Index

accommodation industry 41, 43, 53, 333
AccorHotels 43, 48, 49
aesthetic labour 218, 370, 375
age and ageing
Community Charter of the
Fundamental Social Rights of
Workers 224–5
corcepts of 217–18
discrimination in 219–21
adverse impact, concept of 221
Age Discrimination in
Employment Act (ADEA, 1967), USA 223
Amsterdam Treaty (1999) on 224
animus 223
Australia 224
Canada 223–4
cultural level 221
economic explanations for 220
by employers 221–3
Equality Act (2010), UK 224
European Union 224–5
forms of 220, 223
human capital theory of 220
individual 220
levels of 221
organizational 220
personal level 221
prohibition of 225
in relation to employment 223
reserve army of labour theory of 220
segmented labour market theory
of 220
in selected countries and regions 223–5
statistical 223
structural 220
structural level 221
United Kingdom 224
United Nations 225
United States of America 223
health and well-being 225–7
organizational and institutional
responses to 227–8
prisms of 218, 219
psychological and biological changes 217
stereotypical beliefs about 222
termination of employment due to 224
Age Discrimination in Employment
Act (ADEA, 1967), USA 223, 227–8
Alderfer, Clayton 74
ERG model 74, 81, 83
Al-Qaeda 24
Amazon 40, 44–5, 52–3
American Marketing Association 105
American Society for Industrial
Security (ASIS) 316
Amsterdam Treaty (1999) 224
animus discrimination 223
Aon Hewitt (consulting group) 89, 236, 250–51
‘engagement drivers’ model 251, 262
art, as a competitive strategy 392–3
artificial intelligence 46, 154, 179
artistic services, quality of 391–5, 397, 403–7
automation, impact of 40, 50, 154, 179–80, 186
baby boomers 3, 20, 21, 99, 388
back of house employees 253, 282–3, 293
benchmarking 255, 259
external 89, 91, 92
“Best Places to Work” ranking 57
Big Five personality factors 246–7
Blau’s social exchange theory 289
bottom-line evaluations 245
brand ambassador 106
brand and work experience 117
brand awareness 111, 117, 121
brand communications, best practices of 126
brand concept and values 105
brand delivery
employees’ commitment to 115, 120
programs for 107
rewarding 120, 121–2
brand equity 104
brand identity 29, 106
brand image 106, 107, 111, 114, 121, 122
associating with 113
brand internalization 104
by communicating the brand 115
communication channel for 126
concepts of 108
definition of 111
effectiveness of 114
empowerment, sense of 119
hotel employees’ perceptions of 108
leaders’ attitude and behavior toward 126
measurement items 123–4
measurement scale for 108
organizational culture, impact of 115
process of 119
recognition for 120
staff and guests’ satisfaction 120
strategies of 106–8
by strengthening brand awareness 117
brand knowledge 29, 107, 111, 112, 113, 115–16, 121, 125
acquired 112–13
brand management 104
factors influencing 107
burnout 131
Big Five personality factors 246
critical review of 242
definition of 242–3, 332–4
dimensions of 332
due to organizational conditions 333
emotional exhaustion 333
employee engagement and 242–50, 274
gender differences in perceptions of 334–6
employees’ burnout dimensions and 338–9
other variables for 339
glass ceiling 336
Hobfoll’s views on 245
individual stress dimension of 332
job-related outcome of 246
measurement of 242–3
perceptions of 332
personal distress 331
predictors of 284
professional efficacy dimension of 274
related to emotional dissonance 284
service climate 284
results of analysis of 337–8
theoretical foundation of 244–5
business performance 5, 251, 393, 394, 402, 405
career development 6, 9, 17, 54, 60, 161, 164, 172, 189, 190–91, 197, 206, 241, 259, 399
career managers 189
career planning support 172
career satisfaction 257, 275, 292
casinos, smoking in 319–24
‘high-roller’ rooms 323
legislation to prohibit 322
smoke-free legislation and 321
value proposition and 324
Casual Regulars 372
chain-based hospitality organizations 252
citizenship behaviour 159, 247, 287
client loyalty 7
coaching 8, 96, 97, 107, 137, 140, 145, 280, 388
communication channels
brand communications 126
for effective brand internalization 126
flexible 125
internal 119
organizational information channels 115–16
