead of considering human resource practices as the independent managerial tools, the review makes it as part of the service value creation process. By tracing the routes where human resource strategies affect the behavior of employees and consequently the quality of the services based on consumer assessment, the article will help to create a more logical view of service excellence through the consumer lens. This review also has implications on the managerial decision-making and policy development process in service-oriented industry beyond the academic circles. To the practitioners, the linkage of the human resource strategies with the consumer experience goals provide a channel to sustainable competitive advantage in high service substitutable markets. To the policymakers and the regulators in the industry, the information on the workforce management and service quality correlation will be helpful in the establishment of standards that will improve consumer welfare and service reliability. This review contributes to an interdisciplinary agenda by combining the consumer psychology perspective, service quality research and strategic human management research, all of which is completely consistent with the current consumer research agenda.

The aim of this review is to synthesize the available literature published between 2015 and 2025 that examines human resource practices in the hospitality and service sector and their impact on employee service behavior, as well as the subsequent effects on consumer-evaluated service quality, satisfaction, and behavioral intentions. The review further aims to develop a consumer-focused conceptual framework that positions human resource management as a strategic precursor to service value creation, thereby providing insights for managerial practice and policy-making to strengthen consumer trust and foster long-term loyalty.

## **2. Linking Human Resource Practices, Service Quality, and Consumer Behavior**

### **2.1 Service Quality as a Consumer-Perceived Value Construct**

Service quality is becoming a value construct in any hospitality and service industry as a value generated within perception by a consumer and not the measure of operational behavior internally. Providing consumers with experiential clues in the form of responsiveness, empathy, and reliability can determine service quality issued during service delivery. Such assessments have effects on satisfaction, trust, and value of the service as a whole, making service quality a result of interaction processes rather than a standardized process. In terms of policy and planning, sustainable human resource management plays a role in this creation of values as it helps to form service climates that focus on consumer expectations and consistency in experiences, which

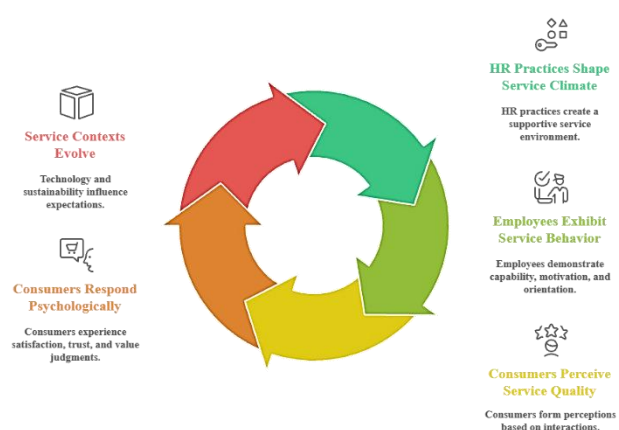
strengthens the importance of workforce practices in consumer-oriented services systems (Baum, 2018).

## 2.2 Human Resource Practices and Employee Service Behavior

The human resource practices act as a major tool, whereby companies influence employee capabilities, motivation and service orientation. Human capital development through strategic investment improves the capacity of employees to maintain constant and quality service experiences which directly impact consumer experiences. Theoretical and empirical results are such that training, performance management, and supportive leadership enhance service behaviors that are conciliated to consumer expectations. Human resource systems increase the consumer perceptions of service quality indirectly by creating employee engagement and discretionary effort. This connection proves that the service excellence is a result of successful development and implementation of human capital and not only the procedural controls (Aryee et al., 2016).

## 2.3 Consumer Psychological Responses and Evolving Service Contexts

Human and contextual service factors such as new technological interfaces influence consumer psychological service encounter responses. The current service setting is becoming more amenable to sustainability-focused and technologically-enabled services, which affect service quality perception as perceived by consumers. The green human resource management paradigms emphasize that the value-based workforce practices are an indicator of organizational dedication to the organization and influence the consumer inclination and confidence (Ari et al., 2020). At the same time, when human employees and service technologies, like service robots, coexist, it redefines the expectations of reliability and quality of interaction in consumer demands and focuses on the fact that human-oriented service behavior remains relevant in determining the satisfaction and post-purchase decision-making (Choi et al., 2020).



