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

Hyoung Chul Shin<sup>1</sup>, Yoon Joo Park<sup>2\*</sup>

<sup>1</sup>Department of Foodservice & Culinary Management, Kyonggi University, Seoul 03746, Republic of Korea.

<sup>2</sup>Graduate School of Service Management, Kyonggi University, Seoul 03746, Republic of Korea.

\*Corresponding author: Yoon Joo Park (Email: <a href="mailto:yunjoo6177@naver.com">yunjoo6177@naver.com</a>)

# **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

178

have a high level of motivation in order to perform their tasks (Ahmed et al., 2021; Jalagat, 2016; Memon, Pawase, Pavase, & 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, & Ghislieri, 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 prosperous, 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.

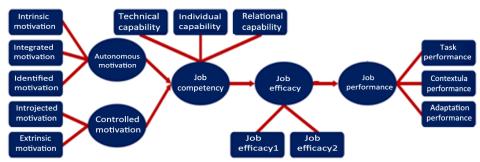


Figure 1. Conceptual framework.

## 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)andFertig (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.

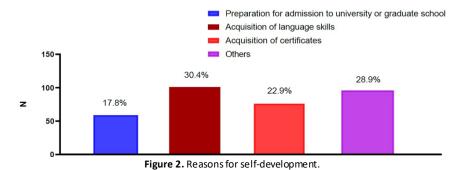
 $\textbf{Table 1.} \ \mathsf{Demographic factors} \ \mathsf{of} \ \mathsf{the} \ \mathsf{participants}.$ 

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

**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

	Values				
	Temporary job	Permanent job			
Variables	(n=56)	(n=276)			
<1 year	36 (64.3%)	55 (19.9%)			
≥ 1 year and <3 years	10 (17.9%)	59 (21.4%)			
≥ 3 years and<5 years	5 (8.9%)	44 (15.9%)			
$\geq 5$ years and $< 8$ years	2 (3.6%)	30 (10.9%)			
$\geq 8$ years and<10 years	2 (3.6%)	33 (12.0%)			
≥ 10 years	1 (1.8%)	55 (19.9%)			
Total years of working experience					
<1 year	23 (41.1%)	19 (6.9%)			
$\geq 1$ year and $<3$ years	14 (25.0%)	50 (18.1%)			
≥ 3 years and <5 years	10 (17.4%)	38 (13.8%)			
≥ 5 years and <8 years	2 (3.6%)	36 (13.0%)			
$\geq 8$ years and $< 10$ years	2 (3.6%)	33 (12.0%)			
≥ 10 years	5 (8.9%)	100 (36.2%)			
Service departments					
Food and beverage	13 (23.2%)	103 (37.3%)			
Cuisine	43 (76.8%)	173 (62.7%)			



**Table 2.** Results of confirmatory factor analysis.

Variables	SC	SE	CR	р	AVE	CCR	Cronbach's α	
Autonomous motivation								
Intrinsic motivation	0.609					0.909		
Integrated motivation	0.764	0.123	9.816	0.000	0.771		0.716	
Identified motivation	0.686	0.115	9.278	0.000			İ	
Controlled motivation								
Introjected motivation	0.994				0.796	0.882	0.775	
Extrinsic motivation	0.644	0.050	15.186	0.000	0.790		0.773	
Job competency								
Technical capability	0.664					57 0.902		
Individual capability	0.715	0.093	11.224	0.000	0.757		0.705	
Relational capability	0.616	0.103	9.879	0.000				
Job efficacy								
Job efficacy1	0.836				0.011	0.953	0.040	
Job efficacy2	0.882	0.064	16.728	0.000	0.911		0.849	
Job performance		•	•					
Task performance	0.766							
Contextual performance	0.885	0.066	16.768	0.000	0.875	0.954	0.830	
Adaptation performance	0.732	0.074	13.608	0.000				

**Note:**  $\chi^2$ =269.485, df=76, CMIN/DF=3.546, RMR=0.016, GFI=0.900, AGFI=0.842, NFI=0.900 and CFI=0.925.

 ${\it CMIN/DF} (The \ minimum \ discrepancy, divided \ by its \ degrees \ of \ freedom), RMR: Root \ mean-square \ residual,$ 

GFI/AGFI: The (Adjusted) Goodness of fit,

NFI: The (Non) Normed fit index, CFI: The comparative  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1$ 

SC: Standardized coefficients, SE: Standard error, CR: Critical ratio, CCR: Construct reliability

## 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)<sup>2</sup>= 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.