communication skills 9
Community Charter of the Fundamental Social Rights of Workers 224–5
Community Social Responsibility (CSR) program 99
Conservation of Resources Theory (COR) 244, 260, 275, 283
conservation of resources theory (CRT) 273
consumer benefits
emotional 47
life changing 47
social impact 47
contingent reward 9, 130–31
Core Self-Evaluation (CSE) 245, 284, 288
12-item 288
employee engagement and 288
importance of 276–7
Cornell Hospitality Quarterly 192
corporate social responsibility 122, 167, 177, 251
corporate theory of sustained growth 368
corporate universities 173
co-worker support (CS) 256, 277
importance of 276–7
cross-cultural competence 19, 177
customer incivility 11
customer loyalty 5–6, 32, 44–5, 247, 257, 273, 274, 279, 293
customer loyalty programs 44–5
customer misbehavior 16
customer orientation 259, 288–9, 311
customer retention 12
customer satisfaction 4–7, 12, 19, 30, 68, 84, 172, 180, 223, 247, 251, 253, 257, 279, 312
customers’ brand association, development of 105
customer scales 279
customer service 4, 7, 9, 21, 27, 29, 31, 45, 84, 107, 138, 159, 161, 172, 179, 256, 274, 292, 365–6, 401
customer service behaviour 257, 292
customer values 40, 45, 47, 50, 59, 235, 407
Cybernetic Coping Scale (CSS) 274
cycle of success 257, 258

De Beauvoir, S. 222
Deci, Edward 76
decision making 144, 239
participative 137
theory of 262
depersonalization of customers 279
notion of 332, 337
depression 11, 246, 332
digital-based disruption 44–6
digital technology 41, 44, 50
disengagement, notion of 237
Disney’s Institute on People Management 371
diversity training, in hospitality and tourism sector 16–17, 347
attitudes of ethnic minorities 354
classroom-based 352
cultural 347
defined 348–9
diversity training management initiatives (DMTIs) 353
effectiveness of 356
eligibility for 357–9
financial cost of 354
framing of 355–6
implementation of 351–2
practical implications for 355–9
legal repercussions toward 353
macro-level 349–50
management attitudes towards 353
micro-level 350–51
objectives of 351
pre- and post-training attitudes and beliefs 356–7
research on 352–5
e-cigarettes 321, 322
ECPAT International 26
‘Edwards’ Cybernetic theory of stress 274
e-learning 98, 383
emotional dissonance 50, 279, 283–4
burnout related to 284
emotional exhaustion 275, 338, 339
syndrome of 332
emotional healing 134–5
emotional labor 11–12, 129, 283, 370, 375, 376
and motivation 367–8
role in engagement processes 239
self-regulation strategy 367
Employee Assistance Program (EAP) 99, 315
employee communication strategy 99
employee emotional regulation 279–80
employee empowerment
feelings of empowerment 144
implementation of 144
relation with job satisfaction 138
employee engagement 100, 235
17-item Utrecht Work Engagement Scale (UWES-17) 243, 248, 254
antecedents and consequences of 246–7
Aon’s model of 250–51, 262
and burnout 242–50
in chain-based hospitality organizations 252
conditions of 238
consequences of
health and motivational 257
job-related (performance) 257
critique and proposed integrative model of 247–9
development of 236
empirical studies of 250
future aspects of 261–3
future directions 252–61
within hospitality and tourism 252–61
HR practices and 241
Kahn’s theory of 236–41
management consulting industry and 250–52
personal resources for 256
predictors of 247
role of emotional labour in 239
situational factors for
job demands 255
job resources 255–6
strategies for development of 240
theory of 248
Herzberg et al.’s two-factor theory 260
typology of 240
Willis Towers Watson’s model of 251–2
working conditions and 241
workplace benefits of 252
workplace interventions and 249–50
employee motivation see motivation of workforce
employee onboarding 32
employee performance 173, 257, 273, 293, 378, 401
employees behaving badly 16
employee scales 279
employees’ commitment, to brand delivery 104, 115, 121
employee–supervisor relationships 255
employees, with disabilities 21–3
Employee Value Proposition (EVP) 93, 94, 179, 251
employee voice (EV) 256, 280–81, 292
employee wellness 14, 226, 251
employer brands 46, 161, 171, 178
employers
age discrimination and 221–3