**Figure 1. Conceptual Framework Linking Human Resource Practices, Service Climate, and Consumer-Evaluated Service Quality**

## 3. Perspectives Informing Consumer-Centric Service Quality

### 3.1 Service Quality Perception and Expectancy–Disconfirmation

The service quality perception in hospitality services occurs as a result of a cognitive comparison between the expectations that consumers have and the performance of the services they receive, which is in line with the logic of expectancy-disconfirmation. Reliability, assurance and responsiveness are tested by the consumers on the basis of whether the service encounters were as good or worse than expected. Human resource practices are contributing factors in this assessing process in that it determines the consistency of services and employees preparedness in various customer touchpoints. Hotel businesses have shown that the existence of well-organized HR systems helps in ensuring predictability in service delivery and minimizes the gap in expectations and increases the perceived quality. Additionally, organizational pledging to sustainability-related HR practices enhances belief in the organization, marking an indicator of reliability and professionalism that build consumer trust when conducting service reviews (Greasidou and Valachis, 2022; Haldorai et al., 2022).

### 3.2 Employee–Consumer Interaction and Emotional Labor

The other important aspect of truth in service delivery and emotional labour in service delivery is the employee-consumer contact which contributes significantly to consumer impressions. The frontline staff members manipulate the displays of emotions in representations of warmth, empathy and responsiveness that directly influence the perceived service authenticity. HR practices that focus on empowerment contribute to the ability of employees to cope with service recovery and interpersonal issues to improve the quality of interaction and consumer judgments. Also, green and values-based HR programs enhance the self-efficacy and engagement of employees, but indirectly mature the emotional outbursts in service interactions. These dynamics underscore the importance of the fact that the effectiveness of emotional labor requires supportive HR structures that should relate the wellbeing of employees to their service performance expectations (Hewagama et al., 2019; Farooq et al., 2022).

### 3.3 Satisfaction, Trust, and Loyalty Formation in Services

The cumulative process of consumer satisfaction and consumer trust is formed on the basis of repeated experiences of service which are based on consistency, fairness and reliability. This process is affected by human resource management practices that result in employee satisfaction, commitment, and discretionary service behavior which is viewed as quality by consumers. When the employees portray consistent performance and positive attitudes, relational risk is perceived by the consumer to be lower, and trust and loyalty intentions are formed. Empirical studies indicate that good HR systems

will lead to competitive advantage through management of employee satisfaction that will translate to the provision of better service delivery and long consumer relationships. In this way, HR practices are indirect and significant processes that influence the final consumer loyalty and retention performance in the long run (Elrehail et al., 2020).

**Table 1: Theoretical and HR Practice Pathways Influencing Consumer-Evaluated Service Quality**

Dimension / Practice	Core Focus	Key Mechanism	Consumer Outcome	Supporting Reference
Expectancy-Disconfirmation	Comparison of expectations and performance	HR-driven service consistency and preparedness	Perceived service quality and confidence	Greasidou & Valachis (2022)
Employee – Consumer Interaction	Emotional labor during service encounters	Empowerment and employee self-efficacy	Perceived authenticity and satisfaction	Hewagama et al. (2019)
Satisfaction and Trust Formation	Cumulative service experiences	Employee commitment and discretionary behavior	Loyalty and reduced relational risk	Elrehail et al. (2020)
Recruitment and Selection	Person–service role alignment	Service orientation and emotional intelligence	Reliability and attentiveness perception	Holston-Okae & Mushi (2018)
Sustainable HR Orientation	Value-driven and green HR practices	Organizational credibility signaling	Consumer trust and positive evaluation	Farooq et al. (2022)

#### 4. Human Resource Practices Shaping Consumer-Evaluated Service Quality

##### 4.1 Recruitment and Selection for Service Orientation

The first crucial point in forming consumer-evaluated service quality is the recruitment and selection which defines the congruence of employee dispositions and service positions. In matters of hospitality then people

who have high interpersonal skills, emotional intelligence, and customer orientation are chosen to increase the chances of good service experience. Employees who are brought on board with service oriented characteristics are more committed and reduce turnover, which results in consistent consumer experience. The support provided by the motivation-hygienic theory evidence indicates that the right job fit and the availability of intrinsic motivator stabilize the behavior of an employee, which indirectly enhances the consumer perception of reliability and attentiveness in the interaction with the service provider (Holston-Okae and Mushi, 2018).