Variables	Autonomous motivation	Controlled motivation	Job competency	Job efficacy	Job performance	
Autonomous motivation	0.7711)	0.130 <sup>3)</sup>	0.277	0.272	0.364	
Controlled motivation	0.361*2)	0.796	0.055	0.073	0.110	
Job competency	0.527*	0.236*	0.757	0.379	0.519	
Job efficacy	0.522*	0.272*	0.616*	0.911	0.494	
Job performance	0.604*	0.332*	0.721*	0.703*	0.875	
Average	3.97	3.50	4.02	3.94	3.96	
Standard deviation	0.413	0.653	0.446	0.490	0.643	

Table 3. Results of discriminant validity analysis

**Note:** \*Statistical significance at *p*<0.01.

- 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 (r2).

# 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 < 0.001).

Path (Hypothesis)		SC	SE	CR	р
H1	Autonomous motivation $ ightarrow$ Job competency	0.750	0.115	7.377	0.000*
H2	Controlled motivation $\rightarrow$ Job competency	0.026	0.033	0.443	0.658
Н3	Job competency → Job efficacy	0.980	0.096	11.278	0.000*

0.946

0.067

13.561

0.000\*

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

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

DOI: 10.55951/nurture.v18i1.561 | URL: www.nurture.org.pk

H4 Job efficacy  $\rightarrow$  Job performance

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-Azorin, López-Gamero, Tarí, 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; Torraco & 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 nonprobability 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**

- Ahmed, M., Guo, Q., Qureshi, M. A., Raza, S. A., Khan, K. A., & Salam, J. (2021). Do green HR practices enhance green motivation and proactive environmental management maturity in hotel industry? *International Journal of Hospitality Management*, 94, 102852. https://doi.org/10.1016/j.ijhm.2020.102852
- Alagaraja, M. (2013). HRD and HRM perspectives on organizational performance: A review of literature. *Human Resource Development Review*, 12(2), 117-143. https://doi.org/10.1177/153448431245086
- Arshad, M., Abid, G., Contreras, F., Elahi, N. S., & Athar, M. A. (2021). Impact of prosocial motivation on organizational citizenship behavior and organizational commitment: The mediating role of managerial support. *European Journal of Investigation in Health, Psychology and Education*, 11(2), 436-449. https://doi.org/10.3390/ejihpe11020032
- Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioral change. *Psychological Review, 84*(2), 191-215. https://doi.org/10.1037/0033-295x.84.2.191
- Bandura, A. (1986). The explanatory and predictive scope of self-efficacy theory. *Journal of Social and Clinical Psychology, 4*(3), 359-373. https://doi.org/10.1521/jscp.1986.4.3.359
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management, 17*(1), 99-120. https://doi.org/10.1177/014920639101700108
- Barney, J. B. (2000). Firm resources and sustained competitive advantage. In *Economics meets sociology in strategic management* (pp. 203-227). Bingley: Emerald Group Publishing Limited.
- Batchenko, L., Honchar, L., Poplavska, A., Rusavska, V., Holubets, I., & Kovalenko, V. (2023). Formation of a business idea for the development of hospitality industry enterprises in crisis conditions. *International Journal of Professional Business Review*, 8(2), e1141-e1141. https://doi.org/10.26668/businessreview/2023.v8i2.1541
- Becker, B. E., & Huselid, M. A. (2006). Strategic human resources management: Where do we go from here? *Journal of Management*, 32(6), 898-925. https://doi.org/10.1177/0149206306293668
- Bentley, F. S., & Kehoe, R. R. (2020). Give them some slack—they're trying to change! The benefits of excess cash, excess employees, and increased human capital in the strategic change context. *Academy of Management Journal, 63*(1), 181-204. https://doi.org/10.5465/amj.2018.0272
- Borman, W. C., & Motowidlo, S. J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human Performance*, 10(2), 99-109. https://doi.org/10.1207/s15327043hup1002 3
- Cho, S.-S., Lee, D.-W., & Kang, M.-Y. (2020). The association between shift work and health-related productivity loss due to either sickness absence or reduced performance at work: A cross-sectional study of Korea. *International Journal of Environmental Research and Public Health*, 17(22), 8493. https://doi.org/10.3390/ijerph17228493
- Clardy, A. (2021). What does HR manage? Workforce measurement and control. *Merits*, 1(1), 16-33. https://doi.org/10.3390/merits1010004
- Collins, C. J. (2021). Expanding the resource based view model of strategic human resource management. *The International Journal of Human Resource Management*, 32(2), 331-358. https://doi.org/10.1080/09585192.2019.1711442
- Deci, E. L., & Ryan, R. M. (1980). Self-determination theory: When mind mediates behavior. *The Journal of Mind and Behavior,* 1(1), 33-43.
- Fernandes, C., & Pires, R. (2021). Exploring the conceptual structure of the research on innovation in hotels through co-word analysis. *Administrative Sciences*, 11(3), 78. https://doi.org/10.3390/admsci11030078
- Fertig, J. (2011). Evaluating that piece of paper: The effect of motivation and certification status on occupational commitment and job competence. *Journal of Leadership & Organizational Studies, 18*(1), 118-126. https://doi.org/10.1177/1548051810369342
- Goldsby, M., Bishop, J., Goldsby, E., Neck, C. B., & Neck, C. P. (2021). The impact of self-management practices on entrepreneurial psychological states. *Administrative Sciences*, 11(1), 12. https://doi.org/10.3390/admsci11010012
- Hamlin, B., & Stewart, J. (2011). What is HRD? A definitional review and synthesis of the HRD domain. *Journal of European Industrial Training*, 35(3), 199-220. https://doi.org/10.1108/03090591111120377
- Hargadon, A., & Sutton, R. I. (1997). Technology brokering and innovation in a product development firm. *Administrative Science Quarterly, 42*(4), 716-749. https://doi.org/10.2307/2393655
- Hasan, I. A., Basalamah, S., Amang, B., & Bijang, J. (2023). The influence of leadership, work environment, competence, and character development, on organizational commitment and employee performance in banking in Sinjai Regency. \*\*International Journal of Professional Business Review, 8(5), e02176-e02176. https://doi.org/10.26668/businessreview/2023.v8i5.2176
- Hayton, J. C., & Kelley, D. J. (2006). A competency-based framework for promoting corporate entrepreneurship. *Human Resource Management*, 45(3), 407-427. https://doi.org/10.1002/hrm.20118
- Heijde, C. M. V. D., & Van Der Heijden, B. I. (2006). A competence-based and multidimensional operationalization and measurement of employability. *Human Resource Management*, 45(3), 449-476. https://doi.org/10.1002/hrm.20119
- Hronová, Š., & Špaček, M. (2021). Sustainable HRM practices in corporate reporting. *Economies*, *9*(2), 75. https://doi.org/10.3390/economies9020075

- Jalagat, R. (2016). Job performance, job satisfaction, and motivation: A critical review of their relationship. *International Journal of Advances in Management and Economics*, 5(6), 36-42.
- Kanfer, R., & Chen, G. (2016). Motivation in organizational behavior: History, advances and prospects. *Organizational Behavior and Human Decision Processes*, 136, 6-19. https://doi.org/10.1016/j.obhdp.2016.06.002
- Keskin, E. (2020). Relationships among self-efficacy, job resourcefulness and job performance of hotel cooks in Cappadocia. Journal of Multidisciplinary Academic Tourism, 5(1), 17-27. https://doi.org/10.31822/jomat.691475
- Khalili, A. (2017). Creative and innovative leadership: Measurement development and validation. *Management Research Review*, 40(10), 1117-1138. https://doi.org/10.1108/MRR-09-2016-0213
- Khan, K. I., Niazi, A., Nasir, A., Hussain, M., & Khan, M. I. (2021). The effect of COVID-19 on the hospitality industry: The implication for open innovation. *Journal of Open Innovation: Technology, Market, and Complexity, 7*(1), 30. https://doi.org/10.3390/joitmc7010030
- Kim, D. G., & Lee, C. W. (2021). Exploring the roles of self-efficacy and technical support in the relationship between technostress and counter-productivity. *Sustainability*, *13*(8), 4349. https://doi.org/10.3390/su13084349
- Kim, S. (2019). Workaholism, motivation, and addiction in the workplace: A critical review and implications for HRD. *Human Resource Development Review*, *18*(3), 325-348. https://doi.org/10.1177/1534484319845164
- Kumara, Y. R. (2018). Career development of women in the hotel industry: An overview. *Journal of Applied and Natural Science*, 10(1), 330-338. https://doi.org/10.31018/jans.v10i1.1626
- Lan, J., Wong, C. S., & Zeng, G. (2021). Personality profiles for hospitality employees: Impact on job performance and satisfaction. *International Journal of Hospitality Management, 98,* 103018. https://doi.org/10.1016/j.ijhm.2021.103018
- Lee, H. J., Oh, H. G., & Park, S. M. (2020). Do trust and culture matter for public service motivation development? Evidence from public sector employees in Korea. *Public Personnel Management, 49*(2), 290-323. https://doi.org/10.1177/0091026019869738
- Lens, W., & Vansteenkiste, M. (2020). Motivation: About the "why" and "what for" of human behavior. In K. Pawlik & G. d'Ydewalle (Eds.), Psychological concepts. In (pp. 249-270). London: Psychology Press.
- Li, S.-L., Sun, F., & Li, M. (2019). Sustainable human resource management nurtures change-oriented employees: Relationship between high-commitment work systems and employees' taking charge behaviors. *Sustainability*, *11*(13), 3550. https://doi.org/10.3390/su11133550
- Liu, Y., Kim, J., & Yoo, J. (2019). Intangible resources and internationalization for the innovation performance of Chinese high-tech firms. *Journal of Open Innovation: Technology, Market, and Complexity, 5*(3), 52. https://doi.org/10.3390/joitmc5030052
- Lowry, L. L., & Flohr, J. K. (2005). No student left behind: A longitudinal assessment of the competency-based framework used to facilitate learning in a capstone tourism course. *Journal of Hospitality & Tourism Education, 17*(4), 28-35. https://doi.org/10.1080/10963758.2005.10696839
- Loxton, M., Truskett, R., Scarf, B., Sindone, L., Baldry, G., & Zhao, Y. (2020). Consumer behaviour during crises: Preliminary research on how coronavirus has manifested consumer panic buying, herd mentality, changing discretionary spending and the role of the media in influencing behaviour. *Journal of Risk and Financial Management, 13*(8), 166. https://doi.org/10.3390/jrfm13080166
- Lulle, A., Janta, H., & Emilsson, H. (2021). Introduction to the special issue: European youth migration: human capital outcomes, skills and competences. *Journal of Ethnic and Migration Studies*, 47(8), 1725-1739. https://doi.org/10.1080/1369183X.2019.1679407
- McDonald, T., & Siegall, M. (1992). The effects of technological self-efficacy and job focus on job performance, attitudes, and withdrawal behaviors. *The Journal of Psychology, 126*(5), 465-475. https://doi.org/10.3390/ijerph16173143
- Memon, S. U. R., Pawase, V. R., Pavase, T. R., & Soomro, M. A. (2021). Investigation of COVID-19 impact on the food and beverages industry: China and India perspective. *Foods*, *10*(5), 1069. https://doi.org/10.3390/foods10051069
- Molina-Azorin, J. F., López-Gamero, M. D., Tarí, J. J., Pereira-Moliner, J., & Pertusa-Ortega, E. M. (2021). Environmental management, human resource management and green human resource management: A literature review. Administrative Sciences, 11(2), 48. https://doi.org/10.3390/admsci11020048
- 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
- Naquin, S., & Holton, E. D. (2003). Motivation to improve work through learning in human resource development. *Human Resource Development International*, *6*(3), 355-370. https://doi.org/10.1080/13678860210154431
- Niu, H.-J. (2010). Investigating the effects of self-efficacy on foodservice industry employees' career commitment. *International Journal of Hospitality Management*, 29(4), 743-750. https://doi.org/10.1016/j.ijhm.2010.03.006
- Özçelik, G., & Ferman, M. (2006). Competency approach to human resources management: Outcomes and contributions in a Turkish cultural context. *Human Resource Development Review*, 5(1), 72-91. https://doi.org/10.1177/1534484305284602

- Pereira, V., Silva, G. M., & Dias, Á. (2021). Sustainability practices in hospitality: Case study of a luxury hotel in Arrábi da Natural Park. *Sustainability*, 13(6), 3164. https://doi.org/10.3390/su13063164
- Piwowar-Sulej, K. (2021). Human resources development as an element of sustainable HRM—with the focus on production engineers. *Journal of Cleaner Production*, 278, 124008. https://doi.org/10.1016/j.jclepro.2020.124008
- Pulakos, E. D., Arad, S., Donovan, M. A., & Plamondon, K. E. (2000). Adaptability in the workplace: Development of a taxonomy of adaptive performance. *Journal of Applied Psychology, 85*(4), 612. https://doi.org/10.1037/0021-9010.85.4.612
- Ryan, A. D., & Campbell, K. L. (2021). The ironic effect of older adults' increased task motivation: Implications for neurocognitive aging. *Psychonomic Bulletin & Review, 28*(6), 1743-1754. https://doi.org/10.3758/s13423-021-01963-4
- Ryan, R. M., & Deci, E. L. (2000). Intrinsic and extrinsic motivations: Classic definitions and new directions. *Contemporary Educational Psychology*, 25(1), 54-67. https://doi.org/10.1006/ceps.1999.1020
- Ryan, R. M., & Deci, E. L. (2002). Overview of self-determination theory: An organismic-dialectical perspective. In: Deci, E.L. and Ryan, R.M., Eds., