Impacts of motivation for self-development on job performance in employees of a deluxe hotel in Korea

Hyoung Chul Shin1, Yoon Joo Park2

1Department of Foodservice & Culinary Management, Kyonggi University, Seoul 03746, Republic of Korea.
2Graduate School of Service Management, Kyonggi University, Seoul 03746, Republic of Korea.

*Corresponding author: Yoon Joo Park (Email: yunjoo6177@naver.com)

ABSTRACT

Purpose: The aim of this study is to examine the effect of the self-development motivation of Deluxe Hotel employees in Korea on job performance.

Design/Methodology/Approach: The current study included 332 subjects who were employees of deluxe hotels located in Korea, for whom a self-reporting questionnaire survey was performed. They were given questionnaires via a mail survey using a judgment sampling method. The selection criteria for the current study were limited to employees who were engaged in the department of foods and beverages or cuisine at deluxe hotels in Korea. Structural equation model analysis was conducted to verify the hypothesis.

Finding: The results of this study supported the following hypotheses: “Autonomous motivation has a significant positive impact on job competency,” “Job competency has a significant positive impact on job efficacy,” and “Job efficacy has a significant positive impact on job performance.”

Conclusion: The current results indicate that motivation for self-development is an essential factor that may raise employees’ performance and create new opportunities for an organization. Therefore, it would be mandatory to implement effective strategies for motivation and self-development and involve employees in the decision-making process. Thus, dedicated efforts should be made to harmonize an employee’s goals with an organization’s goals.

Keywords: Human resource development, Human resource management, Job competency, Job efficacy, Job performance, Motivation, Self-development.

1. INTRODUCTION

As the quality of life of consumers improves, the demand for tourism is increasing. Accordingly, the hotel industry is also gradually expanding its market and contributing greatly to job creation. The hotel sector exhibits a significant reliance on human resources and the prevailing economic conditions. It is also characterized by a high level of competency demanded from employees, which explains the contribution of human resource development (HRD) to delivering high service quality and performance. Hotel operations are characterized by long working hours, a fast-working environment, a diverse workforce, fierce competition, and high labor turnover (Schneider & Treisch, 2019; Tiwari, Singh, & Dahiya, 2023). Moving from one hotel to another often provides career advancement opportunities (Kumara, 2018).

Motivation can be explained as an individual’s desire and is an essential factor in forming HRD (Clardy, 2021; Hronová & Špaček, 2021; Kim, 2019; Naquin & Holton, 2003). Organizations can suffer from performance degradation problems, often due to a lack of motivation (Cho, Lee, & Kang, 2020; Song & Lee, 2020), which leads to a loss of competitiveness and thus a loss of productive resources in the organization (Cho et al., 2020; Song & Lee, 2020). Because of this, organizations often spend huge amounts of money on educational sessions and recreational events to improve employee motivation (Arshad, Abid, Contreras, Elahi, & Athar, 2021). As motivation is closely related to organizational performance, organizational personnel managers often require employees to
have a high level of motivation in order to perform their tasks (Ahmed et al., 2021; Jalagat, 2016; Memon, Pawase, Pawase, & Soomro, 2021).

Given the above background, the aim of this study is to examine the effect of the self-development motivation of Deluxe Hotel employees in Korea on job performance. Therefore, this study intends to propose theoretical and practical implications for human resource development.

2. THEORETICAL BACKGROUND

2.1. Need for HRD

The definition of human resource development is difficult to grasp precisely due to the abstraction of the concepts underlying human resource development (Walton, 2005). Although there are many discussions about human resource development (Hamlin & Stewart, 2011; Shuck & Wollard, 2010), the concept continues to be defined because HRD is a relatively new discipline (Vince, 2014). Due to recent business environment changes and rapid technological advancement, companies have selected the underemployment policy and restructuring. Contemporary workers also prepare themselves for such changes. They are increasingly interested in HRD as one of the survival strategies in the labor market (Loxton et al., 2020; Victor, Karakunnel, Loganathan, & Meyer, 2021).

Thus, both workers and companies seek to differentiate themselves from their competitors and achieve a superior position in the competition. This is closely associated with resource-based theory and human capital theory. According to human capital theory, better-educated workers are more productive and better paid (Bentley & Kehoe, 2020; Liu, Kim, & Yoo, 2019). According to resource-based theory, humans are a particular type of competitive resource in specific industry sectors (Collins, 2021). In particular, advanced human resources (AHR), including better-educated workers, are scarce in the labor market and should be treated as they deserve. Therefore, it can be stated that their knowledge, technology, and expertise are essential tools in the system of complete competition. Indeed, AHR cannot be raised for short periods, and they are key players that can achieve a superior position for a company in the competition with other companies (Becker & Huselid, 2006).

2.2. HRD Based on Motivation for Self-Development in the Context of Self-Determination Theory

Defined as an internal emotion, motivation is mainly involved in human behavior (Lens & Vansteenkiste, 2020). It should be considered an essential factor from both individual and organizational perspectives (Kanfer & Chen, 2016). This is because it is efficient in improving the level of workers' expertise and achieving the goals of an organization. Further, motivation for self-development is an essential factor for the survival of an organization and an individual (Molino, Cortese, & Ghisleri, 2020). Therefore, its possible impact on workers' ability to perform present and future tasks deserves special attention (Ryan & Campbell, 2021).

Self-Determination Theory is a theory of personality development and motivated behavioral change based on the premise that humans possess an innate inclination to develop, harmonize, and reconcile psychological incongruities (Ryan & Deci, 2000). In this theory of self-determination, individuals can be driven by curiosity, fascination, and concern and are acknowledged as subjective entities capable of sustaining enthusiasm, innovation, and perseverance through internal motivation without external incentives. Moreover, these individuals are perceived as cognitive beings that actively interact with their immediate surroundings. The self-determination theory is rooted in a humanistic lineage that highlights accountability, development, and the inclination to actualize and offers a comprehensive framework for studying human motivation and personality (Deci & Ryan, 1980). The self-determination theory focuses on the importance of an environment that promotes intrinsic motivation, is a source of autonomy motivation, and supports the satisfaction of basic psychological needs. This is because the environment can support or frustrate the individual's intrinsic motivation and basic psychological needs in its context (Ryan & Deci, 2002). Therefore, motivation for self-development can be analyzed based on self-determination theory (Strauss & Parker, 2014). It is known that HRD has a positive impact on the value of human resources, whose representative components include job competency, job efficacy, and job performance from psychological, cognitive, and behavioral perspectives (Alagaraja, 2013). Such components play a role in increasing the value of human resources through self-development in a sustainable manner (Li, Sun, & Li, 2019; Molino et al., 2020). It can therefore be inferred that motivation for self-development might be efficient in enhancing the impacts of HRD and thereby increasing the degree of job performance from both individual and organizational perspectives (Lowry & Flohr, 2005).
2.3. Relationship of Job Competency with Job Efficacy, and Job Performance in the Context of HRD

Job competency is the dimension of employees' willingness to perform a task most proficiently. Defined as essential characteristics that employees possess and use, they can serve as a driver of successful outcomes. Moreover, it is a single basic unit comprising employees' knowledge, skills, behavior, and attitudes (Barney, 2000). A previous study provided two reasons for the importance of job competency in a competitive environment. First, job competency is used to monitor whether employees of an organization correctly perform a task and to harmonize its internal behavior and skills with its strategic directions. Second, job competency should be considered an essential factor for having superior competitiveness. Therefore, job competency is composed of a mixture of employees' knowledge, attitudes, skills, and activities (Barney, 2000). Moreover, it can be measured using the standardized method and then improved through education (Heijde & Van Der Heijden, 2006). According to a capital-based theory, job competency belongs to such capital as to make an organization competitive in a sustainable manner as well as to improve its performance (Lulle, Janta, & Emilsson, 2021). In this context, employees' job competency should be treated as it deserves; it should be considered beneficial for both employees and an organization (Kim & Lee, 2021).

Job efficacy is evident across the spectrum of self-efficacy when it pertains to an individual's assignment; it is characterized as an individual's belief in their capability to execute a task (Bandura, 1977). Employees' job efficacy is generated through a process where they assess and combine the experience of success, vicarious experience, verbal persuasion, and physiological and emotional perception in association with job performance (Barney, 1991). It has been reported that employees with a higher level of job efficacy are more able to accommodate themselves to negative situations and to take appropriate measures against possible failure by efficiently performing a task. Therefore, they tend to be satisfied with their job and produce successful results.

It has been reported that job efficacy has a significant impact on the selection of job behavior and job performance in an organization (Keskin, 2020; McDonald & Siegall, 1992; Niu, 2010). Job performance can be conceptualized as a construct that encompasses the various actions undertaken by employees inside an organization in order to accomplish its objectives. Job performance can be defined as any job activity whose level can be measured as the degree of organizational performance associated with its plans (Barney, 2000).

An organization's short-term and ultimate goals are to make a profit, survive, and prosper, respectively. Changes in an organization's internal and external business environment require its employees to be equipped with multidimensional job performance. However, it is of primary concern to continuously make a profit, which would be mandatory for the survival of an organization in a capital market. In this context, job requirements for the goals of an organization should focus on the productive and economic value of the job (Barney, 2000).

2.4. Study Design and Hypothesis

The current study conceptualized the relationship between the impacts of motivation for self-development and job performance in employees of deluxe hotels in Korea, as illustrated in Figure 1. To explore the above relationship, the following hypotheses have been proposed:

Hypothesis 1: Autonomous motivation has a significant positive impact on job competency.
Hypothesis 2: Controlled motivation has a significant positive impact on job competency.
Hypothesis 3: Job competency has a significant positive impact on job efficacy.
Hypothesis 4: Job efficacy has a significant positive impact on job performance.
3. MATERIALS AND METHODS

3.1. Data Collection and Methods

Five executives with ten years or more of experience working in upscale hotels as well as academic experts from the hotel industry reviewed the measurement’s contents before conducting this survey. Then the content validity of the measurement was secured by revising and supplementing the questionnaire according to the purpose of this study. Since Korea’s organizational culture is different from other countries, the measurements were reviewed, revised, and supplemented with advice from hotel industry experts and academic experts (Lee, Oh, & Park, 2020). In this study, a self-evaluation survey was conducted on subjects who are employees of luxury hotels located in Korea. They were given questionnaire sheets via a mail survey using a judgment sampling method. The selection criteria for the current study were limited to employees who were engaged in the department of foods and beverages or that of cuisine at deluxe hotels in Korea. The results of the current self-reporting questionnaire were analyzed based on a 5-point Likert scale (1=“never” and 5=“very much”). A total of 79 items, including five about the demographic attributes of the participants, were formulated. After excluding incomplete responses, 332 valid responses were ultimately analyzed. The data was analyzed using Statistical Package for the Social Sciences (SPSS) for Windows Ver.24.0 (Statistical Package for the Social Sciences Inc., Chicago, IL) and Analysis of Moment structures (AMOS) Ver.24.0 (International Business Machines Corporation, Armonk, NY). Statistics used the two-step procedure analysis method. First, frequency analysis was investigated for the characteristics of the survey subjects. In addition, confirmatory factor analysis was conducted to verify the validity of the measurement tool. Finally, a structural equation model analysis was performed to verify the hypothesis.