##### 4.2 Training and Development for Service Consistency

The practice of training and development is critical in the consistency of services which are perceived by consumers as a fundamental quality driver. Organized training activities advance the technical proficiency of employees, interpersonal abilities, and adaptability when employees are handling service encounters. Constant improvement initiatives in hotels inculcate confidence in the services and support the standardized but adaptable service delivery. The empirical evidence shows that training interventions have a beneficial effect on employee satisfaction and service behavior which in turn enhances consumer judgment of quality of services. Giving employees problem-solving and interactional skills helps organizations minimize the variation in service delivery and improve consumer confidence in the repeat service experiences (Hussein et al., 2023).

##### 4.3 Motivation and Reward Systems Influencing Consumer Experience

Consumer experience is affected by motivation and reward systems in such a way that they determine the degree and genuineness of the employee in their service behavior. Rewards that are based on service excellence promote discretionary effort, emotional involvement and responsiveness in consumer interactions. Modern hospitality organizations are becoming more and more interconnected with sustainability-based incentives which strengthens the value-based behavior that is linked with ethical and responsible service delivery. Considering the ability-motivation-opportunity, motivational practices reinforce the readiness of employees to participate in pro-social and pro-environmental actions and enhance the symbolic and experience aspects of service quality. These practices increase consumer credibility and value congruence of the organization, improving consumer satisfaction and affective attachment (Iftikar et al., 2022).

##### 4.4 Performance Management and Service Reliability

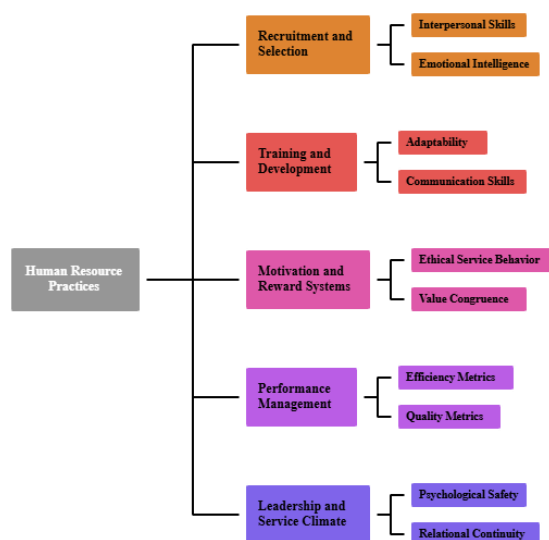
The performance management systems have a direct impact on reliability in the services, that is, by providing clear expectations, mechanisms of accountability, and feedback to the service employees. With technological change in the hospitality industry, there is an increased element of human and automated service in the performance evaluation. Proper performance



management will make sure that the employees will get used to service automation without interfering with the quality of interpersonal services. The cost-benefit evaluations of service automation also focus on the fact that despite the requirement of automation of services, human control and performance consistency are needed to ensure the services reliability. Performance systems that have adjusted efficiency measures with services quality measures provide a consumer with more consistency, accuracy, and assurance, supporting the perception of professional and reliable service provision (Ivanov and Webster, 2017).

#### 4.5 Leadership, Service Climate, and Consumer Trust

Consumer trust is determined by leadership and climate of service, which impacts on organizational values, attitude towards employees and consistency of relations. The supportive leadership causes psychological safety, job satisfaction, and commitment to the organization, which is reflected in reliable and consistent service behavior. Leaders that put the wellbeing of employees and empowering them first develop climates that foster creative problem solving and authentic consumer concern in service industries. The empirical data has shown that job satisfaction mediated human resource practices intensifies the commitment of employees and leads to the minimization of service disruptions and maximization of relational continuity. Such continuity is perceived by consumers as credibility, which enhances emotional attachment and generation of long-term customer loyalty towards service organizations (Jawaad et al., 2019).



**Figure 2. Human Resource Practices and Their Mechanisms in Shaping Employee Service Behavior and Service Climate**

### 5. Service Quality Dimensions and Consumer Behavioral Outcomes

#### 5.1 Reliability, Responsiveness, and Assurance

These three dimensions include reliability, responsiveness, and assurance that are the basic dimensions of cognition that customers apply in determining the quality of services offered within hospitality and service settings. Consistency in the service on a series of encounters is a measure of reliability, but on the other hand, meeting the consumer needs promptly and willingly is reliability. The trust to this is that the employees are skilled and professional besides being trusting their interactions. As described in the studies about customer experience, the perceived risk and uncertainty through a combination of these dimensions reduce consumer confidence in service providers. The consistency of the human resource practices with the experience management models guarantees the company that such quality cues are upheld at the touch points to reinforce positive consumer evaluations and intentions to repeat behavior (Kandampelly et al., 2018; Madera et al., 2017).