of choice 178
employment
age discrimination in 221–3
Employment Equality (Age) Regulations 225
in hospitality and tourism 185–7
empowering leadership 129, 131, 139–40 see also organizational empowerment; psychological empowerment
benefits of 138, 139
definition of 136
elements of 136
implications of 145
levels of 136
macro 136
micro 136
organizational-level 137
performance benefits of 136–7
personal and work situation characteristics and 141
supervisory empowerment 141
engagement, in hospitality and tourism research 252–61
assertiveness 274–5
back of house employees 282–3
burnout and 274
challenge stressors and 285–6
core self-evaluations and 276–7
coworker support, importance of 276–7
emotional dissonance 283–4
empirical research on 300–309
employee emotional regulation and
279–80
employee health 274–5
experience of hotel managers 275
leadership quality 289–90
long-tenured employees 282–3
organizational resources and service
climate 273–4
perceived organizational support
(POS) 291
personal demographic of 280–81
polychronicity and person–
environment fit 281–2
predictors of 284
psychological climate 288–9
psychological factors 286–8
role of gender in 290–91
service climate and well-being at
work 283–4
strategic intention and innovation
277–8
stress-reduction training 274–5
study of
empirical 272–3
findings of 291–2
method for 272–91
supervisor support, role of
290–91
trait competitiveness and supervisor
support 275–6
work–family influence on 284–5
work situation characteristics of
280–81
Equal Employment Opportunity
(EEO) 187, 201
Equal Employment Opportunity
Commission (EEOC) 192
Equality Act (2010), UK 224
ethical consumption, growth of 46–7,
50, 59
ethical hiring 16–17
Euromonitor International 42
European Union 220
age discrimination in 224–5
Amsterdam Treaty (1999) 224
Community Charter of the
Fundamental Social Rights of
Workers 224–5
Directive, 2000/43/EC 224
Employment Equality (Age)
Regulations 225
existence, relatedness and growth
(ERG) model 74, 81
experience economy 49–50, 236
extended engagement factor 244
family–work conflict (FWC) 13, 275,
280–81, 386–7
family–work facilitation (FWF) 256,
284
Fayol, Henri 69
Fernandez, Victor 52
FEWS scale 283
finance management 97
financial performance 5, 349–50, 381,
392, 400, 405
five star hotels 11, 18, 336
“food on demand” market 52
foodservice industry 44, 51–3
formal learning 382–3, 385, 387, 388
fun at work, categories of 27, 30
Gallardo-Gallardo, N. 165, 167, 170,
175–6
gaming industry 321–2
gender equality, in workplace 186,
340
gender issues, in hospitality
organizations 17–19
General Health Questionnaire (GHQ)
274
General Self-Efficacy Scale 291
generational differences, in workplaces
20–21
Generation Xers 20, 21
glass ceiling issues 186–7, 336
‘glass slipper’ metaphor 187, 192
global accommodation industry,
growth in 43
global food services industry, growth
in 42–3
Global POS Scale 291
Global Service Climate Scale 273, 283
global talent management (GTM)
170–71, 178
Great Depression 69
Gross Domestic Product 3
health insurance 72, 372
Herzberg, Frederick 73
hygiene-motivator theory 74
intrinsic and extrinsic needs 80
high performance human resource practices (HPRPs) 391
art as a competitive strategy for 392–3
benefits of 396
case illustrations 402–6
effects on
artistic strategies 397
attitudes and behaviors 399–400
human capital 397
operational performance 400
organizational climate 398–9
employees’ attitudes and behaviors 399
future directions of 408
for high-quality services 406
implementation of 406
literature review on 392–5
operational goals of 407
recruitment practices 397
research framework on 395–406
and service innovation in the hospitality industry 393–5
Volando Urai Spring Spa & Resort (Volando), Taiwan 402–3
high-performance work practices 253, 258, 285, 287
Hilton’s Elevator programme 172
hospitality and tourism industries’ strategic HRM (SHRM) 315
hospitality and tourism organizations 4, 6, 9, 19, 129, 348–9, 352
challenges faced by 27
hospitality career
career managers 189
gender-neutral perspective 189
gender tends in 189
individual effects on women 194–7
managerial career, rewards of 196
masculine organizational norms in 191–2
occupational sex stereotyping 191–2
organizational norms for 189–91
pink ghettos 190
qualification requirements 189
quota system, elements of 202
recommendations for 197–207
employing full-time workers 204
family-friendly working policies 205
good socialization practices for all employees 204–5
increasing women position in senior leadership 202
mentoring programmes for women and minorities 204
policies against sexual harassment 206–7
succession plans for workers 206
team building 203
training to build positive workplace relationships 203
sexual discrimination, effects of 194
sexual harassment 192–4
social bonds 190
social skills and attitudes 189
sticky floor 192
team building exercises
interdepartmental 203
intra-departmental 203
women in senior leadership positions 202
Hotel and Tourism Industry Labor Force Survey 336
hotel brand
assessment of 108
customers’ experiences with 104
internalization of 108, 117, 121–2
management style 118–19
and physical environment of hotel 118
hotel reservations 44–5
hotels
physical safety and security of 24
terrorist attacks on 24–5
hotels safety program
Bergstrom’s safety program 315
for creation of safe work environment 318
for internal customer see internal customer (IC)
Keepers of Property and Security (KOPS) 315
Partlow’s study on 315
for protection of a hotel guest 317
Safety, Security and Convenience Model 317
zero-accident culture (ZAC) 315
HR Audit Checklist 100, 101–2
HR Metrics Dashboard 103
human capital 6, 166, 325, 364
effects of
high performance human resource practices (HPRPs) 397
operational performance 400
theory for discrimination 220
human resource information system (HRIS) 157
human resource, in hospitality and tourism
internal customer 310–12
human resource management (HRM) 5–6, 100, 153, 171, 184, 258
challenges associated with 9–10
at Disney World 364, 371–2
diversity management strategies 188
and external branding 29–30
by having fun at work 30
high performance work practices 28–9
impact of employee health and safety on 318
implications for hospitality organizations 33
initiatives of 27–31
and internal branding 29
internal customer security and 314–16
leadership and 129
prosocial service behaviors 31
psychological capital 31
scientific management 69
service rewards 31
smoking in casinos 319–24
strategy and organizational performance 166
Taylor and Fayol theory on 69
human resource planning (HRP) 157, 160
Human Resources Directors (HRDs) 90
idealized influence, in leadership 9, 130
individual consideration, in leadership 9, 130
individual discrimination 220
individual learning 382
industrial revolution 68
informal learning 382–3, 385, 387–8
in-house management development programmes 173
innovation, technological 59
inspirational motivators 130
Integrated Resort (IR) 319
intellectual stimulation 9, 130
intention to quit (QT) 5, 254, 275, 280–82
internal branding management 104
calendar of 105
defined 105
within hospitality organizations 29
value of 105
internal customer (IC)
alignment of mission statements 313
Bergstrom’s safety program 315
hotel business tripartite relationship 314
human resource, in hospitality and tourism 310–12
nomenclature of 313
organizational objectives 312
safety and security, issue of 316–18
security of 314–16
service quality 312–13
internalization, concept of 105
Internal Marketing (IM)
categorization of 311
definition of 311
elements of 311
internal service and communication 288–9
International Journal of Contemporary Hospitality Management 159
internship program, for students 32
interpersonal relationships 79–80, 238, 262
Inventory of Polychronic Values 282
job characteristics theory (JCT) 254, 273, 278, 292
job demands 244, 246–7, 259
impact on employee engagement 246
Job Demands-Resources Theory (JD-R) 244, 249, 273
job performance 143, 257, 281
impact of terrorism on 25
measurement of 282
operationalized by five items 282
job quality, in hospitality industry 184, 188, 203, 205
job-related accident 315
job requirements 14, 111–12, 125, 282, 366
job resources 244, 246, 247, 249–50, 255–6, 259, 263, 277, 283, 292, 333
job rotation 172
job satisfaction 6, 73, 131, 162, 245, 254, 275, 280, 289, 374, 385
assessment of 140
employee empowerment and 138
in hospitality industry 188
job security 72, 77–80, 186, 188, 195, 204, 251, 285
job stress see workplace stress
job tenure 140–41, 143, 275, 386
job training 69, 160
joint ventures 381
Jo&Joe, concept of 48
Kahn, William 236–41, 248–9, 260, 288
Kaleidoscope theory, of career development 195
Keepers of Property and Security (KOPS) 315
knowledge transfer 381
labour market intelligence 98
Labor Occupational Health Program 23
The Labor Relations Institute (LRI), New York 77
labour market 160, 164, 178, 186, 216, 220, 225, 241, 324
labour shortages 83–4
laissez-faire leadership 130–32
leader–member exchange (LMX) 249, 256, 289, 292
leadership 106
brand internalization and 126
competencies 8–9
for creation of service quality culture 129
directive 131
empowering leadership 129, 131
by exception
active management 130
passive management 130
in hospitality organizations 130–32
and human resource management policies 129
job stress and burnout 132
laissez-faire 9, 130–32
and management 9
participative 131
quality of 289–90
role of 107
servant leadership 129, 132–6
service 8
styles of 131
training interventions 250
transactional 130
transformational see transformational leadership
learning and development (L&D) activities 96, 98, 251
line managers 9, 176, 228, 258
living wage 47, 55–6, 179–80
long-tenured employees 282–3
Lopez, Gus 53
McClelland, David 74
McGregor, Douglas 75
management consulting industry 250–52
manager–employee relationship 12
marketing mix theory, four P’s classification of 105
Marriott International 43, 45, 57, 352, 358
diversity training program at 352
Maslach Burnout Inventory 11
Maslach Burnout Inventory-General Survey (MBI-GS) 242, 244
Maslow’s Hierarchy of Needs 47, 71–2, 74
Massachusetts Institute of Technology (MIT) 45
medical insurance 260
medical tourism 26–7
migrant workers, issue of 19–20, 81
Millennials 21, 99, 179
growing influence of 48–9
motivation of workforce 67
Alderfer’s concept of 74
Karno, C. 73
applied research on 77–9
classic theory of 71–7
emotional labour and 367–8
existence, relatedness and growth
(ERG) model 74, 81
extrinsic 76
factors influencing 238
intrinsic 76, 237, 260
to keep great people 83–5
and Maslow’s Hierarchy of Needs
71–2
and methods to maximize work
efforts 68–71
process-based theory 75
prosocial 367
for providing great experiences 83–5
reward-based systems 76
Ten Factor Model 77
adoption of 79–83
Kovach’s application of 78–9
Theory X 75
Theory Y 75
two-factor theory 289
multi-tasking skills 282
multivariate analysis of co-variance
(MANCOVA) 337, 339, 341
multivariate analysis of variance
(MANOVA) 337, 338, 341
nature–nurture interactions 168
new service developments (NSD) 402

Occupational Health and Safety
(OH&S) 315, 317
impact on HRM 318
occupational sex stereotyping 190,
191–2
older workers 218
barriers to employment of 227
employers attitude towards 221–3
employment opportunities for 216,
221
health and well-being of 216, 225–7
legislation protecting 217
mentoring of younger workers by
227
stereotypical attitudes of 222, 228
workplace inequality faced by 216
onboarding 32, 50, 95, 96
online travel agencies (OTA) 43, 44
on-the-job training 160
operational performance 392–7, 408
effects of
attitudes and behaviors 401–2
human capital 400
organizational climate 401
organizational citizenship behaviour
(OCB) 133, 159, 242, 402
customer-related 133
organizational climate 5, 28, 395, 397,
398, 401, 405
effect on operational performance
401
organizational discrimination 220
organizational empowerment 137
in hospitality sector 138–9
psychological empowerment and
137
organizational information channels
115–16
organizational learning see workplace
learning
organizational psychology 242
Organizational Resources Scale 273
organizational Success 4–5, 9, 258, 312
organizational support, 5-item scale
for 280
outsourcing 44
pay-for-performance incentive systems
69
perceived organizational support
(POS) 256, 291, 292, 401
performance-based rewards 162
performance management 28–9, 96, 97,