3.2. Measurement

In this study, the measurement of self-development motivation was based on the studies of Ryan and Deci (2000) and Fertig (2011). Autonomous motivation (intrinsic motivation, integrated motivation, and identified motivation) was measured in 13 questions, and controlled motivation (injected motivation and extrinsic motivation) was measured in 10 questions. The measurement of job competency was designed with 14 questions by revising and supplementing the questionnaire developed based on research on technical capability, individual capability, and relational capability (Hargadon & Sutton, 1997; Hayton & Kelley, 2006; Spencer & Spencer, 2008; Zingheim, Ledford, & Schuster, 1996). Job efficiency was measured in a single dimension but transformed into two dimensions for analysis of structural equation models. The measurement questions were composed of 8 questions based on Bandura (1977) and Bandura (1986). Job performance was constructed based on research on task performance, contextual performance, and adaptation performance, and 19 questions were measured by modifying and supplementing existing studies according to this study (Borman & Motowidlo, 1997; Pulakos, Arad, Donovan, & Plamondon, 2000; Williams & Anderson, 1991). Table 1 shows the demographic factors of participants, and Figure 2 shows the reasons for participants’ self-development.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Values</th>
<th>Temporary job</th>
<th>Permanent job</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sex</td>
<td></td>
<td>(n=56)</td>
<td>(n=276)</td>
</tr>
<tr>
<td>Men</td>
<td>32 (57.1%)</td>
<td>201 (72.8%)</td>
<td></td>
</tr>
<tr>
<td>Women</td>
<td>24 (42.9%)</td>
<td>75 (27.2%)</td>
<td></td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20-29 years old</td>
<td>40 (71.4%)</td>
<td>93 (33.7%)</td>
<td></td>
</tr>
<tr>
<td>30-39 years old</td>
<td>10 (17.9%)</td>
<td>97 (35.1%)</td>
<td></td>
</tr>
<tr>
<td>40-49 years old</td>
<td>4 (7.1%)</td>
<td>74 (26.8%)</td>
<td></td>
</tr>
<tr>
<td>≥50 years old</td>
<td>2 (3.6%)</td>
<td>12 (4.3%)</td>
<td></td>
</tr>
<tr>
<td>Level of education</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under high school graduates</td>
<td>7 (12.5%)</td>
<td>20 (7.2%)</td>
<td></td>
</tr>
<tr>
<td>College graduates</td>
<td>31 (55.4%)</td>
<td>145 (52.5%)</td>
<td></td>
</tr>
<tr>
<td>University graduates</td>
<td>14 (25.0%)</td>
<td>95 (34.4%)</td>
<td></td>
</tr>
<tr>
<td>Graduate school graduates</td>
<td>4 (7.1%)</td>
<td>16 (5.8%)</td>
<td></td>
</tr>
<tr>
<td>Current years of working experience</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 2. Results of confirmatory factor analysis.

<table>
<thead>
<tr>
<th>Variables</th>
<th>SC</th>
<th>SE</th>
<th>CR</th>
<th>p</th>
<th>AVE</th>
<th>CCR</th>
<th>Cronbach’s α</th>
</tr>
</thead>
<tbody>
<tr>
<td>Autonomous motivation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intrinsic motivation</td>
<td>0.609</td>
<td></td>
<td></td>
<td></td>
<td>0.771</td>
<td>0.909</td>
<td>0.716</td>
</tr>
<tr>
<td>Identified motivation</td>
<td>0.764</td>
<td>0.123</td>
<td>9.816</td>
<td>0.000</td>
<td></td>
<td>0.686</td>
<td></td>
</tr>
<tr>
<td>Controlled motivation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Introjected motivation</td>
<td>0.994</td>
<td></td>
<td></td>
<td></td>
<td>0.796</td>
<td>0.822</td>
<td>0.775</td>
</tr>
<tr>
<td>Extrinsic motivation</td>
<td>0.644</td>
<td>0.050</td>
<td>15.186</td>
<td>0.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job competency</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technical capability</td>
<td>0.664</td>
<td></td>
<td></td>
<td></td>
<td>0.757</td>
<td>0.902</td>
<td>0.705</td>
</tr>
<tr>
<td>Individual capability</td>
<td>0.715</td>
<td>0.093</td>
<td>11.224</td>
<td>0.000</td>
<td></td>
<td>0.616</td>
<td></td>
</tr>
<tr>
<td>Relational capability</td>
<td>0.616</td>
<td>0.103</td>
<td>9.879</td>
<td>0.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job efficacy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job efficacy1</td>
<td>0.836</td>
<td></td>
<td></td>
<td></td>
<td>0.911</td>
<td>0.953</td>
<td>0.849</td>
</tr>
<tr>
<td>Job efficacy2</td>
<td>0.882</td>
<td>0.064</td>
<td>16.728</td>
<td>0.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task performance</td>
<td>0.766</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contextual performance</td>
<td>0.885</td>
<td>0.066</td>
<td>16.768</td>
<td>0.000</td>
<td>0.875</td>
<td>0.954</td>
<td>0.830</td>
</tr>
<tr>
<td>Adaptation performance</td>
<td>0.732</td>
<td>0.074</td>
<td>13.608</td>
<td>0.000</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: χ^2=269.485, df=76, CMIN/DF=3.546, RMR=0.016, GFI=0.900, AGFI=0.842, NFI=0.900 and CFI=0.925.
CMIN/DF (The minimum discrepancy, divided by its degrees of freedom), RMR: Root mean-square residual,
GFI/AGFI: The (Adjusted) Goodness of fit,
NFI: The (Non) Normed fit index, CR: The comparative fit index
3.3. Confirmatory Factor Analysis