#### 5.2 Empathy, Emotional Engagement, and Perceived Value

Empathy and emotional involvement are affective service quality dimensions that have significant influence in perceived value. Consumers evaluate not only the practical results but also the level of service employees manifesting itself through sensitivity and understanding with care and in the level of feelings. Empirical studies have shown that supportive human resource practices allow the employee to provide personal and emotionally responsive service, which adds value greater than transactional benefit to perceived value. Ethical commitment is also indicated by value-oriented and sustainability-driven HR practices, which promote the emotional attachment of consumers to service organizations. These relational experiences increase the level of holistic service consideration among consumers and enhance psychological loyalty towards a service provider (Khassawneh, 2021; Kim et al., 2019).

#### 5.3 Consumer Satisfaction, Loyalty, and Word-of-Mouth

Cumulative behavioral consequences of perceptions of positivity in service quality are consumer satisfaction, consumer loyalty and word-of-mouth. The satisfaction is achieved with recurrent experiences which meets with expectations and loyalty indicates attitudinal commitment and repurchase intention. These effects are further propagated through positive word-of-mouth as it affects wider consumer networks. Innovative and adaptive human resource practices implemented in the disruption time increase the resilience of the services to sustain satisfaction and advocacy despite the evolving situations. With the introduction of flexibility and innovation into workforce systems, organizations improve consumer confidence and continuity of relations, which underlie prolonged loyalty and positive communicative actions in competitive service markets (Kutieshat & Farmanesh, 2022).

**Table 2: Service Quality Dimensions and Consumer Behavioral Outcomes**

Service Quality Dimension	Core Attribute	HR-Enabled Mechanism	Consumer Behavioral Outcome	Supporting Reference
Reliability	Consistent service performance	Standardized HR practices and service training	Trust and reduced perceived risk	Kandamully et al. (2018)
Responsiveness	Prompt and willing service	Employee empowerment and decision autonomy	Satisfaction and repeat intention	Madera et al. (2017)
Assurance	Professional competence and confidence	Skill development and performance management	Consumer confidence and loyalty	Khassawneh (2021)
Empathy	Emotional sensitivity and care	Supportive and value-driven HR practices	Perceived value and emotional attachment	Kim et al. (2019)
Behavioral Outcomes	Satisfaction, loyalty, word-of-mouth	Adaptive and innovative HR systems	Advocacy and long-term commitment	Kutiesh et al. & Farmanesh (2022)

## 6. Synthesis of Empirical Evidence

### 6.1 Convergent Findings in Hospitality and Service Research

Empirical studies on hospitality and service settings show a high level of convergence around the major position of service quality in defining consumer perceptions and organizational image. In a variety of service contexts, reliability of service delivery, professionalism, and quality of interaction become the key preconditions of positive consumer ratings. There has been evidence that consumers relate high service quality to organizational credibility that in turn through enhancement of reputational strength and positioning. The findings are convergent, which supports the perception that the service

quality is a perceptual buffer between internal organizational processes and external consumer opinion. This consistency in research suggests the strength of the service quality as a predictor of consumer trust, satisfaction, and positive behavioral reactions in hospitality settings (Mmutle & Shonhe, 2017).

### 6.2 Contextual Variations and Emerging Patterns

Even though convergence does exist, empirical research also suggests that such contextual variations exist, which are also driven by environmental stressors, sustainability issues, and the presence of crisis situations. It is also indicated in the literature review on green human resource management that it is indirectly related to the service quality in terms of innovation, environmental knowledge, and human capital development. In addition, the research conducted in the event of the crisis (as witnessed in the case of the COVID-19 pandemic) shows that adaptive human resource practices can be effective in enhancing organizational resilience and continuity of the service. The implication of such patterns emerging is that the quality outcomes of service delivery depends on the contextual forces that require it to consider flexible HR practices as an instrument of ensuring consumer confidence. Such discrepancies reflect the dynamism of the determinants of service quality in the institutional, environmental, and time-based settings (Munawar et al., 2022; Ngoc Su et al., 2021).