136, 251, 394
personal accomplishment 11, 131–2,
242, 246, 274, 332–3, 337–9, 338,
341
personal engagement
conditions of 238
defined 237
Kahn’s theory of 236–41
personality fit 113–14, 122
personality, idea of 256
personal resources 245–6, 249–50, 257,
260, 262, 276–7
person–environment fit 281–2
polychronicity 255, 281–2
preferred self, notion of 237
problem solving, staff participation in 97, 130, 398
product customization 44
Professional for Gaming of New Macau 322
project planning and orientation 89–90
psychological availability, idea of 238–9
psychological capital, dimensions of 31
Psychological Capital theory (PsyCap) 286
psychological climate (PSC) 259, 262, 288–9
psychological empowerment 136, 385
four dimensions of 137
in hospitality sector 138
measurement of 137
and organizational empowerment 137
and work outcomes 141
psychological meaningfulness, idea of 238
psychological safety, notion of 238
Psychological Service Climate (PSC) 256, 288, 292
psychological stress 244, 370
psychological well-being 275
Psychometrics 236, 252, 288
Pygmalion effect 175

quality of life 310, 332, 340
quality of service see service quality
quick service restaurant (QSR) 42–3

recruitment process, components of 94
reserve army of labour theory 220
resource-based view of the firm (RBV) 166
retirement security (financial) 245, 260
return on investment (RoI) 88, 96, 180, 186, 249
rewards, for achieving performance goals 130
‘rising stars,’ recognition of 163
Ritz-Carlton Hotel Company 310
role benefit 256, 277–8, 292
role performance, notion of 237
Ryan, Richard 76

safety culture
building of 23–4
defined 23
value and role of 23
‘say, stay and strive,’ concepts of 250
secondary smoke see second-hand smoke (SHS)
second-hand smoke (SHS) 321
exposure reduction 322
hazards of 321, 323
segmented labour market theory 220
self-efficacy
Bandura’s work on 240
employee 286–8
of female employees 291
notion of 239
self-esteem 245–7, 256, 289, 350
organizationally-based 245
self-regulation, theory of 71, 255, 283, 286, 292
Servant as Leader. The (1970) 132
servant leadership 129
concept of 132–3
Greenleaf’s view of 132
importance of 133
measurement using 28-item scale 134
and service quality 133
study of 133–6
server–customer relationship 193
service behaviors, of front-line service employees 31
service branding 104
association of
corporate structure 106
leadership action 106
brand ambassador 106
brand concept and values 105
and brand internalization strategies 106–8
consumer bonds, establishment of 107
cultural impact of 114–15
definition of 105–6
findings of analysis of 111–22
acquired brand knowledge 112–13
associating with the brand image 113
brand and work experience 117
brand awareness, strengthening of 117
brand knowledge, explained 111
communicating the brand 115
cultural impact 114–15
employees’ commitment 115
hotel brand internalization processes 121–2
job requirements 111–12
management style 118–19
organizational information channels 115–16
personality fit 113–14
physical environment 118
recognition 120
rewarding brand delivery 120
staff and guests’ satisfaction 120
hotel brand see hotel brand
and internal branding 105–6
internal branding management 104
Internalization Concept Model 107
literature review of 105–8
methodology for analysis of 108–11
data collection 109–11
sample 108
selected interview questions 109
semi-structured in-depth interviews 108–9
organizational culture, impact of 115
theory of 105
service climate 283–4
assessment of 273
definition of 283
related to burnout 284
and well-being at work 283–4
work-unit 284
service economy 49
service excellence 5, 133, 366
service leadership 8
Service Provider Excellence Scale 273
service quality 4–7, 252, 273, 331
assessment of 140
conceptual model of 316
determinants of 316
employee perceptions of 5
in hospitality organizations 5
perceptions of 134
performance ratings 5
servant leadership and 133
SERVQUAL (22-item instrument) 134–5
service rewards 27, 31
service workers 6, 11–13, 29, 31,
129–30, 139, 143, 203, 255, 367,
368, 386
SERVQUAL Empathy Scale 273
SERVQUAL (22-item instrument) scale 134–5
sex segregation, in hospitality 193
