

Human Resource Risks in the Hospitality Industry

Engin Ari

Submitted to the
Institute of Graduate Studies and Research
in partial fulfillment of the requirements for the degree of

Doctor of Philosophy
in
Tourism Management

Eastern Mediterranean University
September 2020
Gazimağusa, North Cyprus

Approval of the Institute of Graduate Studies and Research

Prof. Dr. Ali Hakan Ulusoy
Director

I certify that this thesis satisfies all the requirements as a thesis for the degree of Doctor of Philosophy in Tourism Management.

Prof. Dr. Hasan Kılıç
Acting Dean, Faculty of Tourism

We certify that we have read this thesis and that in our opinion it is fully adequate in scope and quality as a thesis for the degree of Doctor of Philosophy in Tourism Management.

Prof. Dr. Hüseyin Araslı
Co-Supervisor

Prof. Dr. Turgay Avcı
Supervisor

Examining Committee

1. Prof. Dr. Turgay Avcı

2. Prof. Dr. Hasan Kılıç

3. Prof. Dr. Ebru G. Küçükaltan

4. Prof. Dr. Ali Öztüren

5. Prof. Dr. İge Pınar

ABSTRACT

Human resource management risks in the tourism and hospitality industry have largely remained as an unexplored area in the literature. Literature review on human resources risk management revealed that only a few of the research studies were limitedly relevant to chain or luxury hotels in general and none was relevant to hotel-industry-specific HR risks as a bundle, from the perception of managers and employees in particular.

This study fills this gap by identifying hospitality industry human resource risks in the chain hotel context. Chain hotels in Antalya, Turkey were chosen as a sample, as the city welcomes many international tourists and contains numerous chain hotels that provide employment to a considerable number of employees.

To clarify the sources of human resource management risks in chain hotel settings, this study conducted focus group interviews to examine how hotel management and lower-level staff perceive such risks. As a result of the intensive labor that it entails, the hospitality industry is facing a high level of human resource risk. Findings of the study shows that human resource risk types in chain hotels vary highly and that each type of risk requires close examination.

The findings of this study make a considerable contribution to the hospitality industry by exploring new ways of identifying and classifying human resource management risks in chain hotels.

Keywords: Human Resource Management, Risk Management, Qualitative Study,
Focus Group Observation, Hospitality Industry.

ÖZ

Konaklama ve turizm alanında insan kaynakları yönetimi riskleri yeterince araştırılmamış bir alan olarak karşımıza çıkıyor. Bu çalışmanın konaklama sektöründe zincir oteller bağlamında insan kaynakları risklerini tanımlayarak literatürde bir boşluğu dolduracağı düşünülmektedir. Literatür taraması, insan kaynakları riskleri ile ilgili araştırmaların lüks oteller ve zincir otellerle sınırlı kalıp genel boyutu ile incelendiğini, ancak bu araştırmanın otellere özel bir paket olarak çalışanların ve yöneticilerin algılarını inceleyen ilk araştırma olduğunu ortaya koymuştur. Türkiye’de Antalya zincir otellerinin bu araştırmanın alanı olarak seçilmesinin nedeni, zincir oteller açısından zengin bir bölge olması ve dünyanın bir çok yerinden binlerce turist olarak hatırı sayılır sayıda otel çalışanına iş imkanları sunuyor olmasıdır.

Bu çalışmada, zincir oteller özelinde insan kaynakları yönetimi risklerini tanımlayabilmek için otel yöneticileri ve daha alt düzey çalışanların risk algıları odak grubu tartışmaları ile incelenmiştir. Emek yoğun yapısı nedeni ile konaklama sektörü insan kaynakları riskleri ile karşı karşıyadır. Araştırmanın bulguları, zincir otellerde insan kaynakları risk tiplerinin önemli derecede değişken olduğunu ve her risk tipinin yakından incelenmesi gerektiğini ortaya koymuştur.

Zincir otellerde insan kaynakları yönetimi risklerini tanımlayıp sınıflandıran yeni bakış açıları sunan bu çalışmanın bulgularının konaklama sektörüne önemli bir katkı yapacağı düşünülmektedir.

Anahtar kelimeler: İnsan Kaynakları Yönetimi, Risk Yönetimi, Nitel Çalışma, Fokus Grup Gözlemleri, Konaklama Sektörü.

DEDICATION

This PhD work is dedicated to my beloved family, my wife Refia and sons Anıl and Orhan.

ACKNOWLEDGEMENTS

The following thesis would have not been possible without the insights and direction of several remarkable people.

First, I would like to express my gratitude to my supervisor, Prof. Dr. Turgay Avcı, whose guidance, expertise, understanding, patience, and humour in dealing with my passion, added considerably to my graduate experience, and I will be forever obliged for his invaluable support.

Next, I wish to thank my co-supervisor Prof. Dr. Hüseyin Araslı for his guidance and expertise. His comments and insights created an informative and interesting project with opportunities for future work.

Very special thanks go to Prof. Dr. Osman M. Karatepe, whose generous support have been critical to the development of this research. I doubt that I will ever be able to convey my appreciation fully, but I owe him my eternal gratitude.

Furthermore, I would like to thank Prof. Dr. Hasan Kılıç, dean of the Faculty of Tourism, for providing such a supportive environment that has been motivating and encouraging since the starting day of this work.

Thanks also go out to my friends and colleagues who provided me with advice at times of critical need; they include, in no particular order: Prof. Dr. Ali Öztüren, Asst. Prof. Hamed Rezapouraghdam, Dr. Kayode Kolawole Eluwole and Mr. Farzad Safaeimanesh.

Also, I wish to thank the respondents of my study (who remain anonymous for confidentiality purposes). Their comments, insights, debates, and exchanges of knowledge, and helped me enrich the work and the experience.

I dedicate this thesis to my wife Refia and my sons Anıl and Orhan. Without their personal sacrifices and being a constant source for encouragement, especially in the final stages, this thesis would not have been possible. I will forever be grateful to my family for their love and understanding.

TABLE OF CONTENTS

ABSTRACT.....	iii
ÖZ.....	v
DEDICATION.....	vi
ACKNOWLEDGEMENT.....	vii
LIST OF TABLES.....	xii
LIST OF ABBREVIATIONS.....	xiii
1 INTRODUCTION.....	1
1.1 Research Overview.....	1
1.2 Theoretical Framework.....	15
1.3 Problem Statement.....	17
1.4 Rationale and Purpose of Study.....	17
1.4.1 Rationale.....	17
1.4.2 Purpose.....	17
1.5 Methodology.....	18
1.5.1 Population and Sampling.....	18
1.5.2 Data Collection.....	18
1.5.3 Measurements.....	19
1.5.4 Focus Group Analysis.....	19
1.6 Significance and Contribution of the Study.....	20
1.7 Plan of the Study.....	20
2 LITERATURE REVIEW.....	22
2.1 Background.....	22
2.2 Evolution of HR Risk Management.....	23

2.3 HR Risk Management in the Hospitality Industry	29
2.4 Recent Development in HRM: GHRM.....	34
2.4.1 GHRM in the Hospitality and Tourism Industry.....	35
2.4.1.1 RM as a Benefit of ‘Going Green’ in Hotels	37
3 METHOD OF RESEARCH	38
3.1 Inductive Reasoning.....	38
3.2 Sampling Strategy	39
3.2.1 Demographic Structure of the Participants.....	39
3.3 Data Collection.....	39
3.4 Measurements.....	40
3.5 Focus Group Analysis	41
4 RESULTS OF THE STUDY	43
4.1 Demographic Profile of Participants	43
4.2 Sources of HR-Related Risks	45
4.2.1 Recruitment and Selection.....	45
4.2.2 Training and Development	47
4.2.3 Performance Evaluation	49
4.2.4 Working Conditions and Relationships.....	51
4.2.5 Compensation	52
4.2.6 Leadership	54
4.2.7 Occupational Health and Safety	55
4.2.8 Loss of Key Personnel.....	56
4.2.9 Job Security	58
5 DISCUSSION	60
5.1 Discussion on Hotel-related outcomes of HR risks.....	60

5.2 Implications	62
5.2.1 Contribution to the Theory	62
5.2.2 Contribution to the Practice	65
5.2.3 Limitations and Future Research Direction	66
6 CONCLUSION	68
REFERENCES	73
APPENDIX	97

LIST OF TABLES

Table 1: Potential HR Risks.....	25
Table 2: HR Risk Assessment List Applying to Tourism Companies.....	25
Table 3: Examples of Human Resources Risks	27
Table 4: General List of HR Activities and Potential HR Risks.....	28
Table 5: Participants' Perceptions of HR Risk Antecedents.....	44

LIST OF ABBREVIATIONS

EU	European Union
GHRM	Green Human Resources Management
HAT	Habituated Action Theory
HMR	Human resources management
HRRM	Human Resources Risk Management
PEB	Pro-environmental Behavior
PMT	Protection Motivation Theory
RCT	Risk Compensation Theory
RM	Risk Management
SABPP	South African Board for People Practices
SAT	Social Action Theory
SCT	Social Control Theory
SRT	Situated Rationality Theory
TÜROB	Hoteliers' Association of Turkey
UNWTO	United Nations World Tourism Organization
WTTC	World Travel and Tourism Council

Chapter 1

INTRODUCTION

The inductive reasoning which gauged the research design of this thesis and the purpose of the dissertation are presented in this chapter. Also, the chapter presents the contributions of the thesis to practitioners as well as the academia. Human resources management (HRM), risk management (RM), human resources risks (HR risks), human resources risk management (HR RM) and Green human resources management (GHRM) are the primary constructs which are investigated in this thesis. The state of HR risks in Europe and Turkey which were significant for justifying the work environment is also presented in this chapter. Further, the chapter presents the methodological approach of the study. This includes information on sample approach, the collection, and the analysis of data. The chapter concluded with the plan for the thesis.

1.1 Research Overview

Draconic competition between firms operating on the global market, together with rapid changes, are influencing goods, services, and human needs and expectations (Arasli, Arici, and Çakmakoğlu Arici, 2019; Backman, Klaesson, and Öner, 2017; Becker, and Gerhart, 1996; Tatarusanu, 2009). Market-oriented hotels that consider and satisfy customer's desires, employee needs, expectations, and challenges and that monitor their competitors generate sustainable competitive advantage and superior performance (Hilman, and Kaliappen, 2014).

To meet these challenges, firms require high-performance strategic planning (Meyer, Roodt, and Robbins, 2011), within which human resources (HR) plans play an important role in attaining firm- and industry-level goals and objectives, since HR is recognized as an important firm asset for competition (Hrou, and Mohamed, 2014; Tatarusanu, 2009).

Over the past ten years, the area of risk management (RM) has emerged and progressed rapidly worldwide in business management (SABPP, 2014). As a result, firms have attempted to protect themselves against financial, strategic, operational, hazardous, and compliance risks that have a significant impact on their profitability, effectiveness, and reputation (Dafikpaku, 2011). To this end, the management of a firm's activity risks should be carried out using significant effort and resources so that firm activities are efficient (Stasytyte, 2013). Firms recognize that strengthening their abilities to execute strategic plans and goals is consistently related to the identification and management of their risks within a specific plan (Nocco, and Stulz, 2006). As such, it is crucial that firms make proper strategic decisions to overcome the negative impacts of uncertain outcomes, including HR planning risks (Dafikpaku, 2011).

In the existing tourism and hospitality literature, researchers such as Tatarusanu (2009); Korstanje (2011); Shaw, Saayman, and Saayman (2012); and Gjerald and Lyngstad's (2015) have examined general risks related to tourism, while Bharwani and Mathews (2012) and Tresidder and Martin (2018) have examined general hospitality-related risks.

The treatment of the hotel industry from the aforementioned studies is limited, but luxury hotels have also been examined by Ferrary (2015); Knox (2007); Zhang, Paraskevas, and Altinay (2019); and Paraskevas, and Quek (2019). However, the work of Knox (2007) and Ferrary (2015) is not directly related to risk issues: Knox (2007) examined risks due to employers' bargaining and employment arrangements, while Ferrary (2015) worked on reducing costs and sharing risks through the employment of transferable human capital.

Thus, there is a research gap regarding hotel-industry-specific HR risks. This study aims to fill up this gap by identifying and categorizing possible hospitality industry HR risks in the hotel context, particularly in chain hotels.

Filling this gap is crucial, since a lack of suitable management regarding HR risk (HR RM) leads to poor governance (Meyer *et al.*, 2011), poor service quality, and poor competitiveness (Gjerald, and Lyngstad, 2015). The South African Board for People Practices, Roodt & Robbins, (2011); SABPP, (2014) have stressed that HR RM can have a positive or negative effect on the realization of an organization's objectives. Further, Tatarusanu (2009) suggested that HR risks can threaten a project and part of or an entire organization, and Beatty, Ewing, and Tharp (2003) indicated that a failure to manage HR risks may threaten a firm's sustainability.

Because of their harmful nature, HR risks require particular attention. Researchers, practitioners, and hotel administrators must advance their knowledge of risk identification, classification, and coping strategies in the future.

For example, HR risks such as inappropriate recruitment and selection practices or inadequate hiring may result in financial abuse, unfair practices (favoritism, etc.), bad reputation, low performance, and high employee turnover, which may threaten an organization's competitiveness, sustainability, and service quality, as proposed by Gjerald and Lyngstad (2015). Similarly, insufficient training of employees in health and safety may result in a waste of time and money (Kilic and, Selvi, 2009). It is also important to consider the risk of losing key personnel, which may lead to an unstable workforce that may seriously damage service quality and customer satisfaction.

In short, the present literature does not present a comprehensive framework for assessing HR risks in the hotel industry, particularly for chain hotels. This study fills this gap by identifying and categorizing possible HR risks in the hospitality industry with reference to the hotel context at the organization level as well as at the individual and group levels. Chain hotels in Antalya province of Turkey are examined for this purpose.

This study contributes to the literature in the following ways. First, it satisfies a resource need and offers practical help to hotel managers in identifying and governing their HR risks, allowing hotel managers to make better strategic choices regarding their HR RM plans. Further, classification and categorization may be used as tools for hospitality managers to determine the HR risks that are vital and pervasive to the industry. This paper also draws guidelines, especially for hotel managers in Turkey, since, to the best of our knowledge, this is the first study on HR risks in the hotel industry in Turkey.

Human resources management is a set of activities and strategies within a system that concentrates on efficiently and successfully managing employees at all levels of an organization for attaining organizational goals. Employees (human resources) are the most important assets of an organization (Vardarlier, 2016). Today, businesses have already started to pay more attention to human resources policies and applications in order to achieve a sustainable competitive advantage and high performance in business operations. The human resources management concept has emerged from the idea of using human capital reasonably and efficiently (Vardarlier, 2015). Therefore, human resources management plays an important role in attaining the goals and objectives of firms and industries since human resources are considered to be one of the important assets of firms in competition.

Organizations in the hospitality and tourism industry face a complex and competitive environment in which human resource management (HRM) plays a critical role in their success and, therefore, survival. Unlike most other industries, the products of organizations in the hospitality and tourism industry are service experiences, which are mostly intangible and highly dependent on face-to-face interactions between employees and customers (Madera *et al.*, 2017). Therefore, human resources play a key role in service quality, customer loyalty and satisfaction and other measures of firm performance (Baum, 2015; Tracey, 2014). Consequently, the field of strategic HRM in the literature on hospitality and tourism has grown remarkably over the past two decades.

In the past, simply fulfilling economic performance alone was critical to ensuring the success of companies and their shareholders, but this traditional perspective is not compatible with society's current demands, as there is increasing social pressure on organizations to become more sustainable and reduce impacts on the environment, promoting sustainable results in their business processes. In this context, the specialized literature states that human resources management (HRM) is considered as a central aspect for building sustainable organizations, in particular, the area of green human resources management (GHRM) (Freitas *et al.*, 2020). Therefore, the concept of green human resource management is presented as a new perspective in environment protection which incorporates environmental management into human resource management (Nobari *et al.*, 2018).

In a milieu that is becoming increasingly competitive, management of hospitality and tourism companies has started to acknowledge the importance of employees' pro-environmental behaviors (PEBs) to achieve environmental sustainability goals (Chung, 2020). More specifically, service providers in the hospitality and tourism industry now realize that they should protect the environment, take advantage of green technology, have a careful consumption of water and energy, reduce waste, and enforce pro-active organizational learning to gain a sustainable competitive advantage and contribute to the establishment of environmentally sustainable economies (Kim *et al.*, 2019; Wang *et al.*, 2019).

This highlights the importance of green human resource management (GHRM), which is related to managing human resources and providing human resource practices based on environmental management (Renwick, Redman and Maguire, 2013).

Green recruitment and selection, green training, green empowerment, green rewards, green performance assessment, and green involvement in decision making process can be studied under the GHRM system (Amrutha and Geetha, 2020; Renwick, Redman and Maguire, 2013; Tang *et al.*, 2018).

Risks are considered part of firms' and industries' strategic and operational processes; thus, RM has increasingly become an issue in the management discipline (Clarke, and Varma, 1999; Meyer *et al.*, 2011; SABPP, 2014). Companies or industries with RM plans are aware of the risks which they are subject to, have purposefully assessed risks, and have mitigation plans in place to reduce the possibility of loss or minimize losses in case of such events. Firms face many different types of risks: natural disasters such as earthquakes, which occur in the external environment, along with production, marketing, financial, legal, and HR risks (Bitsch, Kassa, Harsh, and Mugeru, 2006; Huang, Sun, Guan, and Peng, 2017).

Bharwani and Mathews (2012) gave many examples of risks that threaten the hospitality industry and summarized them in four major groups of risk: strategic risks, commercial risks, operating risks, and other external risks. The study by Amirudin (2017) identifies the risks that influence the operation of a resort, the impact and the risk management techniques used to reduce those risks.

This study found that environmental risk, business risk and human resource risk were the most important types of risks that could influence the sustainability of a resort's operations. These risks can be managed through the right combination of risk management techniques. A study (Waikar *et al.*, 2015) explores risk and risk management practices in five-star hotels in Goa, India.

Aiming at risk analyses and classification, the study attempts to identify risks and risk management disclosures across types of hotels.

Most literature on HRM and its activities address the positive impact HRM has on human resource systems and practices (Becker & Smidt, 2016). Despite this positive impact, risks due to ineffective, absent or inappropriate HRM practices should also be considered. Even if people have noticed possible risk factors in relation to human resources, no extensive researches have been made on the topic as well as the literature hardly mentions human resources in relation to risk. The literature usually discusses risk factors and how HRM practices could mitigate the risk. There are, however, few articles which combine the two and take an integrative view in the field of both risk management and HRM.

Bochniarz & Gugala (2005) defines HR risks as the possibility of incurring a loss (financial, reputational, relational) due to human imperfection (errors resulting from insufficient knowledge, skills, suitability, employee knowingly violating company policies or laws) and imperfection of HR management processes. According to Kropp (2004), HR risk is a potential hazard that threatens company objectives and stems from negligence and/or improper use of human capital.

Human resource risk is a type of micro-organizational and micro-social risk, that is risk connected with an organization's social system. It can be defined as involvement under conditions of uncertainty in activities concerning personnel. Depending on speed and accuracy of the undertaken motivational activities it can pose a threat (loss for) to or be an opportunity for business activity (Tokarz-Kocik., 2018).

From a broad perspective, human resources risk refers to all intended and unintended employee-related events, which determine the level of organizational goal attainment. Hence, the risk factors could include individual characteristics of employees, their unpredictable behaviors, actions, decisions or day-to-day situations that may have a negative impact on companies (Shelest, 2013). Viewed only in its narrow definition, human resources risk is related to the method of implementation of the human resources management process (Tyrańska, 2008).

Therefore, HR risks are all risk factors related to human resources. There is, however, no clear or precise definition of the term itself although the most basic idea of the concept itself would entail all risks which might cause a halt in organizational operation as a result of insufficient management of human resources.

Even though HR risks certainly affect the tourism and hospitality industry, few investigations have been carried out on how the industry can govern these risks. Vij, M. (2019), found that environmental risk, business risk and human resource risk were the most important risks that could influence the sustainability of a resort's operations.

The SABPP fact sheet (2014) defined HR RM as an approach of identifying and accrediting human factors, including uncertainties and opportunities, in a systematic way that can either have a positive or negative effect on the fulfilment of an organization's goals. Young and Hexter (2011) defined human capital risk as the uncertainty arising from changes in a wide range of workforce and people management issues that affect a company's ability to meet its strategic and operating objectives.

Therefore, based on the literature, HR RM can be defined as the act of identifying and categorizing anticipating potential losses due to human performance making a plan to survive them. HR RM may create positive or negative outcomes on an organization.

According to Özdemir (2011), EU member countries are essential to tourism in Turkey. As Turkey competes with EU destinations in the world tourism market, EU tourism policies impact the Turkish tourism industry: movements in the Turkish tourism sector, including improvements in tourism service quality and the diversity of tourism activities, influence tourist demand for Turkey. As such, Turkey plays an active role in the EU tourism (Altınay *et al.*, 2015).

The 2016 European Risk and Insurance Report of the Federation of European Risk Management Associations (FERMA, 2016) identified Europe's top ten risks in 2016 and their evolution speeds. In the report, economic conditions, business continuity disruption, political instability, non-compliance with regulations and legislation, competition, cyber-attacks or data privacy, and market strategy or client risks are identified as risks with high occurrence probabilities, whereas reputation and brand, information technology systems or data centers, and interest rate or foreign exchange risks have a medium occurrence probability. Among the top-ten highlighted risks, only two are correlated with HR risks: non-compliance with regulations and legislation (Meyer, 2015), which carries a high occurrence probability, and reputation and brand risks (HR Council of Canada), which has a medium occurrence probability.

Since the literature on Europe and HR risk is limited, Nordal (2014), Senior Advisor, Risk Manager at Undervisningsbygg Oslo KF, posted a short article on Federation of European Risk Management Associations on June 18, 2014 arguing that HR risks may be underestimated in Europe. Nordal pointed out the RM approach and argued that HR risk is interrelated with other risks and may be underestimated because it is hidden in legal and reputational risks.

Europe has been a distinguished tourism destination since the second half of the 20th century (Zhang, and Aytug, 2016); as an EU candidate country, the EU's tourism policies are highly relevant to Turkey. Moreover, EU countries are not only the largest market for Turkey but also hold the highest share of the world tourism market. With 39.3% of global tourism receipts and 50.7% of international tourist arrivals; Europe holds the leading position in the global tourism market (UNWTO, International Tourism Highlights 2019).

The significance of Turkey as a tourist destination is increasing rapidly, and international tourism is gaining importance in the Turkish economy (Karamustafa *et al.*, 2013). The tourism and hospitality industries are prominent in the Turkish economy and are important employers. According to the Travel and Tourism, Economic Impact 2019 Turkey country report (World Travel and Tourism Council, 2019), the Turkish tourism and hospitality industry employed a significant part of the civilian labor force: 9.4 % of total employment (including jobs supported by the industry) in 2018.

Turkey was ranked sixth among the world's top destinations in terms of international tourist arrivals and sixth in Europe in international tourism receipts (UNWTO, Tourism Highlights 2019), with tourism representing 4.6 % of the gross domestic product and 15.6% of export earnings in 2018 (Ministry of Culture and Tourism, Turkey 2019). Moreover, Turkey has been an important tourist destination, with a share of 3.3% of the international tourism market and 6.4% of the European market in 2018 (UNWTO, International Tourism Highlights 2019).

A literature search on HR risks and Turkey delivered results as limited as those for Europe. For instance, Pelit (2011) conducted a study on operational RM in hotel establishments for four- and five-star hotels in Ankara and identified four sub-types of risks under operational risk: personnel, technological, organizational, and legal risks, of which only personnel and legal risks are HR risks. Another study that addressed HR risks was conducted by Vatansever (2014). The author focused on psychological risks as a new risk dimension in Turkey, as psychological risk is also an HR risk (Meyer *et al.*, 2011).

Therefore, as Turkey possesses an important position in the international and European tourism and hospitality markets and also a significant percentage of the country's workforce is located in this industry, the country is an ideal research environment for this study.

According to the Tourism Statistics (2019) of Culture and Tourism Directorate of Antalya, tourism is one of the largest industries in the city, with some 13 million visitors in 2018 and with a population of 2,426,356 in 2018 (Turkish Statistics, 2019).

Antalya is growing with the increase of employment and investment opportunities in the region. Since the early 1980s, Antalya has been one of the primary tourist destinations in Turkey (Emir, 2013; Önüt, and Soner, 2006). With 407 five-star hotels in 2018, Antalya ranked first in Turkey in terms of the number of five-star facilities (Culture and Tourism Directorate of Antalya 2019).

In 1980, the government encouraged tourism in Antalya by providing support for entrepreneurs, leading to an increase in demand for resort accommodations. After the 1980s, the development of franchise chain systems began with foreign investment (Doğaner, 2012), transforming Antalya's tourist profile, demographics, demands and expectations, management systems, and marketing strategies (Doğaner, 2012). Some researchers have connected these changes to developments in globalization, technology, and changes in customer preferences based on competitiveness (Go, and Govers, 2000; Akin Aksu, and Tarcan, 2002; Bayraktaroğlu, and Kutanis, 2003; Erkus-Öztürk, 2006; Erkus-Öztürk, and Eraydin, 2011).

According to Pine, and Qi (2004), the global hotel industry is dominated by hotel chains. This is also true for Turkey, where more than half of all hotel rooms are controlled by hotel chains (Met, and Erdem, 2011).

Doğaner (2012) states that the increasing number of chain hotels has increased Antalya's institutionalization (regarding standardization, credibility, and the power of corporate identity) and standardized organizational structures (such as chain hotels and their specific standards, tour operators' demands, and additional spaces and activities).

Yıldız (2013) found that branding (due to joining a chain) has a positive effect on tourists' purchasing preferences because of the parameters of brand awareness, perceived quality, brand image, brand trust, brand attitude, and brand loyalty, while branding has a negative effect on perceived risk.

According to Chain Hotel research (2019) of Hotelier's Association of Turkey, (TÜROB), 628 chain hotels with 145,450 rooms are members of 57 chain/group companies are acting in Turkey. This capacity represents 67% of Turkey's bed capacity. Antalya had 889 hotel establishments with an overall capacity of 500,583 beds in 2019 which accounts to 42% of Turkey's bed capacity (Culture and Tourism Directorate of Antalya 2019). Antalya attracts 60% of foreign investments related to tourism in Turkey (Erkus-Oztürk and Eraydin, 2011). In short, the tourism and hospitality industries play a crucial role in the economic and social life of the city. Antalya's concentration of high-class chain hotels that carry out their activities to global standards and compete in global markets makes the city an ideal location for this research.

Inductive method is based on analysing and investigating a specific truth which points paths of thinking or thoughts as indicated by the gathered insights or data (Altınay and Paraskevas, 2008). Inductive technique considers any subject from explicit to the general. Likewise, this methodology is termed as "qualitative analyses".

Because HR risks in the hospitality industry are still inadequately identified, qualitative research remains as the most convenient method to expose diversity and context.

1.2 Theoretical Framework

This study can be comprehended in light of the risk perception framework (Pollatsek, Alexander, Tversky, Amos, 1970) which is considered to be one of the most dominant theories in recognizing risk and identifying that it is important and it helps for improving awareness and establishing safer communities and workplaces.

According to National Safety Council, (2003) risk is defined as a measure of the frequency and severity of adverse effects. Risk perception is the capacity of an individual to recognize a certain amount of risk, and risk tolerance. Many theories assume that deficiency to precisely identify risk may take us to increased risk relief layers, which can motivate high-risk attitude. (National Safety Council Campbell Institute, 2015). There are many theories that might account for the perceptions of risk, from those based on knowledge, personality, or economics, to those based on politics and culture.

National Safety Council Campbell Institute (2015) conducted a research and reviewed concepts and theories surrounding risk perception. The factors affecting risk perception and allowance (tolerance) are grouped as ‘macro-level’, ‘meso-level’, or ‘micro-level’ factors. The mentioned levels concerning the factors are; at an institutional or structural level - macro; at community level - meso, or at an individual or psychological level - micro.

Theories associated to risk perception and risk allowance (tolerance) considered in the study are: ‘protection motivation’ theory (PMT), ‘risk compensation’ or ‘risk homeostasis’ theory (RCT), ‘situated rationality’ theory (SRT), ‘habituated action’ theory (HAT), ‘social action’ theory (SAT) and ‘social control’ theory (SCT).

PMT states that people are more likely to protect themselves when they anticipate negative consequences, have the desire to avoid them and feel they have the ability to take preventive measures. DeJoy (1996) points out that deciding to take protective actions in the workplace is a process.

RCT proposes that people tend to take more risks when they feel a greater sense of security. In other words, individuals adjust their level of risk-taking behavior depending on the safety measures that are in place (Wilde, 1994).

SRT argues that it is erroneous to presume that safe behaviors are inherently rational and high-risk behaviors are inherently irrational.

HAT posits that that engaging in high-risk behavior many times without a negative outcome often decreases the perceived risk associated with this behavior. Those who repeatedly perform a high-risk action without an adverse consequence eventually become desensitized to the risk (Kasperson *et al.*, 1988; Weyman & Kelly, 1999).

SAT states that people take risks because of peer pressure or a general community perception that an activity is at low risk. A person could be persuaded to engage in unsafe behavior if “everyone else is doing it” or the community at large doesn’t perceive an action to be unsafe.

SCT argues that connectedness to organizations promotes behavior conformity, which can reduce the probability of high-risk behavior. The research in this area shows that an individual’s connection to and affiliation with schools or workplaces have a positive influence on risk perception (Chapman *et al.*, 2013).

1.3 Problem Statement

This study approaches risk management from the human side of risk, that is, from a HR perspective. Human is the fundamental element in different risk management plans. HR exposures are occurrences that hinder employees from carrying out their responsibilities and thus prevent the business from performing efficiently (Maria I. Marshall, Corinne Alexander, 2009). Hospitality industry is a labour intensive industry and is exposed to important challenges and risk exposures due to human resources management risks. Few studies are conducted on HR risks and none for hospitality industry with particular reference to hotels context.

1.4 Rationale and Purpose of Study

1.4.1 Rationale

Regarding research topic selection and discussion of deficiencies to formulate the problem the study will engage in finding answers to the following questions:

Research question 1: What are the Human Resource risks that could jeopardize hotel managements in achieving their business goals?

Research question 2: What is the severity of these HR risks in achieving the business goals?

Research question 3: What are the impacts of these HR risks in achieving the business goals?

1.4.2 Purpose

This study aims to identify and categorize possible HR risks in the hospitality industry with reference to the hotel context at the organization level as well as at the individual and group levels. Chain hotels in Antalya province of Turkey are examined for this purpose.

1.5 Methodology

1.5.1 Population and Sampling

The recruited participants were employees and managers (except top managers) because they are “information-rich” regarding the effects of HR risks at their workplace. We cared to recruit participants who were not already committed to the HR issues because of their responsibilities at the workplace. However, top managers are not recruited as participants because they are typically more aware of and committed to their workplace’s mission than are others. Purposive sampling was used as a non-random method to recruit participants with specific characteristics (e.g., demographic, experiential, or geographic) because people with specific characteristics are unlikely to be randomly distributed in the population. The strength of the focus group research will be added by purposive sampling as it enables recruitment to be deliberate and focused (Hennink, Hutter, and Bailey, 2011).

1.5.2 Data Collection

Focus group discussions are a highly efficient qualitative data-collection technique (Patton, 1990) through which a wide range of data can be generated very quickly in comparison with in-depth interviews. This study was conducted between August and October 2016 in Antalya, Turkey. Data were collected using semi-structured questions for focus group discussions. This enabled the moderator to explore issues brought up in the discussion and to ensure that interviewees answered the same set of questions (Hennink, 2014).

1.5.3 Measurements

The guideline suggested by Bitsch and Harsh (2004) is followed. In total, eight groups with a total of 46 participants were included in this study; there were five groups of five participants and three groups of seven participants. In focus groups, the number of groups that represent the sample size is more important than the number of participants (Carlsen, and Glenton, 2011). Employee and manager groups were separated. The number of focus groups was determined through an iterative process until information saturation was reached (Carlsen, and Glenton, 2011). Two researchers executed each focus group discussion, with one researcher serving as a moderator. Meetings took an average of two hours. Since all of the recruited participants were speaking English focus groups were conducted in English. By this way disadvantages that could occur due to back translation were avoided.

1.5.4 Focus Group Analysis

The researchers took notes during focus group discussions, recorded the discussions on their smartphones, and then transcribed the recordings. Each participant answered six questions regarding their demographic profile after the focus group discussions were completed. The focus group discussions were examined through thematic analysis, which is the most common inductive approach for the in-depth analysis of focus group data. Data is divided into smaller segments according to issues emphasized by the participants. It involves six steps: familiarization with the data; generating initial codes; searching for themes; reviewing themes; defining and naming themes; and producing a report (Braun, and Clarke, 2006).

1.6 Significance and Contribution of the Study

The existing literature does not present a comprehensive framework for assessing HR risks in the hotel industry, particularly for chain hotels. This study fills this gap by identifying and categorizing possible HR risks in the hospitality industry with reference to the hotel context at the organization level as well as at the individual and group levels. Chain hotels in Antalya province of Turkey are examined for this purpose.

This study contributes to the literature in the following ways. First, it satisfies a resource need and offers practical help to hotel managers in identifying and governing their HR risks, allowing hotel managers to make better strategic choices regarding their HR RM plans. Further, classification and categorization may be used as tools for hospitality managers to determine the HR risks that are vital and pervasive to the industry. This paper also draws guidelines, especially for hotel managers in Turkey, since, to the best of our knowledge, this is the first study on HR risks in the hotel industry in Turkey.

1.7 Plan of the Study

Chapter 1 is titled “introduction”. In this chapter, the research philosophy, research design, research approach and methodology of study were explained. More specifically, the chapter comprised of the core objective of the study as well as the implication of the research to the body of knowledge both within the academic settings and the industry. In general term, the chapter covers issues of sampling techniques, data collection and analysis.

Chapter 2 is titled “literature review”. As the name suggest, the chapter comprised of detailed knowledge of extant studies on the evolution of HR risk management, HR Risk management in the hospitality industry, and green human resource management. Further, the chapter also covers the theoretical framework of the study. In plain terms, HR risk was elaborately discussed.

Chapter 3 is titled “method of research”. This chapter explained in more detail the research context, sampling strategy, instrumentation, data collection procedure and data analyses.

Chapter 4 is titled “results of study”. It delineates the outcomes of focus group analysis. The chapter starts with result of participant’s demographic profile. Then, the study continues discussing the sources of HR risks based on the results of the thematic analysis of the perceptions and opinions participants expressed in the focus groups. Lastly, the chapter closed with the identification of hotel-related outcomes of HR risks.

Chapter 5 is titled “discussion”. In this chapter, the findings of the study were enumerated. Further, the contributions of the study to literature and industry are further highlighted. Limitations and future research directions are also given in this chapter.

Chapter 6 is titled “conclusion”. The chapter summarized the overall dissertation and gave a concluding remark.

Chapter 2

LITERATURE REVIEW

As previously mentioned, although HR risks certainly affect the tourism and hospitality industry, few investigations have been carried out on how the industry can govern these risks. This chapter discusses the detailed findings of the literature after giving a brief background about the need for investigating the HR risks. The chapter also presents a section on the evolution of HR risk. Also, the literature on (GHRM) with respect to hospitality and tourism industries is included in this chapter.

2.1 Background

HR risk has attracted the attention of researchers, practitioners, and scholars over the past decade (Pam, 2013) because a lack of suitable RM in HR can lead to poor governance, service quality, and competitiveness (Gjerald, and Lyngstad, 2015; Meyer *et al.*, 2011). Hence, scholars have focused on identifying the missing link in RM – the human link (SABPP, 2014) by studying the role of humans in HR risk issues (Bitsch, and Harsh, 2004; Bitsch *et al.*, 2006).

Risks are considered as parts of firms' and industries' strategic and operational processes; thus, RM has increasingly become an issue in the management discipline (Clarke, and Varma, 1999; Meyer *et al.*, 2011; SABPP, 2014). Companies or industries with RM plans are aware of the risks in which they are subject to, have purposefully assessed risks, and have mitigation plans in place to reduce the possibility of loss or minimize losses in case of such events.

Firms face many different types of risks: natural disasters such as earthquakes, which occur in the external environment, along with production, marketing, financial, legal, and HR risks (Bitsch, Kassa, Harsh, and Muger, 2006; Huang, Sun, Guan, and Peng, 2017).

2.2 Evolution of HR Risk Management

Traditional risk experts have primarily focused on the main causes of risks such as weather, disease, and natural disasters and on methods for mitigating these risks, but have not shown significant interest in HR issues such as divorce, chronic illness, accidental death, or the impact of interpersonal relations on businesses and families (Erven, 2009; Huang, Sun, Guan, and Peng, 2017). However, it is clear that people are key in attaining firm objectives and goals and HR influences most decisions about financial, production, and marketing strategies. Bitsch and Harsh (2004) have addressed HR risks as one of the five major sources of risks: “production and yield risk,” “price and market risk,” “financial risk,” “human resource risk,” and “institutional, legal and environmental risk.” Engaging HR in RM has naturally resulted from focused discussions on HR risks.

Based on the limited literature, HRRM can be explained as recognizing and controlling unexpected occurrences that arise from human performance and can create positive or negative outcomes on organizations’ strategic and operational objectives and goals. Erven (2009) suggested HR has two roles in RM: humans are originators of risk and are important in carrying risk.

The Human Resources Risk Management department leader of Ernst & Young, Christopher Lipski, pointed out the importance of managing HR risks, suggesting that governing risks in the HR field has gained increasing significance for global administrative authorities (Ernst & Young, 2009). Alexander and Marshall (2006) defined HR risks as events that hinder workers from performing their duties that keep organizations from fulfilling their goals. According to Tatarusanu (2009), RM in HR involves identifying, evaluating, and mitigating risk situations before threatening plans and impeding part of or the entire organization. Young and Hexter (2011) defined human capital risk as the uncertainty arising from changes in a wide range of workforce and people management issues that affect a company's ability to meet its strategic and operating objectives. The SABPP fact sheet (2014) defined HR RM as an approach of identifying and accrediting human factors, including uncertainties and opportunities, in a systematic way that can either have a positive or negative effect on the fulfilment of an organization's goals.

Intensive discussions on HRRM proceeded towards the standardization of HR risks. HR standards, HR toolkits, or sets of HR items that would be useful for providing a general vision on potential HR risks were thus produced. Alexander and Marshall (2006) examined HR risks in the farming industry and listed seven items for identifying and assessing relevant risks. Potential HR Risks according to Marshall, Alexander (2009) can be seen on *Table 1*. Later, Tatarusanu's (2009) adopted Alexander and Marshall's (2006) seven-item list with the intention of identifying and assessing potential HR risks in tourism firms. However, the study was not hotel-industry specific. Tatarusanu's (2009) HR risk assessment list of 7-items applying to tourism companies is given on *Table 2*.

Table 1: Potential HR Risks

Item No	Potential HR Risk
1	Death
2	Disability (temporary or permanent)
3	Divorce
4	Management Error or Incompetence
5	Unexpected Temporary Leave
6	Poor Employee Management Practices
7	Employee Turnover

Source: Marshall and Alexander, (2009)

Table 2: HR Risk Assessment List Applying to Tourism Companies

	Event / Occurrence
1	General manager's or company's owner car accident (who will be absent for more than weeks)
2	The company owner is 80 years old and retires
3	The company owner is 35 years old and leaves
4	Key employees leave the company
5	Number of employees involved in work accidents
6	There is no qualified personnel in the area able to meet the additional qualification requirements of a particular position
7	Selection error of 2 key employees

Source: Maria Tatarusanu (2009)

More recently, Meyer *et al.*, (2011) outlined 19 typical HR risks and their possible effects on South African organizations. The study, the items of which are compiled from other studies, provided a general image of potential HR risks, but the item lists that were created are not endemic to any industry or sector. Examples of Human Resources risks compiled by Meyer *et al.*, (2011) is given on *Table 3*.

South Africa, through SABPP, and Canada, through the HR Council of Canada, have considered HR risks and conducted studies to form relevant standards, checklists, and procedures. The HR Council of Canada, which was established as a non-profit organization in 2005 (taken over by the Community Foundations of Canada in 2013), created an HR Toolkit, under which the *Risk Management in HR* package is placed under the sub-section on HR planning. The toolkit includes a list of seven HR activities, potential risks for each activity, and considerations for the specified potential risks. HR Council of Canada's list of potential HR risks together with their considerations can be seen on *Table 4*. In 2013, SABPP produced the first set of national HR standards, with HR RM being one of the three strategic HR standards (Meyer, 2015; SABPP, 2013).

Similar to the studies mentioned above, the lists of items produced as part of the HR Toolkit or HR Standards are useful for providing a general view of potential HR risks. However, none are industry-endemic; they are instead rather enterprise-focused. The HR Council of Canada stated that when considering the list of items for identifying HR risks, it should be noted that each organization has unique risk identification. As such, the need for a framework to assess potential HR risks emerged, and the development of a multi-item framework for assessing potential HR risks in the industry is underway.

Table 3: Examples of Human Resources Risks

Type of risk	Possible effect on organisations	Sources
High absenteeism	Increased costs and loss of productivity.	Malkin (2007)
Fraud, corruption, theft and unethical practices	Companies lose large amounts of money and the reputation of companies is adversely affected.	Botha (2008); Brown (2006), IOD (2009)
High staff turnover	Costs businesses millions every year.	Robinson (2008)
Employee disengagement	Lost productivity because of disengagement is estimated at \$300 billion in the USA.	Robinson (2008); Harris (2010)
Safety risks, like accidents, injuries and deaths	Accidents and other safety risks increase costs and decrease productivity.	Swanepoel (2009). Van Graan (2009)
Corporate kidnapping	A key executive or professional is kidnapped and the company is then held to ransom to secure the release.	Pitman (2010)
Selection, like falsifying qualifications	80% of HR directors believe it is possible to cheat in an online test.	Harris (2007); SHL (2007)
Epidemics and diseases, like HIV and AIDS, the H1N1 virus and tuberculosis	HIV and AIDS have the potential to destroy companies by threatening their sustainability if they lose a large number of staff. Increased absenteeism, which epidemics cause, leads to decreases in productivity.	Feller (2007); Pile (2009). Van Graan (2009)
Other health risks.	South Africa has the highest incidence of high blood pressure in the world. About 30% of all employees suffer from a chronic condition. This causes a loss in productivity and profitability.	Malkin (2007); Zulu (2010)
Psychosocial risks, like stress, bullying and harassment	The cost of stress at work is estimated to be between 3% and 4% of gross domestic product (GDP) in the European Union. It has a detrimental effect on productivity.	BSI (2010)
Skills shortages	Skills shortages affect productivity and economic growth detrimentally.	Heath (2007)
Poor talent management	Poor talent management could lead to derailment, low productivity and employee dissatisfaction.	Ernest & Young (2009). Martin & Schmidt (2010)
Information security	Employee mobility and the theft of laptops increase information security risks.	Van der Merwe (2009)
Noncompliance and liability	Failing to comply with laws causes reputational risks and increased legal costs.	Colman (2007); Stelzner (2006)
Diversity problems	Failing to take steps to deal with diversity could lead to conflict and punitive compensation payments.	Munnik (2008); Stelzner (2006)
Substance abuse	Substance abusers achieve only two thirds of their work potential, experience three to four times more accidents, experience three times the average sickness frequency and average 10 times the number of absent days and involvement in discipline problems.	CEO (2009)
Excessive remuneration	Excessive remuneration contributes to credit oversight failures.	Ernest & Young (2009)
Global Human Resources challenges	There are several risks in doing business in other countries and these risks could cause failure.	Ernest & Young (2009)
Industrial disputes and action	Disputes and strikes lead to significant losses.	Bryson (2003); Zulu (2010)

Source: Meyer, Roodt and Robbins, (2011). SA Journal of Human Resource Management/SA, 9(1), Art. #366.

Table 4: General List of HR Activities and Potential HR Risks

HR Activity	Potential Risk	Potential considerations
Compensation and benefits	Financial abuse	Who has signing authority? How many signatures are required? Are there checks and balances?
Hiring	Discriminatory practices Hiring unsuitable or unsafe candidates "Wrongful" hiring	Was a complete screening completed on potential applicants? Were provincial human rights laws observed? Is there a set probationary period? Were promises made to the candidate that cannot be honored? Did the employee sign off on the policies and contract of employment before being hired?
Occupational Health and Safety	Environmental Personal injury or death	Do we provide safe working conditions and do we conduct safety checks regularly? Do we provide adequate training for staff? Do we ensure the use of appropriate clothing and safety equipment? Do we have adequate policies, procedures, and committee in place?
Employee supervision	Abuse Reputation in the community Release of personal information	Do we provide sufficient orientation and training? Do we provide adequate supervision (especially for activities that occur off-site or after hours)? Do we have a performance management system in place? Are personal information protection guidelines followed?
Employee conduct	Abuse Reputation in the community	Do we have clearly written position descriptions for all positions? Do we follow up when the parameters of the job description are not respected? Do we provide thorough orientation and training? Do we provide an employee handbook? Do we have comprehensive policies and procedures? Do we provide ongoing training about our policies and procedures? Do we retain written records of performance issues? Do we ensure that organizational valuables are secure? Do we have cash management procedures? Do we have adequate harassment policies and procedures?

Exiting employee	Property Reputation in the community Compensation	Do we retrieve organizational information and equipment that a dismissed employee used (especially from home)? Do we ensure that all access codes, passwords, etc are de-activated? Do we conduct an exit interview? Do we record lieu time and vacation balances?
------------------	--	---

Source: HR Council of Canada (hrcouncil.ca)

2.3 HR Risk Management in the Hospitality Industry

The significance of RM in HR is well-understood by countries, profit and non-profit organizations, and industries, and the tourism and hospitality industry is no exception. As previously mentioned, although HR risks certainly affect the tourism and hospitality industry, few investigations have been carried out on how the industry can govern these risks.

For instance, Knox (2007) conducted a case study to analyze the factors underpinning employers' bargaining decisions in order to develop a greater understanding of regulatory choice in Australian luxury hotel sector firms. The findings indicated that regulatory choice is influenced by four primary factors: business/HR management strategy, workplace characteristics, finances and perceived risk, and administrative issues.

Tatarusanu (2009) studied the RM of HR in the tourism industry, emphasizing the importance of HR since the services offered in this industry are customer-focused. Accordingly, HR in any firm is a source of risk, with HR RM activities categorized as risk assessment and control (Tatarusanu 2009). Tatarusanu (2009) also examined risks

by identifying circumstances with important negative influence on a firm's HR, finding that such events may be identified from the past data, employee reports, and audit reports. An adopted HR risk assessment itemized list for tourism companies was also prepared by the author according to Alexander and Marshall (2006).

Korstanje (2011) aimed to examine the limitations of risk perception theory together with misconceptions related to hazards and risks. The author calls attention to the traumatic experience of September 11, 2001 and points out the important role of hospitality in drawing the sensitive borders between selfhood, otherness, and the sensation of security, suggesting that a new channel is opened with respect to the convergence of fear, risk, and economics. According to Korstanje (2011) study, after September 11, scholars in tourism field has looked to risk-perception theory as a base not only for explaining financial fluctuations of international tourism but also as a conceptual framework for mitigating the negative outcomes of events in ever-changing world.

Shaw, Saayman, and Saayman (2012) aimed to identify risks facing the South African tourism businesses and to determine the extent to which different businesses within the industry are challenged by different risks. For this purpose, empirical survey was conducted on different businesses of the industry (e.g., transport providers, tour operators, travel agents, suppliers of accommodation i.e. hotels, etc.). The research indicated that risks differ for different businesses in the tourism industry. The authors point out that this situation necessitates further research efforts and business-specific solutions since not all the sectors were addressed in this research, and strategies on how to deal with risks would also differ. The research indicated that risks differ for

different businesses in the tourism industry. The authors suggest that it is not yet standard practice in the tourism industry to appoint risk management.

Bharwani and Mathews (2012) aimed to identify key risks that are endemic to the hospitality industry, particularly in the Indian context. The researchers identified the most commonly addressed areas of risk in the Indian hospitality industry, which include competition, seasonality of business, and changes in customer preferences and demand. The study also provided a generic model of the process of RM.

Gjerald and Lyngstad's (2015) explored the ways in which incoming tour operators in Madagascar perceive the tourism value chain in terms of risk upstream (towards local service providers) and downstream (towards outbound agencies) and the strategies they employ to cope with these risks. The findings of the study indicate that uncalibrated service quality among local service providers represents a major risk factor for incoming tour operators.

Based on the findings, the authors propose a conceptual model for predicting risk-coping behaviors in business-to-business tourism.

Ferrary (2015) aimed to explore an organizational design that allows firms to invest in transferable strategic human capital. The article reviewed the theoretical literature on human capital as a strategic resource and conceptualized the use of alliances based on co-specialization as a strategy to optimize investment in strategic human capital resources. The author suggested that an alliance can be an alternative mean to optimize returns on investment in human capital with strategic transferable knowledge. According to the author, strategic human capital necessitates considerable investment

in training costs, effective compensation, opportunities for professional development and expectancy of long employment relationship within a firm. The author added that firms encounter several risks if they invest in strategic knowledge. This argument is illustrated with a case of human capital trading in a co-specialization alliance under a long-term management contract in the luxury hotel industry.

Tresidder and Martin (2018) conducted a conceptual study on deviant behavior in the hospitality industry. The article devises a theoretical understanding of the causes of deviant behavior and questions why it continues to exist in the hospitality and tourism industries despite HR manager's interventions in the workplace. The authors suggest that the hospitality and tourism services area can be explained through four times and space categories: sacred time, mundane time, liminal time, and profane time. According to the authors, the relationship between these times and spaces shapes and supports both the experiences and the behaviors of guests and employees. The article offers alternatives based on creating positive temporal opportunities for employees to mitigate deviant behavior in the workplace.

In their recent research, Zhang, Paraskevas, and Altinay (2019) aimed to identify and explore factors that determine risk appetite in a hotel context. The researchers conducted in-depth interviews with risk appetite experts and corporate-level hotel executives and identified seventeen factors that influence risk appetite. In the study, these factors were categorized as primary and secondary factors according to their level of perceived influence on risk appetite but were also classified as organizational, decision-maker, and environmental. The researchers found that factors such as *objectives*, *CEO risk propensity*, and *executive remuneration* increased a hotel-company's risk appetite while others like *regulation* decreased its risk appetite.

Another finding of the study indicated that for factors such as *history* and *track record of risk taking* and *performance, the character of influence* on a company's risk appetite may differ under different situations. The study showed that at the corporate level, these seventeen factors do not differ from other industry contexts and could be applied to many types of companies, as no one factor has hospitality-specific characteristics.

Paraskevas and Quek (2019) study examined the lessons learnt from Havana Hilton Hotel in risk and crisis management by identifying associations between the company's actions at corporate and local levels before and during the requisition with modern-day principles and concepts. In the study, these actions were classified in a framework of two different and complementary components which are risk management and crisis management.

The authors described the distinction between them as: Risk management aims to proactively deal with potential threats whereas crisis management aims to reactively deal with actual threats that have become crises which have adverse impacts on the organisation. The study proposed a Resilience Management framework which puts forward a structured approach to address risks and crisis by offering organisations a detailed guidance on action to be taken. Within the framework, threats are addressed sequentially in five stages that draw the boundaries of these components, illustrating the continuity that exists between them. In the study, framework stages are consisted of *sensing the risk landscape*; *risk assessment* through identification and evaluation; *risk treatment* through avoidance, mitigation, acceptance, transfer, and crisis plans; *crisis response* through containment, continuity, and communications; and *crisis recovery* through financial, operational, reputational, and consequences' management.

However, very few of the studies were limitedly relevant to chain hotels. Dealing with risk perception theory; risk perception is the subjective judgement that people make about the characteristics and severity of a risk (Wikipedia). To summarize; based on the above discussion, very few of the tourism and hospitality studies exclusively examined chain hotels from the perspective of HR risks.

A recent development in HRM field, green human resource management (GHRM), is becoming significant since it amounts to providing human resource practices based on environmental management (Renwick *et al.*, 2013). Like in all other industries, hospitality and tourism industry has forced to incorporate the environmental issues into their mission, objectives, and strategies (Ari *et al.*, 2020).

Therefore, it is likely that there are potential risks that may emerge due to inadequate implementation of GHRM practices that need to be considered within the HR RM context.

2.4 Recent Development in HRM: GHRM

The increased concern for environmental issues over the last two decades has exposed GHRM as a new forceful management discipline that integrates environmental management to reinforce organisational performance through environmentally reactive management practices. Renwick *et al.* (2008) identified the integration of environmental management into HRM as GHRM and found gaps in the HRM literature on the HR aspects of environmental management. Moreover, Jackson *et al.*, (2011) recognized GHRM as the expansion of HRM in developing an environmentally sustainable business. Therefore, the literature on GHRM is based on the collocation of ordinary human resource management practices with the organisation's environmental goals' (Jabbour, 2013). Hence, employees need to be

involved in decisions on mitigating companies' effects on the environment, improving environmental awareness, and promoting companies' environmentally friendly behaviour (Klinkers and Nelissen, 1996).

2.4.1 GHRM in the Hospitality and Tourism Industry

There is a growing awareness of green human resource management (GHRM) in the environmental sustainability research in the hospitality and tourism literature. In last two decades becoming increasingly competitive, management of hospitality and tourism companies has started to acknowledge the importance of employees' pro-environmental behaviors (PEBs) to achieve the environmental sustainability goals Chung (2020).

More specifically, service providers in the hospitality and tourism industry now realize that they should protect the environment, take advantage of green technology, have a careful consumption of water and energy, reduce waste, and enforce pro-active organizational learning to gain a sustainable competitive advantage and contribute to the establishment of environmentally sustainable economies (Kim *et al.*, 2019; Wang *et al.*, 2019). For instance, the Accor hotels' environmental footprint consists of a several issues such as carbon footprint and energy consumption, water consumption and eutrophication, and biodiversity footprint (Accor Hotels' Environmental Footprint. Available online). The commuter assistance program in the Walt Disney Company provides employees with incentives to display eco-friendly behaviors (e.g., reduction of traffic congestion and gas emission) (The Walt Disney Company. Environmental Sustainability. Available online). Singapore Airlines, which has become part of the Sustainable Aviation Fuel Users Group since 2011, always tries to reduce its carbon footprint and contribute to the global environmental issues through the establishment of green workplaces, energy and resource conservation, and

utilization of eco-efficient aircrafts (Singapore Airlines' Environmental Efforts. Available online). Marriott's sustainability goals for 2025 and beyond are 'reduction of water intensity by 15%, reduction of carbon intensity by 30%, and reduction of waste to landfill by 45%' (Marriott: Sustainability Goals for 2025 and Beyond. Available online). The sustainability goals of the abovementioned companies cannot be accomplished without the involvement of employees in the process.

Employees can exhibit the PEBs, mentioned above, as a result of management's investment in green human resource practices. This highlights the importance of green human resource management (GHRM), which is related to managing human resources and providing human resource practices based on environmental management (Renwick *et al.*, 2013). Green recruitment and selection, green training, green empowerment, green rewards, green performance assessment, and green involvement in decision making process can be studied under the GHRM system (Amrutha and Geetha, 2020; Renwick *et al.*, 2013; Tang *et al.*, 2018). However, there is no consensus about the indicators of GHRM in the hospitality and tourism literature.

Green human resource practices encourage employees to be involved in the protection of the environment and various control activities during the operational process (Huo *et al.*, 2020). Amrutha and Geetha (2020) argued that employees exhibit PEBs as a result of their personal initiatives and green human resource practices in the company.

Effective implementation of human resource management plays a critical role in organizational performance (Pen and Kim, 2020). The increased awareness of environmental sustainability has forced the companies to incorporate the environmental issues into their mission, objectives, and strategies. This is also true for

the injection of environmental sustainability to human resource aspects of the whole process in the hospitality and tourism industry (Ari *et al.*, 2020).

2.4.1.1 RM as a Benefit of ‘Going Green’ in Hotels

Graci and Kuehnel (2011), suggest that additional to cost benefits, there are also other benefits to choosing an environmentally sustainable strategy in hotels. The authors identify these benefits as: Gaining competitive advantage; customer loyalty; employee retention, award and recognition, regulatory compliance; increased brand value and risk management. Graci and Dodds (2008), viewed risk minimization as increasingly intertwined with good corporate social responsibility and governance and noted that managing risk is as much about minimizing the potential damage from decisions and actions taken from within a company as it is about managing external exposure.

Chapter 3

METHOD OF RESEARCH

This chapter presents the methodology of the thesis. In the chapter, issues related to the research context, study approach, research philosophy, data collection, questionnaire design and strategy of analyses.

3.1 Inductive Reasoning

Inductive method is rooted on the bases of analysing and investigating a specific truth which points build ways of thinking or thoughts as indicated by the gathered insights or data (Altinay and Paraskevas, 2008). In inductive reasoning, collected evidence of a small sample is used to draw a conclusion. Inductive technique considers any subject from explicit to the general. In the writing, this procedure rang base. Likewise, this methodology is termed as ‘qualitative analyses.

Because HR risks in the hospitality industry are still inadequately identified, qualitative research remains the most convenient method to expose diversity and context. Hence, focus group discussions were used to explore participants’ perceptions of HR risks because this method is better suited to obtaining knowledge on behavior, perception, and experience about a particular issue. The focus group discussion method involves an “interactive discussion” between groups of six to eight pre-selected participants led by a trained moderator in order to focus on a specific issue. The method allows researchers to obtain a broad range of views on the research topic in a comfortable environment in which the participants can convey their views

(Hennink, Hutter, and Bailey, 2011). Focus group discussions are a highly efficient qualitative data-collection technique (Patton, 1990) through which a wide range of data can be generated very quickly in comparison with in-depth interviews.

3.2 Sampling Strategy

The recruited participants were employees and managers (except top managers) because they are “information-rich” regarding the effects of HR risks at their workplace. Purposive sampling was used as a non-random method to recruit participants with specific characteristics (e.g., demographic, experiential, or geographic) because people with specific characteristics are unlikely to be randomly distributed in the population. The strength of the focus group research will be added by purposive sampling as it enables recruitment to be deliberate and focused (Hennink, Hutter, and Bailey, 2011).

3.2.1 Demographic Structure of the Participants

The participants considered for the focus group interviews were employees of chain hotels. Most of the 46 participants (76%) were male. Forty-three percent of the participants were 20–30 years old, while 35% were 31–40. Eighteen percent of the respondents were 41–50 years and the rest were above 51. The average focus group participant had held their current position for six years (minimum two years, maximum twenty-two years). Of the 46 participants, 55% held a high school degree or below, 28% a junior college degree, and 17% a bachelor’s or higher degree.

3.3 Data Collection

Focus group discussions are a highly efficient qualitative data-collection technique (Patton, 1990) through which a wide range of data can be generated very quickly in comparison with in-depth interviews. This study was conducted between August and October 2016 in Antalya, Turkey. Data were collected using semi-structured questions

for focus group discussions. This enabled the moderator to explore issues brought up in the discussion and to ensure that interviewees answered the same set of questions (Hennink, 2014).

3.4 Measurements

We used the guidelines suggested by Bitsch and Harsh (2004). In total, eight groups with a total of 46 participants were included in this study; there were five groups of five participants and three groups of seven participants. In focus groups, the number of groups that represent the sample size is more important than the number of participants (Carlsen, and Glenton, 2011). Employee and manager groups were separated. The number of focus groups was determined through an iterative process until information saturation was reached (Carlsen, and Glenton, 2011). Two researchers executed each focus group discussion, with one researcher serving as a moderator. Meetings took an average of two hours. Since all of the recruited participants were speaking English, focus groups were conducted in English. By this way, disadvantages that could occur due to back translation were avoided.

Participants were informed of their right not to participate in the study and that there would be no negative consequences if they refused to participate. All participants provided informed consent to participate in the focus group discussions.

A discussion guide was prepared to assist the moderator, beginning with an introduction followed by opening and introductory questions, key topic-specific questions, and ending with closing questions. Sample questions were “Were the applicable human rights laws and regulations reviewed?”, “Has the labor policy and contract been signed by the employee before starting work?”, “To what extent and how is training provided to staff?”, and “How are your job descriptions defined for all

tasks?”. The guide was used to maintain a balance between the group’s discussion and the researchers’ focus (Morgan, 1997). Guidelines put forward by Kingry *et al.* (1990) are followed for developing the guide and the interview questions. A preliminary list of the key issues to be explored during interviews was produced. This list was examined, short-listed and incorporated into the guide and the interview questions and assessed for readability by a team consisting of two tourism and hospitality academics, two PhD candidates who are not familiar with the study and two hotel managers of two five star hotels.

3.5 Focus Group Analysis

The researchers took notes during focus group discussions, recorded the discussions on their smartphones, and then transcribed the recordings. Each participant answered six questions regarding their demographic profile after the focus group discussions were completed. The focus group discussions were examined through thematic analysis, which is the most common inductive approach for the in-depth analysis of focus group data. Data is divided into smaller segments according to issues emphasized by the participants. It involves six steps: familiarization with the data; generating initial codes; searching for themes; reviewing themes; defining and naming themes; and producing a report (Braun, and Clarke, 2006).

Thematic analysis was employed, through which each text was read, coded, re-read, and re-coded by two judges, as suggested by Bitsch and Harsh (2004). Additionally, a third judge that was not previously included in the analysis process reviewed the coding forms of the two judges and discussed details. Findings across groups were aggregated utilizing the “group-to-group validation” procedure suggested by Morgan (1997) by the third judge and the researcher, who was also the moderator of

discussions. That is, the researcher compared the topics debated in each focus group with those of the other groups. A topic had to be discussed by at least two groups to be valid and presented as evidence.

Chapter 4

RESULTS OF THE STUDY

This chapter discusses the sources of HR risks based on the results of the thematic analysis of the perceptions and opinions participants expressed in the focus groups. Table 5 illustrates risk sources from the human resources management (HRM) procedures of chain hotels as perceived by focus group participants. The number of focus groups that discussed a particular risk source is provided to give a sense of homogeneity in the group discussions. Topics discussed by only one group are not included in the figure.

Our FGI results combined with literature as such: Opinions from different participants are supported or confirmed by researchers from the literature and by this way we tried to prove our assertions with objective evidence. For this purpose, 24 different participant opinions from FGI results confirmed by 58 cites and quotes from the literature.

4.1 Demographic Profile of Participants

The participants considered for the focus group interviews were employees of chain hotels. Most of the 46 participants (76%) were male. Forty-three percent of the participants were 20–30 years old, while 35% were 31–40. Eighteen percent of the respondents were 41–50 years and the rest were above 51.

The average focus group participant had held their current position for six years (minimum two years, maximum twenty-two years). Of the 46 participants, 55% held a high school degree or below, 28% a junior college degree, and 17% a bachelor's or higher degree.

Table 5: Participants' perceptions of HR risk antecedents (Sources of HR Related Risks)

Recruitment and Selection Lack of competent employees (8) Seasonal character of industry (4) Inadequate time for managers (5) Favoritism, nepotism, and cronyism (3)	Leadership Managers' lack of leadership skills (4) Leadership deficiency in industry (3)
Training and Development Insufficient training for career development (5) Undesired relationships with experienced co-workers (3) Constant training (5) Trained employees leave the hotel (5)	Occupational Health and Safety Occupational accidents (5) Poor knowledge of employees (4)
Performance Evaluation Inconsistency between statement and practice (5) Unknown criteria and methods of evaluation procedures (5) Unfair procedures among employees (3)	Loss of Key Personnel Turnover culture (7) Seasonal effect (5)
Working Conditions and Relationships Work overload (7) Difficulty of harmony between employees (5) Managers defer conflicts (3)	Job Security Workers worry about losing their jobs (7) Difficulty of keeping employees during the low season (4) Feeling of the impossibility of career advancement (4)
Compensation Low payment (8) Unfair allocation of rewards (4) Inadequate incentive system (4) Unclear benefit procedure (3) Ignoring expected support (3)	

The numbers in parentheses indicate the number of groups that discussed each risk antecedent.

4.2 Sources of HR-Related Risks

4.2.1 Recruitment and Selection

According to focus group participants, hotels' hiring processes were the most important source of HRM risks. The participants had difficulty finding qualified employees for the positions advertised by their hotel. One manager stated:

“They could not find a competent candidate for an employee in the front-office department”.

The seasonal character of the industry makes it difficult to attract long-term employees. Managers assume that competent workers do not prefer to work in hotels because of the negative characteristics of tourism employment, such as low payment and work overload. They perceived that qualified employees would choose another job according to their abilities instead of working in the industry or move from one hotel to another according to better working conditions.

For instance, one of the managers said:

“A considerable number of competent employees, although it's their field of study, leave and work in other sectors of tourism such as the entertainment sector or pubs for better salaries and better working conditions”.

Another manager noted:

“Most of the staff in high season are university students. They are neither experienced nor competent and this situation engenders a big risk, especially when they work at the front desk”.

Gerrard (2016) supported this finding (See Appendix).

Additionally, Gray Shealy, Executive Director of Hospitality Management at Georgetown University, pointed out that working in the hospitality industry is often perceived as a low-wage opportunity and with little chance for career advancement. (See Appendix).

Some managers complained about the inadequate amount of time allotted for selecting appropriate employees. Although they report their need for employees to the HRM department, they cannot focus on the recruitment and selection processes because of their workload, particularly during the high season. In this case, unsuitable workers may be hired when department managers are not included in the hiring process. Managers in the HR department are typically solely responsible for hiring new employees.

One of the HR managers confirmed that the recruitment and selection process is long and expressed that this is necessary for minimizing the high risks of inadequate hiring.

This manager said that:

“We have to be careful in the selection of new employees. I know that some rival companies direct fake employee candidates to work only for six months in other hotels with the intention of acquiring strategic data and information”.

Çakar (2017) compared the recruitment and selection processes of two hotel establishments in two different cities: Antalya in Turkey and Athlone in Ireland. Çakar found that at one of the hotels, the general manager, department supervisors, assistant managers, head bar manager and head housekeeper chef were responsible for the evaluation of job descriptions, while at the other hotel, only the HRM was responsible. This supports our finding that only managers in the HR department are responsible for hiring new employees.

Çakar (2017) suggested that researchers should explore the relationship between culture and HRM policies and application. Several managers expressed their concerns that family members, friends, or acquaintances are favored by some top managers in the recruitment or selection process. These practices can result in discrimination and favoritism in the organization, which can damage relationships among organization members.

One of the managers complaining about favoritism said:

“The management support some employees, and these employees become prominent in a short time although they have not shown success”.

One of the employees expressed fear due to the favoring of some employees:

“I worry about losing my job in low season because there are employees who are close to the management and are supported by the managers”.

Recent literature has indicated that favoritism, unfair practices, and limited rewards and promotions are widespread in hospitality-related job settings (Abubakar *et al.* , 2017; and Karadal, 2009; Daskin, and Tezer, 2012; Kusluvan *et al.* , 2010; Wan, 2010). The results of this research are also in line with those of other researchers (Daskin, 2013; Daskin, Arasli, and Kasim, 2015; McWilliams, 2017).

4.2.2 Training and Development

Training is necessary to develop managers and employees' work-related behaviors and perceptions. Although most managers consider training a vital factor for work performance, employee participants complained that they could not receive training to benefit their career development.