### 6.3 Implications for Consumer Behavior Theory

The generalization of empirical findings has great consequences on consumer behavior theory through strengthening the service quality as being a social phenomenon of construction and relations. The value-based practices in influencing consumer expectations and evaluative criteria are emphasized in integrative reviews of green human resource management. Moreover, leadership-based researches indicate that authenticity and trust-building actions have an indirect effect on consumer views of service quality due to increased employee citizenship behavior. These implications build upon the theory of consumer behavior by associating internal organizational ethics, leadership authenticity, and sustainability orientation with consumer trust and the development of consumer loyalty. As a result, service quality models will enjoy the advantage of considering organizational and leadership variables as the antecedents of consumer perception and behavior (Pham et al., 2020; Qiu et al., 2019).



**Figure 3. Synthesis of Empirical Evidence on Service Quality and Consumer Behavior**

## 7. Managerial and Strategic Implications

### 7.1 Aligning Human Resource Strategy with Consumer Experience

To align the consumer experience with human resource strategy, it is necessary that the managers consider employees as the main creators of service encounters. Empowerment, trust, and self-efficacy leadership styles enhance the ability of employees to provide effective and regular service encounters. The practical experience illustrates that servant leadership improves the quality of service through the creation of confidence and active service attitude toward frontline staff. On the same note, the high commitment human resource concepts foster the element of trust towards the management that is translated to responsive and attentive service delivery. Organizations become more coherent in the alignment of internal business practices and the service perceptions they have when human resource systems are explicitly tailored towards the goals of consumer experience (Qiu et al., 2020; Rubel et al., 2018).

### 7.2 Service Quality as a Source of Competitive Advantage

A strategic and sustained source of competitive advantage is where service quality is undermined by human resource practices that are strategically entrenched. Companies that incorporate environmental and value-based HR practices enhance the commitment of the workers and sends a message of responsibility and integrity to the consumers. Studies have shown that green human resource management leads to the improvement of the organizational performance by balancing the behavior of employees and the long-term strategic goals. Also, strategic HR practices which facilitate employee engagement and retention stabilize service delivery, minimize variability which lacks consumer trust. Service organizations can achieve quality consistency by ensuring

a talented, motivated, and committed workforce, turning it into a defensible market position and consumer loyalty and brand separation (Rawashdeh, 2018; Sepahvand, 2021).

### 7.3 Integration of Human Resource and Marketing Perspectives

Combining the human resource and marketing approach would allow organizations to control the quality of service delivery not by disconnected functional silos. The adaptability of the workforce and technological preparedness in digitally emerging service settings determine the way value propositions are presented and experienced. Practices related to human resource in line with the sophisticated management practices will improve productivity of employees towards the process of supporting innovation, personalization, and real-time response. Such integration will make sure that the brand promises that are delivered by marketing efforts are always realized as services are rendered. With more complex service systems, aligned HR-marketing helps to provide consistent consumer experiences, build brand credibility, and continue service excellence in competitive and technology-oriented markets (Shamim et al., 2016).

**Table 3: Managerial and Strategic Implications of HR Practices for Consumer-Evaluated Service Quality**

Strategic Focus Area	Managerial Orientation	HR Strategy Lever	Consumer-Level Impact	Supporting Reference
HR–Consumer Experience Alignment	Empowerment and self-efficacy-based leadership	Servant leadership and high-commitment HR practices	Consistent service interactions and trust	Qiu et al. (2020)
Service Quality as Competitive Advantage	Long-term workforce commitment	Green and value-based HR initiatives	Consumer loyalty and brand differentiation	Rawashdeh (2018)
Workforce Stability and Engagement	Employee retention and motivation	Strategic HR practices and job engagement	Reduced service variability and reliability	Sepahvand and (2021)
HR–Marketing	Cross-functional strategic	Experience-oriented	Coherent consumer	Rubel et al. (2018)

Integrat ion	alignmen t	HR and brandin g coordin ation	experien ce delivery	
Digital Service Readine ss	Technolo gical adaptabil ity	Industry 4.0– oriented HR strategi es	Responsi ve and credible service delivery	Shami m et al. (2016)

## 8. Policy Implications for the Hospitality and Service Sector

### 8.1 Workforce Governance and Consumer Welfare

In hospitality and service-related advancement, workforce governance is critical in protecting consumer welfare since the regulations tend to impact employment standards, which determine the quality of service delivery. Fair labor policies, empowerment of employees, and other sustaining human resource management policies promote workforce stability, and ethical behavior, and this is gradually becoming part of human resources that consumers would trust to offer quality services. Conceptual and empirical studies point to the fact that green human resource governance systems enhance organizational accountability and social responsibility, which indirectly leads to improved consumer perceptions of legitimacy and value of services offered. Moreover, empowerment-related policies are associated with employee satisfaction and service attentiveness, which prove the welfare of consumers in the form of regular and respectful interactions with the services (Tanova and Bayighomog, 2022; Ukil, 2016).