sex stereotyping, occupational 191–2
sex tourism
child-sex tourism 26
effects of 15, 194
sexual discrimination, effects of 15, 194
sexual exploitation of children in travel and tourism (SECTT) 26
sexual harassment 14–16, 239
consequences for victims 194
as gendered discrimination 196
guest-initiated 193
management and owners, responsibility of 194
norm of 192–4
origins of 193
policy and code of practice for 206–7
process for creating policies for 15
at workplace 192–4
sexual orientation, in hospitality industry 185
small and medium-sized enterprises (SMEs) 154
smoking
‘accommodation’ of smokers 321
in casinos 319–24
exemption from restriction in public places 323
legislation to prohibit 322
in Macau 322
protection of non-smokers 321
in public places 322
second-hand smoke (SHS) 321
smoke-free legislation 321
social identity, theory of 192, 350
social systems, elements of 238
statistical discrimination 223
status enhancement 278
strategic attention, concept of 256,
278, 292
strategic business planning 402
strategic human resource management (SHRM) 158–9, 160, 170
Strategic Role of Human Resources for Organizational Performance 316
stressors
situation-related 25
stressor–strain framework 25
terrorist-related 25
structural discrimination 220
supervisory empowerment 141
benefits of 142–4
characteristics of 144
elements of 143–4
sustainable engagement, concept of 251
SWOT analysis 89
Talent Life Cycle 88–9, 93, 95, 96, 100
talent management 153
additional research on 176–8
AMO framework of 159
career planning support 172
concept of 158, 164
defined 158, 160, 170
exclusive 170
global scarcity of talent and 173
global talent management (GTM) 170
Hilton’s Elevator programme 172
in hospitality and tourism sector 159–65
potential for research within 178–9
inclusive 170
management literature on
purpose of talent management 174–6
talent management in practice 169–74
theoretical underpinnings 165–7
understanding talent 167–9
perspective of multiple stakeholders on 176
in practice 169–74
pros and cons of 175
purpose of 174–6
relation with firm performance 159
‘rising stars,’ recognition of 163
semitical contributions to critiques and contributions from the academic literature 157–9
War for Talent (2001) 155–7, 177
treatment of top performers 172
typologies of 174
work–life balance 164
talent plan workshop 90, 92–3
talent pool membership 175
talent strategy, in hospitality and tourism
critical success factors 89
data gathering and analysis 90
development and deployment of acquisition 93–5
enable phase 96–8
enriching and retaining employees 98–100
onboarding 95
external benchmarking 92
field input 91–2
finalization of plan 93
Human Resources initiatives in 92
human resources mission and vision 91
project planning and orientation 89–90
Return On Investment (ROI) 88
SWOT analysis 89
Talent Life Cycle 88–9
talent plan workshop 92–3
talent supply–demand gap 175, 178
task-switching skills 282
Taylor, Frederick 69
team building, recommendations for 203
technological innovation 59
Teflon effect 187, 192, 196
Ten Factor Model, in hospitality research
adoption of 79–83
Herzberg’s intrinsic and extrinsic needs and 80
Kovach’s application of 78–9
in lodging industry 80
to study employee motivation 77, 82
terrorist attacks
effects on hospitality sector 25
job performance 25
tourism 24
on hotels and cafes 24–5
risk perceptions 25
theme parks 364–6, 368, 371, 375–7
time management 8
tipping, low pay and role of 23
tobacco industry 321–2
Tobacco Products Control Act (2006) 323
top-level management team (TMT) 403
Total Quality Management (TQM) 315
tourism and hospitality sector
consumer expectations in 46
digital-based disruption 44–6
employment characteristics in 83
ethical consumption 46–7
experience economy 49–50
global accommodation industry 43
global food services industry 42–3
global trends in 41–50
influence of Millennials 48–9
in United States 51–9
tourism labor market 334
tourist destinations
in Egypt 25
increasing turbulence in 25–6
transformational leadership 256
benefits of 132
emotional exhaustion 132
four factors of 130
in hospitality and tourism sector 130