One of the employees provided the following anecdote about career training:

“I have worked in this job for five years and have not seen any training that will help develop my career. The only benefit I have received regarding my career is a raise after my performance evaluation at the beginning of the new year.”

One of the managers said:

“In our hotel, there is no career training. Those who can develop through on-the-job-training are recommended by department managers for promotion.”

Similarly, based on the report by the Council of Hotel and Restaurant Trainers, Hazra, Ghosh, and Sengupta (2017) stated. (See Appendix).

However, the findings of another researcher, Kozak (1999), contradicts the results of Hazra, *et al.*, (2017) as well as our results. The researcher found that on-the-job training and training outside the workplace are often performed, while counselling, performance appraisal, and group work methods are not very common.

Participants stated that new employees are educated through on-the-job learning to avoid deficiencies in the mentorship of experienced employees. However, this may present shortcomings, such as inadequate training given by experienced co-workers and conflicts between co-workers.

One of the managers said:

“We train new employees about the hotel’s concept and services before they are allocated to their departments. Sometimes, we assign an experienced employee to guide and help them to learn. But a few hours of training remain insufficient for those who are directly in contact with the guests. This situation exists as a potential risk.”

Maxwell, Watson, and Quail (2004) and Pratten (2003) specified that the industry has a poor reputation for training. According to Poulston (2009), hotels that provide inadequate training exacerbate staff turnover and threaten quality standards and profits.

Additionally, several employees complained that they receive similar training at hotels every year, which does not aid their career development.

One of the employees said:

“Every year, we undergo periodic training on employee health and safety issues, fire practice, and guest-relations which is a repetition of the previous years’ training and counts for nothing”

Nischithaa, and Rao (2014) discussed the under-training of employees (See Appendix).

Nischithaa, and Rao (2014) and Mohsin and Lengler (2015) further discussed the consequences of a hotel’s unwillingness to train their employees (See Appendix).

The results of our research are in line with those of other researchers (Lashley & Best, 2002; Karatepe & Uludag, 2008; Uysal *et al.*, 2015).

4.2.3 Performance Evaluation

The majority of participants mentioned that performance expectations were explicitly stated between employees and managers from the beginning. However, these prospects were not efficiently applied during the season.

One of the managers stated:

“We have 30–60–90 day trial periods for performance evaluation. Loyalty, willingness for self-development, being result-focused, the ability to delegate, and completing jobs on time are some of the criteria considered for evaluation. However, we are working hard to create a considerable share of a year’s revenue within the high season, which lasts only four to five months. In this case, it is not realistic to say that we can follow the criteria and evaluate performance under this pressure”.

Narban *et al.* (2016) stresses the importance of the effective implementation of performance evaluation. (See Appendix).

Some participants complained about unknown criteria and methods in evaluation procedures. One of the employees working at a beach bar and restaurant noted:

“Our performance evaluation is based on observations and on how guests feel about our service and food. A person assigned by the management goes around the guests and fills in a form after asking them questions. We do not have any idea about the criteria or about the questions asked, but I think it is all about how the staff interacts and satisfies the guests. I believe it would be better if the criteria could be shared with us.”

Tag-Eldeen and Abdien (2012) confirmed this result (See Appendix).

Additionally, several focus group participants pointed to discrimination between permanent and seasonal or part-time employees. Permanent employees were always more likely to be promoted and rewarded.

One of the seasonal employees working in the housekeeping department stated:

“Weighted criteria for our performance are customer’s comments on the Internet. Even with my contribution to the success of the department, permanent employees will be rewarded and promoted, but not me because I am a seasonal employee”.

Consistent with this result, Florea (2016) reported that the distribution of resources and outcomes greatly affects employees' perception of distributive justice and noted (See Appendix).

4.2.4 Working Conditions and Relationships

In the hospitality industry, many hotel facilities require employees to work overtime, which may lead to low job satisfaction and performance. One of the employees noted:

“When I picked this job on, my worry was the language barrier since I do not speak Turkish. After I started, I realized that ‘working hours’ is more challenging than the language barrier. Although in my contract, my work per day is eight hours, I work three extra hours every single day with no extra payment. This situation makes me unhappy and reflects on my productivity”.

This result is consistent with Alananzeh, A.O., *et al.* (2015) (See Appendix).

Another source of risk is the existence of different employment statuses and employees from different cultural backgrounds in a hotel, such as part-time, seasonal, and permanent employees and Turkish, Russian, and African employees. In this case, negative relationships among employee groups may appear due to their differing work status and cultural backgrounds. Managing these conflicts is a challenge for managers, who may avoid coping with problems regarding employee relations, often leading to long-lasting challenges.

An African employee said:

“I don't think employees working at this hotel have harmony, but we have divisions, such that Turkish, Russian, and employees from other nations are separated. These groups interact among themselves. Moreover, I notice that the Turkish group is the favored group and I am trying to learn Turkish to be able to join that group”.

Hoel (1993) mentioned ethnicity as a source of risk in the hospitality industry (See Appendix).

De Clercq, Haq, and Azeem (2018) examined the relationship between job involvement and employee helping behaviors and found that employees who go out of their job descriptions to help co-workers complete their job tasks. This finding was also confirmed by (Choi & Moon, 2016; Zhu & Akhtar, 2014) in the literature. However, the results of our research did not support this finding.

Hoel and Einarsen (2003) discussed the existence of different employment statuses as potential stress factors that negatively influence job satisfaction and performance (See Appendix).

The results of our research are in line with the results of other researchers (Rathi and Lee, 2016; Hon and Chan, 2013; Poulton, 2009).

4.2.5 Compensation

The participants indicated that compensation is one of the most important issues for employees. Although salary is important, low payments are one of the main characteristics of employment in the tourism industry. The most relevant rewards for hotel employees were their wages, and some participants connected low wages with their performance at work. As such, a degree of compensation that satisfies employee expectations may improve their perceptions of the organization's compensation system. Several participants complained that managers discriminate among employees in terms of additional payments, such as for overtime work, distribution of retainage and perks, selection of employee of the month, and allocation of tips.

A seasonal employee noted:

“When I started working here, I was told that there would be an additional payment every month if I was selected as ‘personnel of the month’. It took me

three months to discover that only permanent employees have the chance to be selected”.

The findings of Nadiri and Tanova (2010) supported the discussion above:(See Appendix).

Some participants indicated that setting adequate incentives is difficult. Although employees require bonuses to work as expected, organizations fail to provide such incentives because some employees can obtain adequate bonuses while others cannot. Another risk in the compensation process is that managers cannot establish a regular incentive system.

One of the managers said:

“Our department has no budget for reward payments. All we can afford to do is to circulate a congratulation e-mail and include the top management in the distribution. Although this helps motivation, it never replaces the satisfaction of payment”.

This result is consistent with Pohler and Schmidt (2015), who examined the relationship between financial incentives and employee turnover. The unclear benefit procedure is a fundamental problem in the compensation process of hotels. For instance, some managers ensure that employees receive other benefits without delays. These managers provide their employees with the opportunity to make use of paid leave in cases of death, birth, and marriage, while others do not.

One of the employees pointed out:

“My salary is not enough and is low when compared to the market. The reason I keep working within this payment condition is the top management’s sensitivity on paying us on time every month.”

Additionally, most employees mentioned that they did not understand the rules and principles of their hotel's benefit or reward systems. Moreover, hotel employees also expected support on personal issues, such as health insurance and retirement plans. When managers ignore these issues, employees are unsatisfied. This is confirmed by Bryant and Allen (2013), who offered a range of strategies to manage turnover. Our results are also consistent with the work of Bustamam, Teng, and Abdullah (2014); Namasivayam *et al.* (2014); Alananzeh *et al.* (2015).

4.2.6 Leadership

The tourism industry is recognized by workers as risky and unpromising regarding future employment. Resort leaders should consider these facets and employ various HRM strategies. There is a significant leadership shortage in the industry (Baum, 2015; Ross, 2013). Leadership inefficacy is seen in worker turnover, absence, reduced performance, and client discontentment, each of which can be exceptionally costly to the success of a hospitality company in the long-run.

One of the employees said:

“I think our manager is a leader since he motivates us in a logical way to establish relationships with customers. He suggests that customers are our boss and staff are the customers' friends”.

Another employee added:

“I would encourage my friends who are considering coming to this hotel to work because my manager is a real leader. If the leader of an organization is nice, the rest of the organization is also nice.”

Pandey and Grover (2016) support this finding (See Appendix).

Thus, participants suffer from a leadership shortage in the industry, and inspiring and maintaining staff members is challenging for such organizations.

As Lesley Reynolds, managing director of Hotels, Leisure & Travel, stated (See Appendix).

The result of our research is in line with the results of other researchers (Blayney & Blotnicky, 2010; Brown, Thomas & Bosselman, 2015; Yüzbaşıoğlu, and Doğan, 2018).

4.2.7 Occupational Health and Safety

Regarding occupational health and safety, the participating managers and employees identified housekeeping services and the kitchen as the departments with the highest risks in terms of occupational health and safety in hotels.

Sönmez, Apostolopoulos, Lemke, Hsieh, and Karwowski (2017) confirmed: (See Appendix 16).

Occupational accidents in a hotel result in a waste of time and money. Hotel managers sometimes find it difficult to arrange effective training for employees in occupational health and safety.

One of the managers stated:

“Although we have employee health and safety training every month, we are still not able to prevent the employee injuries. Last month, one employee broke his arm because he disregarded the notice of the wet floor. I had to shift another employee from another service point to replace him. This created an extra burden in the organization in high season”.

Cherono (2011) confirmed this result (See Appendix).

One of the employees working in housekeeping stated:

“The strong odor of the cleaning materials I use every day causes difficulties in my breathing. The doctor explained that some cleaning materials are caustic and can cause problems in the respiratory system”.

Zock (2005) confirmed this result (See Appendix).

Occupational health and safety problems are a widespread phenomenon in Turkey, where 79,027 work accidents and 574 occupational diseases occurred according to the figures of 2006 (Kilic, and Selvi, 2009), a problem that was mentioned by several participants. According to the 2016 work accidents and occupational diseases statistics (Social Security Agency of Turkey, 2017), 286,068 work accidents and 597 occupational diseases occurred in Turkey in 2016.

The results of our research are consistent with those of other researchers (Karatepe & Uludag, 2008).

4.2.8 Loss of Key Personnel

Turnover is one of the biggest issues in the hospitality industry. The industry's continuing quest to retain qualified employees remains a major managerial challenge.

As Brown Thomas, and Bosselman (2015) notes (See Appendix).

Participants identified this turnover culture in the industry as a main problem because key personnel may prefer another sector in which such problems are not present.

Brown, Thomas, and Bosselman (2015) evaluated the turnover intentions and actual turnover rate of Generation Y hospitality employees to discern why this generation's employees leave their jobs. They found that Generation Y employees leave for the desire of an exciting and challenging career. Other factors included work-life imbalance, insufficient remuneration, long working hours, and better opportunities elsewhere.

One of the managers responsible for marketing stated:

“I left my job at this hotel two years ago, evaluating better payment conditions offered by the management of one of the travel fare aggregator websites. Now I am back at my old position feeling stronger and more experienced”.

Hotel managers mentioned that they put effort into satisfying and retaining key personnel in the organization. However, they complained of the limited methods for completing such tasks due to the seasonality of the industry: most employees must be laid off during the low season. Moreover, competitors can attract trained and experienced key personnel by offering better conditions and contracts.

One food and beverage manager noted:

“I had an offer from a well-known restaurant in the region and shared this with my general manager, asking his kind permission to leave my job. He talked to the top management and they offered me housing as an extra compensation if I stay. I accepted the offer, but I still have worries regarding the low season”.

Similarly, Goss-Turner (2010) drew attention to workforce stability (See Appendix 20).

This means investment in key personnel is often a loss for a hotel. The results of our research are also in line with those of other researchers (Jose, 2015; Pandey, and Grover, 2016; Robinson, 2008).

4.2.9 Job Security

With respect to hotel employees' job security, managers indicated that the impact of dismissals is not restricted to workers that have been fired and also influences "survivors." Managers mentioned that they must lay off some of their employees, particularly between November and April, because of seasonality. In this case, the remaining employees feel insecure and believe it is impossible to advance their careers. Hotel managers also expressed that when workers worry that others are laid off, "surviving" workers become demotivated and feel that their situation is hopeless. Employees' feelings of insecurity feelings may result in their withdrawal, such as intentions to leave and low job performance.

Oake and Mushi (2018) confirmed this result (See Appendix).

One of the managers said:

“Because of the group’s policy, our contract term is six months. I think this is due to the seasonality of the sector. Starting from the fourth month, I begin to worry about losing my job and this feeling makes me nervous and anxious. I find myself searching for new jobs and this mood naturally reflects on my performance”.

One of the foreign employees said that she feels insecure since the contracts are in

Turkish:

“Contracts are in Turkish and when I start to work, no explanations are given other than telling me how much I will earn per month. Contracts in Turkish make me feel insecure and I do not know what rights I have if they fire me”.

These results are consistent with those of other researchers (Cho, and Perry 2012; Daskin, Arasli, and Kasim, 2015; Jose, 2015).

Chapter 5

DISCUSSION

The study aimed to fill up the research gap regarding hotel-industry-specific HR risks by identifying and categorizing possible hospitality industry HR risks in the hotel context, particularly in chain hotels. Filling this gap is crucial, since a lack of suitable management regarding HR risk (HR RM) leads to poor governance (Meyer *et al.*, 2011), poor service quality, and poor competitiveness (Gjerald, and Lyngstad, 2015). Thus, this thesis work presents a classification of HR risk sources and offers a framework for examining associations between practice and hotel-related outcomes. This study suggests chain hotel-specific HR risks indicated by managers and employees of chain hotels in Antalya, Turkey.

5.1 Discussion on Hotel-related outcomes of HR risks

As a result of the focus group discussions with hotel managers, no perception related to the nature of hotels' HR risks was identified. However, there is considerable interaction and relationships between HR risks' sources and outcomes. To illustrate this, the turnover culture of the industry is seen as one of the most important sources of risk by hotel managers. In conclusion, managers try to decrease the turnover rate, but the main reason for turnover risk is the manager not utilizing HRM procedures effectively to solve this problem in the organization. As such, using effective HRM practices may positively support employees' morale and enhance job performance, eventually reducing the turnover rate of organizations and the industry.

However, an inadequate HRM practice can relate to other inadequate HRM practices, their interaction resulting in several undesirable hotel-related outcomes. As such: Hotel managers were unable to invest adequate time in selecting appropriate employees. Because of the work overload, particularly during high season, managers cannot sufficiently focus on recruitment and selection. This can lead to employing unsuitable candidates. Moreover, some managers' favoring an employee, who is a family member, friend, or acquaintance, can result in discrimination and favoritism among organization members. Additionally, the training process in hotels is inadequate to supporting employees' career development. Offering or providing career development to employees is a method of retaining engaged employees or increasing employee engagement in organizations. If employees feel disengaged at their work and are not inspired, the inevitable results are low performance in operations and inconsistencies in customer services which lead to low productivity, high costs and high turnover in the workplace. Combining the failures and inadequacies of hiring and training procedures can lead to low motivation and performance, employee disengagement, low teamwork spirit, low team performance and high absenteeism, low service quality, low organizational performance, all of which are failures to satisfy organizational goals.

The other example of risk sources resulting from hotel-related outcomes is compensation, which is one of the most important issues for hotel employees. Two possible challenges may arise from this inadequate HRM practice. One of them is the employees' perception of unfairness increasing as a result of an informal compensation process. Second, unclear and inadequate benefit procedures can discriminate between hotel employees and harm relationships among organization members.

Both of these challenges diminish achievements and lower job satisfaction for the employees who feel discriminated against. Additional risks are industrial disputes and action (strikes), financial abuse, lack of commitment to service quality corruption, lack of high-performance practices, and a bad reputation in the community.

More obvious sources of risk are workers' feelings of job insecurity. Findings revealed worry and anxiety about future career paths, dismissals due to seasonality in the industry, and surviving employees' losing important links with the hotel. Moreover, a failure to deal with the job insecurity feelings of employees may lead to withdrawal or negative reactions, such as exhaustion, service sabotage, emotional dissonance, co-worker incivility, turnover intention.

5.2 Implications

By embracing risk perception theory, this study makes numerous significant theoretical and practical contributions to the understanding of HR risks in the hotel industry, particularly in chain hotels, which dominate the majority of hotel organizations in the hospitality sectors both globally and in Turkey.

5.2.1 Contribution to the Theory

Although the hospitality industry is subject to different types of risk exposure due to its labor-intensive nature, few studies have been conducted in this area or in research dealing with HR risks in the hospitality industry. This study is among the first to propose and develop a new HR risk model for chain hotels in the hospitality industry. This study contributes to the literature by identifying and categorizing HR risks in chain hotels in detail based on the perspectives of managers and employees of five-star hotels in Antalya, Turkey.