### 8.2 Service Quality Standards and Regulatory Considerations

Regulatory mechanisms and standards of service quality offer institutional guidelines that give conformity between an organization practice and consumer expectations. Regulations in the areas of hospitality that pertain to training needs, service procedures and environmental accountability have a role in standardisation of service experiences among the service providers. Policy instruments that revolve around the human resource motivate organisations to combine quality assurance and the development of the workforce since service promises are translated into a uniform consumer experience. Green human resource management conceptual models imply the importance of regulation in facilitating the environmental friendly and consumer aware service provision. Policymakers help to create transparency in markets, consumer safety, and sustainable projectability in the sector by integrating the service quality expectations into the regulatory frameworks (Tiago et al., 2020; Tulsi and Ji, 2020).

One of the research gaps is the sparse advancement of consumer-focused measurement of the results of human resources in hospitality and service settings. Current literature mainly evaluates the effectiveness of HR based on internal measures like performance of employees or environmental results and does not largely consider the transformation of these practices to consumer perceptions and behavioural reactions. The studies that have associated green human resource management to the environmental performance indicate that there are indirect value generation avenues that have been under researched on the consumer perspective. Future research ought to function operationalize the HR outcomes on perceptual, experiential, and relational consumer indicators to have a clearer understanding of how internal workforce strategies influence externally measured service quality and value (Yusoff et al., 2020).

### 9.2 Behavioral and Economic Perspectives in Service Quality Research

The second gap that is also important is the absence of the active integration of the behavioral and economic approaches into the study of the service quality. Unlike in behavioral studies where attitudes are taken into account, economic analysis only forms its basis on efficiency and productivity in most instances separately. The concept of socially responsible human resource management study focuses on cognitive processes where the human resource practices can influence the discretionary employee behavior which denotes potential spill over to consumer trust and loyalty. Rather, upcoming research needs to consider interdisciplinary approaches, which will combine behavioral approaches with economic models to determine the impact of HR investments on consumer decision-making, willing to pay, and the capacity to generate value in the long run in service markets (Zhao and Zhou, 2021).

### 9.3 Digital and Hybrid Service Interaction Contexts

Digital transformation presents complicated research issues pertaining to the complex contexts of hybrid service interactions that involves human and technology mediated service provision. The digitalization of human resource management transforms the roles of the job and skill needs, as well as the dynamics of service interactions, and has consequences in relation to the consistency of the consumer experience and personalization. Although there is increased attention to digital HR transformation, there is a lack of empirical studies on its downstream consequences on the service quality, which is evaluated by consumers. Future studies ought to investigate the role of digitally enabled HR systems in promoting adaptability, emotional involvement and responsiveness of services in hybrid settings and how this research applies the service quality theory to digitally mediated consumer-to-consumer interactions (Zhang and Chen, 2024).

## 9. Research Gaps and Future Directions

### 9.1 Consumer-Centric Measurement of HR Outcomes

## 10. Conclusion



This review has presented in a systematic way how human resource practices can be influencing consumer-rated service quality in the hospitality and service sector, to further the consumer-based view of service excellence. The synthesis shows that the quality of services is created mostly via the interaction of the employee and consumer as the reliability, responsiveness, empathy, and assurance are regarded as perceptual cues, leading to consumer satisfaction, trust, and behavioral intentions. With stable service delivery, lessened perceptual risk and enhanced relational continuity between consumers and service organization are consistent investment on human capital development. Additionally, adaptive, sustainable and digitally available HR practices are becoming an increasing concern in how consumers perceive organizational credibility and value alignment and are strengthening long-term loyalty and positive word-of-mouth in competitive service markets. The results

highlight the necessity to redefine a human resource management not as a support mechanism, but as a part of service value-making and management of consumer experience. To the practitioners, HR strategy and consumer expectations provide a channel through which continued competitive advantage can be achieved based on differentiated service quality. To scholars, the review adds to consumer studies by explaining the processes by which the internal organizational processes influence the external consumer behaviors. Altogether, this review confirms that service excellence in hospitality and service industries is based on the strategic alignment of human resource activities with consumer-based service quality goals, which is conducive to the organizational performance and consumer good

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