individual 7
personal accomplishment 132
positive effects of 130
store-level 7
three elements of 130
“trickle down” effect 98
turnover, of workforce 351
culture of 241
United Nations 220
convention on rights of older persons 225
United States travel and tourism industry
accommodation industry 53
Amazon program 52
career opportunity 55
domestic employment in 51
employment issues within 53–9
foodservice industry 51–3
National Restaurant Association (NRA) 51
technological innovation, impact of 59
trends in 51–9
Utrecht Work Engagement Score (UWES) 273, 293
9-item 243–4, 254, 261, 273, 279, 287, 290, 292, 293
17-item 243, 248, 254, 273–7, 280, 282
verbal empowerment 143
vigour, dedication and absorption (VDA) 273, 276
voice behavior 138–9, 142–3, 281, 383
benefits of 386–7
measurement of 140
Volando Urai Spring Spa & Resort (Volando), Taiwan 402–3
Vroom, Victor 75
idea of valence of job factors to employees 80
Walt Disney World (WDW) 352
aesthetic labour 370
cast members 377
Casual Regulars 372
“Casual Temps” work 372
corporate theory 369
customer experiences 366
customer service 365
Disney’s Institute on People Management 371
emotional labour and motivation 367–8
emotion regulation at 368–9
employee attitudes 373–5
employee’s perspective on 364
data collection on 370–71
right of refusal 372
good stage presence 370
hospitality and tourism 364–5
Human Resource Management (HRM) 364, 371–2
labour 372–3
labour intensity and labour costs 365–6
as largest single-site employer 364
on-the-job demands 369
revenue generation 365
size and importance of 366
vision and mission of 366
wage structure 366

War for Talent (2001) 155–7, 177
well-being
mechanisms relating to better 226
psychological 275
at work 283–4
wellness, in relation to work
concept of 225–7
of employee 226
relational 226
types of 226

Western economies dual career families 186
Willis Towers Watson (consulting group) 236, 251–2
women's employment
barriers to 187, 197
career opportunities 187–8
entry-level managerial positions 190
glass ceiling 186
‘homemaker’ role and 186
hospitality career 187–94
effects at micro level 194–7
in hospitality industry 184
in housekeeping 185

HRM practices 184
job quality 184, 188
job satisfaction 188
Kaleidoscope theory of career 195
macro context of 185–7
macro–meso–micro effects on 197, 198
meso level 187–94
part-time work 189
pink ghettos 190
in senior leadership positions 202
senior leadership roles 190
sexual harassment 192–4
sexual orientation of 185
work–life conflict 187
women's sexuality, objectification and commodification of 193
work engagement 281
concept of 249
work–family conflict (WFC) 13–14, 129, 275, 280–81, 292, 386
behavior-based conflict 13
consequences of 13
in hospitality organizations 14
strain-based conflict 13
time-based conflict 13
types of 13
work–family facilitation (WFF) 256, 284
work–family interactions 284
workforce, in hospitality and tourism sector
diversity training in see diversity training, in hospitality and tourism sector
job satisfaction 351, 354
multicultural 351
organizational commitment of 351
turnover of 351
work identity 186
work–life balance (WLB) 163–5, 187, 191, 239, 241, 251, 386
dimensions of 28–9
workplace accidents and injuries 22, 23
workplace culture 5, 27, 33, 99, 203, 387
workplace engagement 236

Workplace Health and Safety (WHS) 316–17
impact on HRM 318
workplace health and wellness programmes 226
benefits of 226
workplace learning
barriers to 383
culture of 384–5
defined 382
gender differences in 385–6, 387
by hospitality firms 381
individual learning 382
informal learning 382
learning potential of 384–5
model of 381
Nikolova’s 382
opportunities for 385
outcomes of 384–5
stages of 381
strength of 385
training and development 382
types of facilitators for 383
voice behavior, benefits of 386–7
workplace socializing 188
workplace stress 275
effects of 11
Maslach Burnout Inventory 11
rate of depression 11
work practices, high performance 28–9
workshops, for skill building 250
World Travel and Tourism Council 41, 51

youth hostel 43
concept of 48

Zenger, Todd 368
zero-accident culture (ZAC) 315
zero-hours contract, concept of 186