As has been previously mentioned, researchers such as Knox (2007); Tatarusanu (2009); Korstanje (2011); Shaw, Saayman, and Saayman (2012); Gjerald and Lyngstad's (2015); Ferrary (2015) and recently Tresidder and Martin (2018); and Paraskevas and Quek (2019) examined tourism-, hospitality-, and hotel-related risks in general in different geographies. Only three studies examined risks in luxury hotels, two of which collected data from a single source (Knox, 2007 and Bharwani, and Mathews, 2012) and one of which was a case study (Paraskevas & Quek, 2019). In their conceptual study, Paraskevas & Quek (2019) prepared a risk and crisis management framework, the stages of which consisted of *sensing the risk landscape*; *risk assessment*; *risk treatment*; *crisis response*; and *crisis recovery*, while Knox (2007) studied risks due to employers' bargaining and employment arrangements and Bharwani, and Mathews (2012) identified the most commonly addressed risk areas, which include *competition*, *seasonality of business*, and *changes in customer preferences and demand*. However, only one of these studies was relevant to chain hotels in general (Bharwani, and Mathews, 2012) and none was relevant to hotel-industry-specific HR risks as a bundle, from the perception of managers and employees in particular.

Filling an important gap in the hospitality—and particularly in the HR RM—literature, this study indicates that HR risks in the hospitality industry differ from risks in others. The findings are congruent with previous studies in the tourism industry and by the limited research conducted on luxury hotels (Bharwani, and Mathews, 2012; Zhang, Paraskevas, and Altinay, 2019; Paraskevas, and Quek, 2019), which has contended that HR risks comprise multifaceted and varied risks. With the new HR risk model for chain hotels, this qualitative research highlights the importance of different HR occurrences.

Findings of the study revealed that worry and anxiety about future career paths, dismissals due to seasonality in the industry and employee disengagement together with the failures and inadequacies of hiring and training procedures lead to low motivation and high turnover in the industry. These findings of the study support Protection Motivation Theory (PMT) which states that people are more likely to protect themselves when they anticipate negative consequences, have the desire to avoid them and feel they have the ability to take preventive measures. DeJoy (1996) points out that deciding to take protective actions in the workplace is a process. PMT is one of the theories associated to risk perception theory.

Moreover, findings revealed that failures and inadequacies of hiring and training procedures lead to low motivation and performance, employee disengagement, low teamwork spirit, low team performance and high absenteeism, low service quality, low organizational performance in the industry where all are failures to satisfy organizational goals. These findings of the study support Herzberg's Two-Factor Theory of job satisfaction (Herzberg, F., 1968) since low levels of satisfaction with both intrinsic and extrinsic factors are exhibited. This theory argues that there are two factors that an organization can adjust to influence motivation in the workplace.

Furthermore, another finding of this study is insufficient training which is one of the important risk sources for hotels which need to be invested on. This finding supports Human Capital Theory (HCT) focuses on education and training as a source of capital (Becker, Gary S., 1964).

5.2.2 Contribution to the Practice

The literature in service management has examined various definitions of risk, RM, HR RM, HR risks in the hospitality industry, methods of identifying and assessing HR risks, and the influence of HR risks on achieving organizations' objectives and goals. The study will be useful for hotel managers in enabling them to create conscious and strategic alternatives about their approach to HR risks.

The research also will draw guidelines especially for hotel managers in Turkey since by this research first time, HR risks are conducted for hotels in Turkey.

The research will contribute to the creation of a HR risk awareness culture in hotels and in the industry, which is highly significant for incorporating HR risk management into the decision -making process and strategic plans. Thus, this can be a driving force increasing operational excellence.

The research calls attention to the role of risk professionals as business atmosphere in hospitality industry is becoming more complex day by day. The need for close care of risk professionals in the decision-making process is increasing. Risky professionals need to take more pro-active and forward looking roles in senior management so as to take part in strategic initiatives and decision-making. Technology being a significant area of concentration for risk professionals which necessitates the effective and efficient care of risk professionals.

The research points out the importance of implementation of adequate HRM procedures and identifies the potential HR risk sources and possible negative outcomes for cabin hotels in the hospitality industry.

HR risks will become key factors for hospitality industry managers in attaining their organizations' goals and objectives.

5.2.3 Limitations and Future Research Direction

This thesis presents a classification of HR risk sources and offers a framework for examining associations between practice and hotel-related outcomes. Future studies should quantitatively evaluate this framework, as well as the suitability and effects of HR risk antecedents on individual-, group-, and organization-level outcomes. Because this study was conducted in chain hotels, future explorations should examine HR risks in other hotel categories, such as three- and four-star hotels.

The data in our study were obtained from managers and employees in chain hotels in Antalya, Turkey. Similar data may be gathered in various cultures, countries, and industries for a better comprehension of the generalizability and restricting circumstances of our proposed framework on HR risks and hotel-related outcomes. Directions for future investigations should include a cross-cultural measure of the validity of this framework. Additionally, future studies may develop a valid framework for hotel-related outcomes of inadequate HRM practices. A triangulation method should be employed in order to reveal the quality of the design and method and validity of the data, which is a limitation of this study.

Participants in this study were reluctant to discuss the details of the risk mitigation strategies adopted by their firms because of the high sensitivity and confidentiality of the information. Further phases of the RM process such as the development of risk mitigation plans are typically highly unit-specific and confidential. Thus, considering the risk mitigation level within the framework of this research fell outside of the scope of this study.

There is a growing awareness of green human resource management (GHRM) in the environmental sustainability research in the hospitality and tourism literature. The study highlights the importance of green human resource management (GHRM), which is related to managing human resources and providing human resource practices based on environmental management (Renwick *et al.*, 2013). Therefore, it will be literal if we address GHRM practices as potential risks sources due to ineffective or inappropriate implementation of the practices. Graci and Dodds (2008) mentions about potential risks due to GHRM practices. Within the framework of this study HR risks due to ineffective and inappropriate implementation of ordinary HRM practices were considered. It is highly recommended for future researchers to work on identifying GHRM risks in the hospitality industry which we believe that it will gain more importance importance in near future.

Chapter 6

CONCLUSION

By embracing risk perception theory, this study makes numerous significant theoretical and practical contributions to the understanding of HR risks in the hotel industry, particularly in chain hotels, which dominate the majority of hotel organizations in the hospitality sectors both globally and in Turkey. This study suggests chain hotel-specific HR risks indicated by managers and employees of chain hotels in Antalya, Turkey. As mentioned previously, the literature on HR risks in hotel settings has been limited to luxury hotels (e.g. (Bharwani, and Mathews, 2012; Zhang, Paraskevas, and Altinay, 2019; Paraskevas, and Quek, 2019).

Using data gathered from chain hotels in Antalya, Turkey, special HR risk types have been defined based on well-known HR functions such as recruitment, selection, and performance, showing that chain hotels' HR risks cannot be handled like those of luxury hotels since they are distinct in character. The *HR risks in the chain hotel* model presents chain hotels' risk attributes as identified through the perceptions of supervisors and employees. Our evaluation shows that HR risk types in chain hotels vary highly and that each type of risk requires close examination.

Findings of the research shows that although top managements of the hotels are aware of human resources management risks, it is not considered as a key factor influencing hotels' operations. Therefore, we may presume that it is not treated with due

consideration. In the meantime, at this age draconic competitive enforces the hotel managements to consider the proper care and management of human resources as their priorities. For attaining these objectives, effective human resources risk management in reducing any effects of potential adverse and unexpected events is important. Otherwise it could result in company's human capital loss. Research findings indicated that the turnover culture of the industry is seen as one of the most important sources of risk by hotel managers but efforts by managers trying to decrease the turnover rate remains insufficient since the main reason for turnover risk is the manager not utilizing HRM procedures effectively to solve this problem in the organization. Therefore, using effective HRM practices may positively support employees' morale and enhance job performance, eventually reducing the turnover rate of organizations and the industry. Awareness of every manager concerning potential HR risks is significant in materializing and distorting firm operations. Converting risks into opportunities can only be possible by this implementing proper HR risk management.

According to research findings, one of the prominent HRM risk sources is hotels' hiring processes. Inadequate amount of time allotted for selecting appropriate employees and workload of HRM departments particularly in high season seems to be the main reasons that managers can not focus on the recruitment and selection processes. In this case, the risk of hiring unsuitable workers may occur. Managers in the HR department are typically solely responsible for hiring new employees.

Hotels' HRM managers should take measures to reduce chances of getting wrong hiring decisions. This can be done by following a clear and consistent procedure. This procedure should include; knowing the traits valued across the hotel, conducting fair, structured interviews that will be conducted by multiple people from the hotel; and

agreeing on a standard ranking system to assess candidates. Hiring the right employee for the job involve time and discipline.

The data in the research were obtained from managers and employees in chain hotels in Antalya, Turkey. It should be noted that for if similar data were obtained in various cultures, countries, and hotel setups, resulting HR risks and hotel-related outcomes could be different that of this research.

True identification of HR risk is a complementary part of the conscious management in the hospitality industry.

REFERENCES

Abubakar, A. M., Namin, B. H., Harazneh, I., Arasli, H., & Tunç, T. (2017). Does gender moderate the relationship between favoritism/nepotism, supervisor incivility, cynicism and workplace withdrawal: A neural network and SEM approach. *Tourism Management Perspectives*, 23, 129-139. doi: 10.1016/j.tmp.2017.06.001

Accor Hotels' Environmental Footprint. https://group.accor.com/-/media/Corporate/Commitment/PDF-for-pages/Planet21Research/Empreinte/Empreinte-2016-environnementale/accorhotels_environmental_foot_print_2016.pdf (accessed on May 30, 2020).

Akin Aksu, A., & Tarcan, E. (2002). The Internet and five-star hotels: a case study from the Antalya region in Turkey. *International Journal of Contemporary Hospitality Management*, 14(2), 94-97. doi: 10.1108/09596110210419282T

AKTOP (2015). AKTOB Bülten. Retrieved from: <http://www.aktob.org.tr/pdf/AKTOB.BULTEN.mart.2015.pdf>

Al Hrou, S. A., & Mohamed, B. (2014). Human Resource Management Practice Tourism and Hotel Industry. In *SHS Web of Conferences* (Vol. 12, p. 01076). EDP Sciences.

- Alananzeh, O. A., Mahmoud, R. M., & Ahmed, M. N. (2015). Examining the effect of high seasonality on frontline employees: a case study of five stars hotels in Aqaba. *European Scientific Journal*, 11(32).
- Alexander, C., & Marshall, M. I. (2006). The risk matrix: Illustrating the importance of risk management strategies. *Journal of Extension*, 44(2), 2T0T1.
- Altinay, L., Paraskevas, A., & Jang, S. S. (2015). *Planning research in hospitality and tourism*. Routledge.
- Altinay, L., & Paraskevas, A. (2008). Research philosophies, approaches, and strategies. *Planning Research in Hospitality and Tourism*, 69-87.
- Amirudin, N. (2017), Risk management practices in tourism industry – a case study of resort, *Management and Accounting Review*, Vol. 16 No. 1.
- Amrutha, V.N.; Geetha, S.N., (2020). A systematic review on green human resource management: Implications for social sustainability. *J. Clean. Prod.*, 247, 119–131.
- Backman, M., Klaesson, J., & Öner, Ö. (2017). Innovation in the hospitality industry: Firm or location?. *Tourism Economics*, 23(8), 1591-1614. DOI: 10.1177/1354816617715159
- Baum, T. (2015), “Human resources in tourism: still waiting for change? A 2015 reprise”, *Tourism Management*, Vol. 50, pp. 204-212.

- Bayraktaroğlu, S., & Kutanis, R. O. (2003). Transforming hotels into learning organisations: A new strategy for going global. *Tourism Management*, 24(2), 149-154. doi: 10.1016/S0261-5177(02)00061-4
- Beatty, R. W., Ewing, J. R., & Tharp, C. G. (2003). HR's role in corporate governance: present and prospective. *Human Resource Management*, 42(3)257–269. doi: 10.1002/hrm.10084
- Becker, Gary S., (1964). Human Capital: A Theoretical and Empirical Analysis, with Special Reference to Education. *University of Illinois at Urbana-Champaign's Academy for Entrepreneurial Leadership Historical Research*. Reference in Entrepreneurship, Available at SSRN: <https://ssrn.com/abstract=1496221>
- Becker, B., & Gerhart, B. (1996). The impact of human resource management on organizational performance: Progress and prospects. *Academy of management journal*, 39(4), 779-801.
- Becker, K., & Smidt, M. (2016). A risk perspective on human resource management: A review and directions for future research. *Human Resource Management Review*, 26(2), 149-165.
- Bharwani, S., and Mathews, D. (2012). Risk identification and analysis in the hospitality industry: Practitioners' perspectives from India. *Worldwide Hospitality and Tourism Themes*, 4(5), 410-427. doi: 10.1108/17554211211277851

- Bitsch, V., & Harsh, S. B. (2004). Labor risk attributes in the green industry: Business owners' and managers' perspectives. *Journal of Agricultural and Applied Economics*, 36(3), 731-745. doi: 10.1017/S1074070800026985
- Bitsch, V., Kassa, G. A., Harsh, S. B., & Mugeru, A. W. (2006). Human resource management risks: sources and control strategies based on dairy farmer focus groups. *Journal of Agricultural and Applied Economics*, 38(1), 123-136. doi: 10.1017/S1074070800022112
- Blayney, C., & Blotnick, K. (2010). Leadership in the hotel industry: Evidence from Canada. *International Journal of Management and Marketing Research*, 3(3), 53-66.
- Bochniarz, P., & Gugala, K. (2005). Budowanie i pomiar kapitału ludzkiego w firmie [Developing and measuring human capital in firms]. Warszawa: Poltext.
- Brown, E. A., Thomas, N. J., & Bosselman, R. H. (2015). Are they leaving or staying: A qualitative analysis of turnover issues for Generation Y hospitality employees with a hospitality education. *International Journal of Hospitality Management*, 46, 130-137.
- Bryant, P. C., & Allen, D. G. (2013). Compensation, Benefits and Employee Turnover: HR Strategies for Retaining Top Talent. *Compensation & Benefits Review*, 45(3), 171-175. doi: 10.1177/0886368713494342.

- Bustamam, F. L., Teng, S. S., & Abdullah, F. Z. (2014). Reward management and job satisfaction among frontline employees in hotel industry in Malaysia. *Procedia-Social and Behavioral Sciences*, 144. 392-402. doi: 10.1016/j.sbspro.2014.07.308
- Çakar, K. (2017, September). Employee Recruitment and Selection Process within Hotel Establishments: A Comparative Case Study. In *International West Asia Congress of Tourism Research (IWACT'17), 28 September-01 October, 2017, Van-Turkey. The Book of Full-Text* (P. 225). ISBN-978-605-67761-8-2
- Carlsen, B., & Glenton, C. (2011). What about N? A methodological study of sample-size reporting in focus group studies. *BMC medical research methodology*, 11(1), 26.
- Chapman, R.L., Buckley, L., Sheehan, M.C., & Schochet, I.M. (2013). School-based programs for increasing connectedness and reducing risk behavior: A systematic review. *Educational Psychology Review*. <http://eprints.qut.edu.au/56849/>
- Cherono, L. (2011). Occupational Accidents In Hotels Within Eldoret Town, Kenya: Awareness And Prevention. Research Thesis.
- Cho, Y. J., & Perry, J. L. (2012). Intrinsic motivation and employee attitudes: Role of managerial trustworthiness, goal directedness, and extrinsic reward expectancy. *Review of Public Personnel Administration*, 32(4), 382-406.

- Choi, B. K., & Moon, H. K. (2016). Prosocial motive and helping behavior: examining helping efficacy and instrumentality. *Journal of Managerial Psychology*, *31*(2), 359-374. doi: 10.1108/JMP-02-2014-0069
- Chung, K.C., (2020). Green marketing orientation: Achieving sustainable development in green hotel management. *J. Hosp. Mark. Manag.*, *29*, 722–738.
- Clarke, C. J., & Varma, S. (1999). Strategic risk management: the new competitive edge. *Long range planning*, *32*(4), 414-424. doi: 10.1016/S0024-6301(99)00052-7
- Cooke, F. L., & Saini, D. S. (2015). From legalism to strategic HRM in India? Grievance management in transition. *Asia Pacific Journal of Management*, *32*(3), 619-643. doi: 10.1007/s10490-015-9417-0
- Culture and Tourism Directorate of Antalya, Tourism Statistics (2019).
- Dafikpaku, E., Eng, M. B. A. B., & Mcmi, M. (2011, March). The strategic implications of enterprise risk management: a framework. In *ERM Symposium* (Vol. 48).
- Daskin, M. (2013). Favouritism and self-efficacy as antecedents on managers' politics perceptions and job stress. *Anatolia*, *24*(3), 452-467. doi: 10.1080/13032917.2013.807396

- Daskin, M., & Tezer, M. (2012). Organizational politics and turnover: an empirical research from hospitality industry. *Tourism and an International Interdisciplinary Journal*, 60, 273–291.
- Daskin, M., Arasli, H., & Kasim, A. (2015). The impact of management commitment to service quality, intrinsic motivation and nepotism on front-line employees' affective work outcomes. *International Journal of Management Practice*, 8(4), 269-295.
- De Clercq, D., Haq, I. U., & Azeem, M. U. (2019). Threatened but involved: key conditions for stimulating employee helping behavior. *Journal of Leadership & Organizational Studies*, 1548051819857741. DOI: 10.1177/1548051819857741
- DeJoy, D.M. (1996). Theoretical models of health behavior and workplace self-protective behavior. *Journal of Safety Research*, 27(2), 61-72.
- Doğaner, S. (2012, June). Resort hotel transition: Antalya, Turkey. In *The proceedings of 5th international conference on sustainable tourism was held in A Coruña, Spain* (Vol. 161, pp. 331-342).
- Emir, O. (2013). A multi-national satisfaction analysis: An application on tourists in Antalya. *Tourism*, 61(4), 347-359.
- Erkuş-Öztürk, H. (2006). Competitiveness As A Changing Factor Of Tourism Built Environment-Case Of Hotels in Turkey. In *1st International CIB Endorsed*

METU Postgraduate Conference Built Environment & Information Technologies, Ankara.