The results of the confirmatory factor analysis conducted to establish the validity of this study’s framework are displayed in Table 2. Autonomous motivation, controlled motivation, job competency, job efficacy, and job performance, which are comprised of the underlying factors in this study, were operationalized as latent constructs after calculating the mean scores of the assessed sub-variables. The goodness-of-fit was satisfactory ($\chi^2=202.749$, df=56, CMIN/DF=3.621, RMR=0.017, GFI=0.913, AGFI=0.858, NFI=0.906, CFI=0.929). This indicates that the model could be accepted (Table 2).

3.4. Discriminant Validity Analysis

The data presented in Table 3 show discriminatory validity. Among the variables, the correlation coefficient between 'job efficiency' and 'job performance' with the highest correlation coefficient is 0.721, which means $(0.721)^2=0.519$. On the other hand, job efficiency and job performance have AVEs of 0.911 and 0.875, respectively. Therefore, the AVEs for the two variables were greater than the square of the correlation coefficient, and the AVEs for the other variables were also greater than 0.519, and discriminant validity was proved.

### Table 3. Results of discriminant validity analysis.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Autonomous motivation</th>
<th>Controlled motivation</th>
<th>Job competency</th>
<th>Job efficacy</th>
<th>Job performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Autonomous motivation</td>
<td>0.771$^1$</td>
<td>0.130$^3$</td>
<td>0.277</td>
<td>0.272</td>
<td>0.364</td>
</tr>
<tr>
<td>Controlled motivation</td>
<td>0.361$^2$</td>
<td>0.796</td>
<td>0.055</td>
<td>0.073</td>
<td>0.110</td>
</tr>
<tr>
<td>Job competency</td>
<td>0.527*</td>
<td>0.236*</td>
<td>0.757</td>
<td>0.379</td>
<td>0.519</td>
</tr>
<tr>
<td>Job efficacy</td>
<td>0.522*</td>
<td>0.272*</td>
<td>0.911</td>
<td>0.494</td>
<td></td>
</tr>
<tr>
<td>Job performance</td>
<td>0.604*</td>
<td>0.332*</td>
<td>0.721*</td>
<td>0.703*</td>
<td>0.875</td>
</tr>
<tr>
<td>Average</td>
<td>3.97</td>
<td>3.50</td>
<td>4.02</td>
<td>3.94</td>
<td>3.96</td>
</tr>
<tr>
<td>Standard deviation</td>
<td>0.413</td>
<td>0.653</td>
<td>0.446</td>
<td>0.490</td>
<td>0.643</td>
</tr>
</tbody>
</table>

Note:  
1) Values on the diagonal indicate average variance extracted (AVE).  
2) Values below the diagonal indicate correlation coefficients between the constructs (r).  
3) Values above the diagonal indicate the square of correlation coefficients between the constructs ($r^2$).

3.5. Results of Hypothesis Testing

The data in Table 4 represent the results of the hypothesis testing. Autonomous motivation was found to have a positive effect on job competency ($\beta = 0.750$, $p < .001$). Moreover, job competency has a positive effect on job efficacy ($\beta = 0.980$, $p < .001$). Job efficacy positively affects job performance ($\beta = 0.946$, $p < .001$).

### Table 4. Results of the structural equation model analysis.

<table>
<thead>
<tr>
<th>Path (Hypothesis)</th>
<th>SC</th>
<th>SE</th>
<th>CR</th>
<th>$p$</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1 Autonomous motivation $\rightarrow$ Job competency</td>
<td>0.750</td>
<td>0.115</td>
<td>7.377</td>
<td>0.000*</td>
</tr>
<tr>
<td>H2 Controlled motivation $\rightarrow$ Job competency</td>
<td>0.026</td>
<td>0.033</td>
<td>0.443</td>
<td>0.658</td>
</tr>
<tr>
<td>H3 Job competency $\rightarrow$ Job efficacy</td>
<td>0.980</td>
<td>0.096</td>
<td>11.278</td>
<td>0.000*</td>
</tr>
<tr>
<td>H4 Job efficacy $\rightarrow$ Job performance</td>
<td>0.946</td>
<td>0.067</td>
<td>13.561</td>
<td>0.000*</td>
</tr>
</tbody>
</table>

Note: $\chi^2=270.911$, $df=61$, CMIN/DF=4.441, RMR=0.019, GFI=0.885, AGFI=0.828, NFI=0.874 and CFI=0.899. *Statistical significance at $P<0.001$.

4. DISCUSSION

This study investigated the impacts of motivation for self-development on job performance among employees of a deluxe hotel in Korea. As a result of the study, it was confirmed that autonomous motivation increases job competency. These results clearly showed the advantages of autonomous motivation rather than controlled motivation, as previous studies of self-determination theory argued (Deci & Ryan, 1980). Therefore, it supports previous studies showing that intrinsic motivation directly affects job competency (Fertig, 2011). In particular, job competency affected by autonomous motivation plays a role in enhancing job efficacy and eventually improving...
job performance, so it has been proven to be a representative factor for realizing individual and organizational goals, which are the purpose of human resource development (Hayton & Kelley, 2006; Kim & Lee, 2021). Finally, job efficacy has been shown to increase job performance, supporting previous studies (Keskin, 2020; McDonald & Siegall, 1992; Niu, 2010). It means that establishing a strategy to increase the job efficacy of hotel employees can improve the performance of the deluxe hotel.

4.1. Implications
In the competitive hotel industry, employees’ creativity is an essential factor that should be promoted by innovative leadership (Khalili, 2017). Like other industry sectors, the hotel industry is prone to challenges in response to technological advancements, economic decline, or other changes in social responsibility and the market. Therefore, it should seek to stay viable while maintaining productivity (Barney, 2000). The concept self-development has been recognized as a beneficial factor that can positively impact the growth and success of both individuals and organization. Individuals aspiring to grow within the organization may require adequate encouragement, training, and personal growth (Khan, Niazi, Nasir, Hussain, & Khan, 2021). Employees in the hotel industry should motivate themselves to maintain higher levels of services, thus attempting to make the organization competitive in the market. The hotel industry requires employees to improve customer satisfaction, community outreach, and relationships. This should enhance organizational commitment and job performance (Lan, Wong, & Zeng, 2021).

In the current study, autonomous motivation had a significant positive impact on job competency. Of note, however, controlled motivation even did not affect job competency. Employees should therefore be motivated to raise the level of job competency. This suggests that a higher degree of autonomous motivation might have a more significant impact on HRD. There are also other contradictory studies showing that extrinsic factors and psychological restrictions have an impact on HRD (Goldsby, Bishop, Goldsby, Neck, & Neck, 2021). But this is not in agreement with the current results that provide the direction for establishing the strategy of HRD. That is, employees of the hotel industry should be aware of the significance of their job and find pleasure in it, which is essential for providing them with autonomous motivation (Hronová & Špaček, 2021; Molina-Azorín, López-Gamero, Tari, Pereira-Moliner, & Pertusa-Ortega, 2021). A previous study suggested that HRD should be considered an essential factor contributing to increasing a hotel’s performance in a rapidly changing business environment. Thus, it maintained that employees’ job competency would be a good factor in increasing the degree of competitiveness of a hotel (Barney, 2000). In this context, the current study analyzed the final impacts of job competency on job performance among employees of a deluxe hotel in Korea. Job competency had a significant positive effect on job efficacy. Moreover, job efficacy had a significant positive effect on job performance. Job competency refers to employees’ ability to use their qualifications, skills, and knowledge (Fernandes & Pires, 2021). Job competency of hotel employees can be defined as an ability to perform a task successfully, and it can be improved from the perspective of sustainable development (Pereira, Silva, & Dias, 2021). As described here, job competency has a close relationship with job performance (Tutu & Constantin, 2012). Moreover, job competency can be improved within the scope of employees’ personal matters. Therefore, this may improve job efficacy (Yang, 2021). Thus, job competency is a factor that may have a positive impact on employees’ psychological and behavioral characteristics (Cho et al., 2020; Pereira et al., 2021). These results suggest that the importance of job competency should be considered in establishing and implementing business strategies in the hotel industry. This should apply to HRD, thus contributing to raising the level of sustainable development in the hotel industry (Barney, 2000).

5. CONCLUSIONS
It is known that an advanced country is characterized by a relatively heavier service industry. Moreover, employees in the service industry should be equipped with a somewhat higher level of job competency in a completely competitive market. It is inevitable that a hotel experience changes in the external business environment (Batchenko et al., 2023). The business success of a hotel depends on the number of advanced human resources employed in it. The acquisition of advanced human resources is closely associated with a relatively higher degree of competitiveness (Hasan, Basalamah, Amang, & Bijang, 2023). But it requires employment and education for business practice. But support for the internal human resources of a hotel would equip its employees with a higher level of job competency. This would also increase their self-confidence in their job
performance, thus improving their job efficacy. Finally, a higher level of job efficacy would lead to better job performance among employees of the hotel industry (Barney, 2000).

In conclusion, the current results indicate that motivation for self-development is an essential factor that may raise employees' performance and create new opportunities for an organization. Therefore, it would be mandatory to implement effective strategies for motivation and self-development and to involve employees in the decision-making process. Thus, dedicated efforts should be made to harmonize an employee's goals with those of an organization in a rapidly changing business environment. In particular, since autonomous motivation positively affects employees' job performance compared to controlled motivation, it is urgent to develop a program that increases autonomous motivation for employees' human resource development. In particular, since autonomous motivation positively affects employees' job competency compared to controlled motivation and job competency is a representative factor in human resource development, studies that increase employees' autonomous motivation should be continued.

Recently, the impacts of job competency on HRD have been studied in diverse business sectors (Özçelik & Ferman, 2006; Piwowar-Sulej, 2021; Torracco & Lundgren, 2020; You, Kim, Kim, Cho, & Chang, 2021). In this context, the current study is significant. It analyzed correlations between job competency, with job efficacy, and job performance in the context of HRD among employees of a deluxe hotel in Korea. Nevertheless, the current results cannot be generalized because only employees of deluxe hotels were included in a self-reporting questionnaire study. Therefore, the possibility of selection bias could not be completely ruled out. Although this study provides various implications, it has the following limitations, and accordingly, I would like to propose future studies: First, the source of measurement questions to achieve the purpose of this study is not a recent study. Therefore, this may have limitations in working in a rapidly changing hotel market environment and conducting a survey of hotel employees. Consequently, it is necessary to develop measurement items based on the latest research for future studies. Second, a survey was conducted using the non-probability sampling method in this study. The non-probability sampling method has advantages in terms of convenience and cost, but the reliability of the study is poor. Therefore, future studies should be based on the reliability of the sample. Third, academic and industry researchers revised and added to the study's measurements. However, there is a limitation: adjusting the scale can compromise the validity of all changes to the existing scale. Finally, this study has a low rate of effective questionnaire collection because there were too many questionnaires. The limitations of this study should be recognized, and further research should be conducted.

FUNDING
This study received no specific financial support.

INSTITUTIONAL REVIEW BOARD STATEMENT
The Ethical Committee of the Kyonggi University, Republic of Korea has granted approval for this study.

TRANSPARENCY
The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

COMPETING INTERESTS
The authors declare that they have no competing interests.

AUTHORS' CONTRIBUTIONS
Designed and first drafted this study, H.C.S.; revised the study, Y.J.P. Both authors have read and agreed to the published version of the manuscript.

ARTICLE HISTORY
Received: 15 August 2023/ Revised: 2 October 2023/ Accepted: 23 November 2023/ Published: 4 January 2024

Copyright: © 2024 by the authors. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (https://creativecommons.org/licenses/by/4.0/).
REFERENCES

Nurture: Volume 18, Issue 1, 178-188, 2024
Online ISSN: 1994-1633 / Print ISSN: 1994-1625
DOI: 10.55951/nurture.v18i1.561 | URL: www.nurture.org.pk

186


Molino, M., Cortese, C. G., & Ghislieri, C. (2020). The promotion of technology acceptance and work engagement in industry 4.0: From personal resources to information and training. *International Journal of Environmental Research and Public Health*, 17(7), 2438. https://doi.org/10.3390/ijerph17072438