Erkus-Öztürk, H., & Eraydin, A. (2011). Factors of global connectivity in Antalya's tourism. *Annals of Tourism Research*, 38(4), 1300–1321. doi: 10.1016/j.annals.2011.03.002

Ernst and Young (2009). The top 10 risks for global business. *Ernst & Young business risk report*. Retrieved from <https://www.criticaleye.com/inspiring/insights-servfile.cfm?id=861&view=1>

Erven, B. L. (2009). The role of human resource management in risk management. *Department of Agricultural, Environmental and Development Economics, Ohio State University*, 6.

FERMA (2016). European Risk and Insurance Report 2016. Federation of European Risk Management Associations, Brussels, Belgium.

Fernandes, C., & Awamleh, R. (2006). Impact of organisational justice in an expatriate work environment. *Management research news*, 29(11), 701-712. doi: 10.1108/01409170610716016

Ferrary, M. (2015). Investing in transferable strategic human capital through alliances in the luxury hotel industry. *Journal of Knowledge Management*, 19(5), 1007-1028. doi: 10.1108/JKM-01-2015-0045

- Florea, M. (2016). Conducting performance appraisals in the Irish hotel sector: A study exploring employee performance appraisal satisfaction and its impact on the motivation to improve performance (Doctoral dissertation, Dublin, National College of Ireland).
- Freitas, W.R.S., Caldeira-Oliveira, J.H., Teixeira, A.A., Stefanelli, N.O. and Teixeira, T.B. (2020), Green human resource management and corporate social responsibility: Evidence from Brazilian firms, *Benchmarking: An International Journal*, Vol. 27 No. 4, pp. 1551-1569. <https://doi.org/10.1108/BIJ-12-2019-0543>
- Gerrard, N. (2016). Overwhelming majority of hospitality employers find recruiting harder than ever. *Caterer*. Retrieved from <https://www.thecaterer.com/articles/368938>
- Gjerald, O., & Lyngstad, H. (2015). Service risk perceptions and risk management strategies in business-to-business tourism partnerships. *Tourism Management Perspectives*, 13, 7–17. doi: 10.1016/j.tmp.2014.10.002
- Go, F. M., & Govers, R. (2000). Integrated quality management for tourist destinations: a European perspective on achieving competitiveness. *Tourism management*, 21(1), 79-88.
- Goss-Turner, S. (2010). *The relationship between organizational culture and labor turnover* (Doctoral dissertation, University of Brighton).

- Graci, S. and Kuehnel, J. (2011). How to increase your bottom line by going green. *Green Hotels & Responsible Tourism Initiative*.
- Graci, S. and Dodds, R., (2008). Why Go Green? The Business Case for Environmental Commitment in the Canadian Hotel Industry. *Anatolia: An International Journal of Tourism and Hospitality Research*, Volume 19, Number 2, pp. 250-270
- Hazra K., Ghosh P., Sengupta P.P. (2017). Importance of Training and Development and its Impact on Employees' of Hotels in Kolkata, India: An empirical study. *Journal of Tourism and Hospitality Management*, 5(2), pp. 23-33. DOI: 10.15640/jthm.v5n2a3.
- Herzberg, F. (1968). One more time: how do you motivate employees? *Harvard Business Review*, 46(1), 53-62.
- Hennink, M. M. (2014). *Focus group Discussions*. Oxford, Oxford University Press.
- Hennink, M., Hutter, I., & Bailey, A. (2011). *Qualitative research Methods*. London: Sage Publications.
- Hilman, H., & Kaliappen, N. (2014). Market orientation practices and effects on organizational performance: Empirical insight from Malaysian hotel industry. *Sage Open*, 4(4), DOI: 10.1177/2158244014553590.

- Hoel, H. (1993). The *Question of union Democracy in the Norwegian Hotel and catering industry*. *CI* [MSc ,Thesis]. United Kingdom: University of Salford.
- Hoel, H., & Einarsen, S. (2003). *Violence at work in hotels, catering and tourism*. International Labour Office.
- Hon, A. H., & Chan, W. W. (2013). The effects of group conflict and work stress on employee performance. *Cornell Hospitality Quarterly*, *54*(2), 174-184. doi: 10.1177/1938965513476367
- Huang, W., Sun, Q., Guan, X., & Peng, S. (2017). *Human Resource Risk Identification and Prevention*. *Control and Systems Engineering*, Whioce Publishing Pte. Ltd.
- Huo, W.; Li, X.; Zheng, M.; Liu, Y.; Yan, J. (2020). Commitment to human resource management of the top management team for green creativity. *Sustainability*, *12*, 1008.
- HR toolkit, Retrieved from <http://hrcouncil.ca/hr-toolkit/home.cfm>. HR Council of Canada, Canada.
- Jabbour, C. J., Jabbour, A. B., Govindan, K., Teixeira, A. A., & Freitas, W. R. (2013). Environmental management and operational performance in automotive companies in Brazil: the role of human resource management and lean manufacturing. *Journal of Cleaner Production*, *47*, 129-140.

- Jackson, S. E., Renwick, D. W., Jabbour, C. J., & Müller-Camen, M. (2011). State-of-Art and Future Directions for Green Human Resource Management: Introduction to the Special Issue. *Zeitschrift für Personalforschung*, 25(2), 99-116.
- Jose, V. (2015). Employee turnover rate in Indian hospitality industry with focus on hotels in the state of Kerala (Doctoral dissertation, Dublin Business School).
- Karamustafa, K., Fuchs, G., & Reichel, A. (2013). Risk perceptions of a mixed-image destination: the case of Turkey's first-time versus repeat leisure visitors. *Journal of Hospitality Marketing & Management*, 22(3), 243-268. doi: 10.1080/19368623.2011.641709
- Karatepe, O. M., & Uludag, O. (2008). Role stress, burnout and their effects on frontline hotel employees' job performance: evidence from Northern Cyprus. *International Journal of Tourism Research*, 10(2), 111-126. doi: 10.1002/jtr.645.
- Kasperson, R., Renn, O., Slovic, P., Brown, H., Emel, J., Goble, R., Kasperson, J., & Ratick, S. (1988). The social amplification of risk: A conceptual framework. *Risk Analysis*, 8(2), 177-187.
- Kilic, G., & Selvi, M. S. (2009). The effects of occupational health and safety risk factors on job satisfaction in hotel enterprises. *Ege Akademik Bakış Dergisi*, 9(3), 903-921.

- Kim, Y.J.; Kim, W.G.; Choi, H.-M.; Phetvaroon, K., (2019). The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance. *Int. J. Hosp. Manag.*, 76, 83–93.
- Kingry M., Tiedje L. & Friedman L. (1990) Focus groups: a research technique for nursing. *Nursing Research* 39(2), 124– 125.
- Klinkers, L., Nelissen, N., 1996. Employees give business its green edge. In: Wehrmeyer, W. (Ed.), *Greening People: Human Resource and Environmental Management*. *Greenleaf Publishing*, UK, pp. 213e224.
- Knox, A. (2007). Unmasking re-regulation in the luxury hotel sector. *Journal of Management & Organization*, 13(2), 175-190. doi: 10.5172/jmo.2007.13.2.175.
- Korstanje, M. E. (2011). Why risk why now? Conceptual problems around the risk perception in tourism industry. *Revista Brasileira de Pesquisa em turismo*, 5(1), 4-22.
- Kozak, M. A. (1999). Konaklama sektöründe kariyer planlama yöntemleri ve uygulamada karşılaşılan sorunlar üzerine bir araştırma. *Anatolia: Turizm Araştırmaları Dergisi*, 10, 53-66.
- Kropp, W. (2004). Entscheidungsorientiertes Personalrisikomanagement. In Bröckermann, R., & Pepels, W. (Eds.), *In Personalbindung:*

Wettbewerbsvorteile durch strategisches *Human Resource Management*, (pp.131-166). Berlin: Erich Schmidt Verlag GmbH & Co.

Kusluvan, S., Kusluvan, Z., Ilhan, I., & Buyruk, L. (2010). The human dimension: A review of human resources management issues in the tourism and hospitality industry. *Cornell Hospitality Quarterly*, 51(2), 171-214. doi: 10.1177/1938965510362871.

Lashley, C., & Best, W. (2002). Employee induction in licensed retail organisations. *International Journal of Contemporary Hospitality Management*, 14(1), 6-13. doi: 10.1108/09596110210415060

Law, R., & Tam, P. (2007). Employees' perceptions of performance appraisal: The case of an upscale hotel in Hong Kong. *Journal of Human Resources in Hospitality & Tourism*, 7(1), 25-43. doi: 10.1300/J171v07n01_02

Madera, J.M.; Dawson, M.; Guchait, P.; Belarmino, M.A. (2017). *International Journal of Contemporary Hospitality Management*; Bradford Vol. 29, Iss, pp.148-67. DOI:10.1108/IJCHM-02-2016-0051

Marriott: Sustainability Goals for 2025 and Beyond. Available online: <https://www.ecolab.com/stories/marriott-sustainability-goals-for-2025-and-beyond> (accessed on 13 August 2020).

Maxwell, G., Watson, S., & Quail, S. (2004). Quality service in the international hotel sector: a catalyst for strategic human resource development? *Journal of*

European Industrial Training, 28(2/3/4)159-182. doi:
10.1108/03090590410527591

Met, Ö., & Erdem, B. (2011). Turkish Hotel Chains and Their Growth Strategies. *Balikesir University Journal of Social Sciences Institute*, 14(26).

Meyer, M. (2015). The National Standard on HR Risk Management. Retrieved from <https://www.slideshare.net/SABPP/the-national-standard-on-hr-risk-management>

Meyer, M., Roodt, G., & Robbins, M. (2011). Human resources risk management: governing people risks for improved performance. *SA Journal of Human Resource Management*, 9(1). 1–12. doi: 10.4102/sajhrm.v9i1.366

Mohsin, A., & Lengler, J. (2015). Exploring the antecedents of staff turnover within the fast-food industry: The case of Hamilton, New Zealand. *Journal of Human Resources in Hospitality & Tourism*, 14(1), 1-24. doi: 10.1080/15332845.2014.904169

Mohyeldin Tahir Suliman, A. (2007). Links between justice, satisfaction and performance in the workplace: A survey in the UAE and Arabic context. *Journal of Management Development*, 26(4), 294-311. doi: 10.1108/02621710710740075

Morgan, D. (1997). *The focus group guidebook*, 1. London, Sage publications.

- Nadiri, H., & Tanova, C. (2010). An investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behavior in hospitality industry. *International journal of hospitality management*, 29(1), 33-41. doi: 10.1016/j.ijhm.2009.05.001
- Namasivayam, K., Miao, L., & Zhao, X. (2007). An investigation of the relationships between compensation practices and firm performance in the US hotel industry. *International Journal of Hospitality Management*, 26(3), 574-587.
- Narban, J. S., Narban, A. K. S., Narban, B. P. S. (2016). Performance Appraisal Practices in Hospitality Industry in New- Delhi: An Exploratory Study. *International Journal Of Advance Research And Innovative Ideas In Education*, 2(2), 289-300. Doi: 16.0415/IJARIE-1738.
- National Safety Council Campbell Institute, (2015). Risk Perception: Theories, Strategies And Next Steps.
- National Safety Council. (2003). Course material for Principles of Occupational Safety and Health. Itasca, IL: National Safety Council.
- Nischithaa, P., & Rao, N. (2014). The importance of training and development programmes in hotel industry. *International Journal of Business and Administration Research Review*, 1(5), 50-56.

- Nobari, A.R., Seyedjavadin, S.R., Arbatani, R.T., and Roodposhti, R.F. (2018). 'Environmental concerns and green human resource management: A meta-synthesis'. *Iranian Journal of Plant Physiology*, 8 (4), 2573-2576.
- Nocco, B. W., & Stulz, R. M. (2006). Enterprise risk management: theory and practice. *Journal of Applied Corporate Finance*, 18(4)8–20. doi: 10.1111/j.1745-6622.2006.00106.x
- Nordal, B. A. (2014). Is human resource risk underestimated? FERMA – Federation of European Risk Management Associations, June 18, 2014. Retrieved from <https://www.ferma.eu/is-human-resource-risk-underestimated/>
- Önüt, S., & Soner, S. (2006). Energy efficiency assessment for the Antalya region hotels in Turkey. *Energy and Buildings*, 38(8), 964–971. doi: 10.1016/j.enbuild.2005.11.006
- Özdemir, D. (2011). The role of the public sector in the provision of housing supply in Turkey, 1950—2009. *International Journal of Urban and Regional Research*, 35(6)1099–1117. doi: 10.1111/j.1468-2427.2010.00974.x. PubMed: 22175087
- Pam, C. T. (2013). Embracing: Risk-Taking *change Risk taking* in Today's Business Market". *today business market* Minneapolis, MN: Walden University.

- Pandey, K. A., & Grover, S. (2016). Review of the literature for enhancement of employee retention strategies of the hotel Industry in India. *International Journal of Scientific Research*, 3(207-209). Doi: 10.36106/ijsr
- Paraskevas, A., & Quek, M. (2019). When Castro seized the Hilton: risk and crisis management lessons from the past. *Tourism Management*, 70, 419-429. doi: 10.1016/j.tourman.2018.09.007
- Pelit, E. (2011). Operational Risk Management in Hotel Establishments: A Study on Four and Five Star Hotels in Ankara. *Business and Economics Research Journal*, 2(2), 117-122.
- Peng, A.C.; Kim, D. A., (2020). Meta-analytic test of the differential pathways linking ethical leadership to normative conduct. *J. Organ. Behav.* **2020**, 41, 348–368.
- Pine, R., & Qi, P. (2004). Barriers to hotel chain development in China. *International Journal of Contemporary Hospitality Management*, 16(1), 37-44. doi: 10.1108/09596110410516543
- Pohler, D., & Schmidt, J. A. (2015). Does pay-for-performance strain the employment relationship? The effect of manager bonus eligibility on non-management employee turnover. *Personnel Psychology*, 68(2), 1-35.
- Pollatsek, Alexander, Tversky, Amos (1970)."A theory of risk." *Journal of Mathematical Psychology* 7(3): 540-553.

- Poulston, J. M. (2009). Working conditions in hospitality: Employees' views of the dissatisfactory hygiene factors. *Journal of Quality Assurance in Hospitality & Tourism*, 10(1), 23-43. doi: 10.1080/15280080902716993
- Pratten, J. D. (2003). The training and retention of chefs. *International Journal of Contemporary Hospitality Management*, 15(4) 237-.242. doi: 10.1108/09596110310475702
- Rathi, N., & Lee, K. (2016). Emotional exhaustion and work attitudes: Moderating effect of personality among frontline hospitality employees. *Journal of Human Resources in Hospitality & Tourism*, 15(3), 231-251. doi: 10.1080/15332845.2016.1147935
- Renwick, D.W.S.; Redman, T.; Maguire, S., (2013). Green human resource management: A review and research agenda. *Int. J. Manag. Rev.* 15, 1–14.
- Renwick, D., Redman, T., Maguire, S., 2008. Green HRM: A Review, Process Model, and Research Agenda. (Discussion Paper No 2008.01). University of Sheffield - Management School (Discussion Paper Series).
- Republic of Turkey Ministry of Culture and Tourism (2015). Tourism Statistics. Retrieved from <http://www.turizm.gov.tr/> (accessed on 14 June 2016). Ministry of Culture and Tourism, Ankara.

- Reynolds, L. (2018). Future Leaders – What Do You Need??. Hospitality leaders what do you need Retrieved from <https://www.psdgroup.com/future-hospitality-leaders-what-do-you-need/>
- Robinson, J. (2008). Turning around employee turnover. *Gallup Management Journal*. Retrieved from <https://news.gallup.com/businessjournal/106912/turning-around-your-turnover-problem.aspx>
- Ross, S. (2013). How definitions of talent suppress talent management. *Industrial and Commercial Training*, 45(3), 166-170. doi: 10.1108/00197851311320586
- Ross, S. (2013). How definitions of talent suppress talent management. *Industrial and Commercial Training*, 45(3), 166-170.
- SABPP (2013). HR Standards 2013, HR standard Element 3: HR Management risk management HR Today. Retrieved from <https://sabpp.co.za/sabpp-hrm-standards/>
- SABPP (2014). HR Management risk management. *Fact sheet*, number: 2014/6. SA: Board For Peoples Practices. Retrieved from <http://hrvoice.co.za/2014-july/SABPP-Fact-Sheet-July-2014.pdf>
- Shaw, G., Saayman, M., & Saayman, A. (2012). Identifying risks facing the South African tourism industry. *South African Journal of Economic and Management Sciences*, 15(2), 190-206.

Shealy, G. (2016). Why Hospitality Needs to Revamp Its Image to Attract the Right Talent, Skift Research. Retrieved from: <https://skift.com/2016/03/04/why-hospitality-needs-to-revamp-its-image-to-attract-the-right-talent/>.

Shelest, O. (2013). Ocena czynników ryzyka personalnego w administracji publicznej na przykładzie Urzędu Miasta Poznania [Assessment of human resources risk factors in public authorities on the basis of the Poznań Municipal Council]. *Konteksty społeczne* [Social contexts], I (1), 74-75. Retrieved from <http://kontekstyspoleczne.umcs.lublin.pl>.

Singapore Airlines' Environmental Efforts. Available online: https://www.singaporeair.com/en_UK/gb/flying-withus/our-story/giving-back/environmental-efforts/ (accessed on 8 June 2020).

Social Security Agency of Turkey (2017). Yearly work accidents statistics: The year 2016 work accidents and occupational diseases statistics. Retrieved from http://www.sgk.gov.tr/wps/portal/sgk/tr/kurumsal/istatistik/sgk_istatistik_yilli_klari.

Sönmez, S., Apostolopoulos, Y., Lemke, M. K., Hsieh, Y. C. J., & Karwowski, W. (2017). Complexity of occupational health in the hospitality industry: Dynamic simulation modeling to advance immigrant worker health. *International Journal of Hospitality Management*, 67, 95-105. doi: 10.1016/j.ijhm.2017.08.006

- Stasytytė, V. (2013). The Development of an Attitude towards Risk Management in the Context of country competitiveness. *Business, Management and Education, 11*(2)281–293. doi: 10.3846/bme.2013.16
- Tag-Eldeen, A., & Abdien, M. K. (2012). The impact of effective employee performance appraisal system (EEPAS) on quality of customer service in hotel operations. Proceedings of the 6th World Conference for Graduate Research in Tourism, Hospitality and Leisure held in Fethiye, Turkey (24-29 April 2012), 946-959.
- Tatarusanu, M. (2009). Human resource management risks in tourism. *Analele Stiintifice ale Universitatii "Alexandru Ioan Cuza" din Iasi-Stiinte Economice, 56*, 388-394.
- Tang, G.; Chen, Y.; Jiang, Y.; Paillé, P.; Jia, J., (2018). Green human resource management practices. Scale development and validity. *Asia Pac. J. Hum. Resour.*, 56, 31–55.
- Tracey, J. (2014), A review of human resources management research: the past 10 years and implications for moving forward, *International Journal of Contemporary Hospitality Management*, Vol. 26 No. 5, pp. 679-705.
- The Walt Disney Company. Environmental Sustainability. Available online: <https://thewaltdisneycompany.com/environmental-sustainability/> (accessed on 8 June 2020).

Tokarz-Kocik, A. (2018). Motivation as a Source of Human Resource Risk in Hospitality Enterprises. Theoretical Approach. *Journal of Economic and Social Development (JESD)* Vol. 5, No. 2.

Tresidder, R., & Martin, E. (2018). Deviant behaviour in the hospitality industry: A problem of space and time. *Hospitality & Society*, 8(1), 3-22.

Turizm Gazetesi. (2012, August) Chain and Group Hotels Research in Turkey. Retrieved from: www.turizm gazetesi.com

Turkish Statistics (2019). Populations. Retrieved from: <http://www.nufusu.com/il/antalya-nufusu>.

TÜROB (2019), Chain Hotel Research, 2019.

Tyrańska, M. (2008). Obszary ryzyka w zarządzaniu zasobami ludzkimi w przedsiębiorstwie [Risk areas in the management of human resources in companies]. *Zeszyty Naukowe Uniwersytetu Ekonomicznego w Krakowie*, 772, 221-235.

UNWTO (2019). UNWTO Tourism Highlights 2019 Edition.

Uysal, S., Şahin, K., Çetin, G., and Dinçer, F. İ. (2015) “Career Management in Hospitality: The Case of Four and Five Star Hotels in İstanbul”. *Ekonometri ve İstatistik e-Dergisi*, (22), 1-13.

- Vardarlier, P. (2015). Sosyalika: İnsan Kaynaklarının Sosyal Yüzü. İstanbul: *Fastbook Yayınları*.
- Vardarlier, P. (2016), Strategic approach to human resources management during crisis. *Procedia - Social and Behavioral Sciences*, 235, (463 – 472).
- Vatansever, Ç. (2014). A New Dimension in Risk Assessment: Psychosocial Hazards and Risks. *Journal of Work and Society*, 40(1).
- Vij, M. (2019), The emerging importance of risk management and enterprise risk management strategies in the Indian hospitality industry: Senior managements' perspective. *Worldwide Hospitality and Tourism Themes* Vol. 11 No. 4, pp. 392-403.
- Wan, Y. K. P. (2010). Exploratory assessment of the Macao casino dealers' job perceptions. *International Journal of Hospitality Management*, 29(1), 62–71. doi: 10.1016/j.ijhm.2009.06.002.
- Wang, Y., Shi, S.; Chen, Y.; Gursoy, D., (2019). An examination of market orientation and environmental marketing strategy: The case of Chinese firms. *Serv. Ind. J.*, 39, 1046–1071.
- Waikar, V. Desai, P. and Borde, N. (2015), Risk disclosures and hotel types: an exploratory study Turismo: Estudos&Práticas (RTEP/UERN), *Mossoro/RN*, Vol. 4 (Número Especial), available at: <http://periodicos.uern.br/index.php/turismo>

Wilde, G.J.S. (1994). Target risk: Dealing with the danger of death, disease and damage in everyday decisions. Toronto, Canada: *PDE Publication*

World Travel and Tourism Council (2019). Economic Impact 2019 Turkey country report.

Yıldız, B. S. (2013) “The effects of branding on purchasing preferences of tourists at Accommodation Enterprises: Implementation at Chain Accommodation Enterprises in Antalya”. *Journal of Business Research-Türk (İşletme Araştırma Dergisi)*, 5/3, 135-154.

Young, M. and, Hexter, E. (2011). “Managing human capital risk: A Call for partnership between enterprise risk Management and Human Resources”. Conference Board of Canada.

Yüzbaşıoğlu, N., and Doğan, O. (2018) “Relationship between paternalistic leadership and organizational commitment in hospitality industry: Case of Antalya”, Turkey. *Academic Journal of Interdisciplinary Studies*, 7(1), 163-173. doi: 10.2478/ajis-2018-0017.

Zhang, J., and Aytug, H. (2016) “Comparison of imputation methods for discriminant analysis with strategically hidden data”. *European Journal of Operational Research*, 255(2)522–530. doi: 10.1016/j.ejor.2016.05.052

Zhang, N., Paraskevas, A., & Altinay, L. (2019) “Factors that shape a hotel company’s risk appetite”. *International Journal of Hospitality Management*, 77, 217-225. doi: 10.1016/j.ijhm.2018.07.001

Zhu, Y., and Akhtar, S. (2014) “How transformational leadership influences follower helping behavior: The role of trust and prosocial motivation”. *Journal of Organizational Behavior*, 35(3), 373-392. doi: 10.1002/job.1884

Zock, J. P. (2005). World at work: cleaners. *Occupational and Environmental Medicine*, 62(8), 581–584. doi: 10.1136/oem.2004.015032. PubMed: 16046612

APPENDIX

INTERVIEWS

Introduction:

Thank you all for coming today. My name is (Researcher) and this is (Moderator). We are trying to find out about your experiences of risks in your workplace and how it can be reduced. The best way to do this is to talk to the employees who had perceived the sense of uncertainty about their job position because of various reasons, so we are holding these focus group discussions with employees and managers at this hotel this week. In our discussion today, we just want to talk about your job experiences at this hotel and its risks, what you did here, what you learned, what you liked and didn't like – all to help reducing this sense (risk).

We are not part of the hotel itself and are just collecting the information, so we hope that you will feel comfortable to share with us what you really thought about your job position at this hotel. Please don't feel shy, we want to hear from all of you about your perceptions here. You are the experts because you have been at hotel for many days and we are here to learn from you. There are no right or wrong answers we simply want to hear your thoughts and suggestions. I have some questions for you but also feel free to add other things you feel are important as we go along.

During our discussion (moderator) will be taking notes and reminding me if I forget to ask something, but s/he cannot write down every word we say so we would like to record the discussion so that we don't miss anything that is said. Please don't be concerned about this, our discussion will stay confidential and only the research team will listen to the recording. Hotel leaders will not listen to the recording.

Is it OK with everyone to record the discussion?

During our discussion please let everyone share their views, but only one person should speak at a time so that the recording will be clear. Just join in when you have something to say, we will not be going around the group for every question. Remember we want to hear all your views. It's OK to disagree with others if you have a different opinion but please also respect other people's views. Also, everything that you hear today should be confidential and not shared with people who are outside the group.

This discussion will last about one hour or maximum one and half hour.

Are there any questions before we start?

Let's start by introducing ourselves....

1. Let's each share our first names and where you are from.
2. What type of jobs have you all been to before? (probe: organization, location)

EXPECTATIONS ABOUT JOB AT HOTEL

First, I would like to hear about your expectations before you came to this hotel for work...

3. What made you all chose to come to this hotel? (probe: friends, salary, accommodation, facilities, ...)
4. What did you expect this hotel would be like before you came? (probe: managers, other employees, rules and regulations, ...)

- a. What were you most excited about?
- b. What were you most worried about?
5. How was the hotel different to what you expected?

ABOUT RISK OF YOUR JOB

Now let's talk about all the things you liked and didn't like about this hotel regarding your job...

6. What did you like most about this job? (probe: salary, new employees, managers, ...)
7. What were the things you didn't like about this job? (probe: reasons why)
 - a. How could these things be changed for future hotels?
8. What was the hardest thing you did this week? (probe: physical activity, restrict diet, no cell phones, late payment, argue with the manager ...)

Job security:

9. Are you worried about losing your job? Why?
10. What do you think about low season in terms of keeping employees during that time?
11. How about promotion in your job, to what extent is possible and how?

Compensation:

12. Do you think your salary is adequate enough?
13. Could you explain if you do your job better, or if you do something beyond your job description, can you get reward accordingly?

14. How employee can get support from the managers? (probe: based on doing well, satisfying managers as they want, or)

Performance evaluation:

15. How will employee evaluate regarding their performance?
16. Could you tell us some of the criteria of evaluations?
17. Do you think that this evaluation procedure is suitable for this kind of your job? If not, would you describe how it should be?

Training and Development:

18. We asked about career development, do you think for this purpose training is necessary? If yes, how is the training procedure in your hotel?
19. Is training available for all the employee? If not, why?
20. What is position of trained employee after their training? (probe: are they still at their same level? Do they still work here? Could they get promotion?)

Loss of Key Personal:

21. Would you like to leave your job and find a job in other places?
22. What is your reason for quitting your job?
23. Can season be a reason for you to leave your job?

Recruitment and Selection:

24. Do you think you are competent for your current job?

25. How about others, are they in the right place for their job?
26. How have you been elected for this job?
27. Did the managers spend enough time to do the interview with all of you and then select who is suitable for each job?
How did they do it?
28. How about Favoritism, Nepotism, and Cronyism? Could you understand them here?

Leadership:

29. Can you describe your manager in terms of being a leader?
30. Do you think your manager can be a leader?
31. How should your manager be in terms of being a leader in this specific job?

Occupational Health and Safety:

32. How will your manager behave when any occupational accidents happened?
33. Do you think your managers have enough knowledge about their employee?

Working Conditions and Relationships:

34. Do you think that you are working overload? How?
35. Do you think that employees have harmony? If not, why?
36. In terms of any conflicts, how did your managers react?
(probe: promptly, strictly, normally, or ...)

SUMMARY & CLOSING

I just have a few last questions....

37. How could more people be encouraged to come to this hotel for work?

38. What would you tell your friends who are considering coming to this hotel for work?

39. Of all the things we discussed today, which are the three most important things to improve this hotels jobs?

Are there any other things about this hotel that you would like to share before we finish?

Thank you for sharing your thoughts with us today.

“An overwhelming majority of hospitality professionals reckon it is now harder to find the quality of employees they are looking for than ever before.”

Grey Shealy (2016):

“The hospitality industry is in dire need to revamp its own image in order to attract more viable candidates and talent into the workforce.”

Hazra, Ghosh, and Sengupta (2017):

“Hospitality companies are using less expensive training methods, such as Web-based seminars and regional training sessions. The impact of the economic crisis

has also made trainers feel more pressure to show results and to link training to increased performance and profitability.”

Nischithaa, and Rao (2014):

“Training and development are integral to a Hotel’s growth and success. Hotels can however under-train their employees by being unwilling to take the time to explain new staff tasks that need to be performed.”

Nischithaa, and Rao (2014) and Mohsin and Lengler (2015):

“Managers may be reluctant to invest in training in case staff subsequently leave, or because their time is already fully occupied with recruitment and selection.”

Narban *et al.* (2016):

“Performance appraisal, when used correctly can provide management with valuable information that may provide basis for important decisions. However, in the hands of an incompetent manager this tool can be a devastating weapon, and all potential benefits may turn in reverse direction.”

Tag-Eldeen and Abdien (2012):

“The ambiguity of performance criteria in a new environment can cause problems for a new employee. Employees are not always told how the organization will evaluate

them. Further, participation of the person being evaluated in the performance appraisal process (goal setting and appraisal criteria) is a very important element in clarifying what is expected to be accomplished and when it should be accomplished.”

Florea (2016):

“Influenced by the equity aspect of justice, appraisees compare themselves with others and determine the fairness in distribution of various work aspects such as salary, bonus, workload and promotion. However, appraisers are often concerned with other distribution norms, for instance, social status, equality, and organizational interest which may be perceived as unfair by those evaluated.”

Alanzeh, A.O., et al., (2015):

“Most of the employees are not always satisfied with their jobs. However, they quit their jobs as soon as they find a relatively better offer in another hotel. This mostly occurs as a result of employees’ workload, work stress, low salary, job satisfaction, long working hours, or family conflict.”

Hoel (1993):

“In many instances a worker’s ethnic origin is a pretext for discriminatory attitudes at the workplace. The workers concerned are therefore exposed to similar risks as the vulnerable groups of workers, and similarly lack the capacity to face situations

of stress, violence and harassment due to unfamiliarity with the language and other local conditions.”

Hoel and Einarsen (2003):

“A characteristic potential stress factor for many workers in the hospitality industry originates from changing timetables and work during unsocial hours including evenings and nights.”

Nadiri and Tanova (2010):

“The fairness of personal outcomes like fair distribution of pay and other rewards and perceived fairness in the managers’ interactions with their employees still impact the employees’ job satisfaction and turnover intentions.”

Pandey and Grover (2016):

“The leader’s relation to the employees plays a central role in retaining employees, because employees need to feel involvement, and that their presence count. When retention is a core value, good things happen for customers, employees, and the company.”

Appendix: Lesley Reynolds:

“Globally, the hospitality industry is growing. The growth rate is such, there is a shortage of qualified managers. The concern is that with a current shortage in an

already growing sector, there won't be the talent to adequately lead the sector in the future."

Sönmez, Apostolopoulos, Lemke, Hsieh, and Karwowski (2017):

"The importance of employee health to the labor-intensive hospitality sector cannot be overstated. Overall injury rates are highest for hotel housekeepers and acute trauma rates are highest in kitchen workers and housekeepers."

Cherono (2011):

"Major findings were that though most hotels had safety policy statements, most staff were unable to outline them and worse still were not aware of safety procedures, policies and laws governing hotels".

Zock (2005):

"Hotel cleaners are potentially exposed to a wide variety of hazardous chemicals; traditional (nonenvironmentally safe) cleaning products, such as glass cleaner, toilet bowl cleaner, metal polish, and disinfectants, contain industrial-strength solvents that are potentially harmful to humans."

Brown Thomas, and Bosselman (2015):

“A significant need for industry leaders is to utilize better management techniques that would aid in retaining the most valuable, well-trained employees, effectively helping the industry compete in the hospitality market.”

Goss-Turner (2010):

“Stability of the workforce is a particular challenge for service industries and the hospitality industry is seriously affected by labor turnover rates far in excess of other sectors and frequently cited as damaging to service quality and customer satisfaction.”

Oake and Mushi (2018):

“HR practices from recruitment, payment, and firing could affect employees’ skills, attitudes, and behaviors, ultimately shaping how employees perform in the organization, and even their decisions to stay or leave.”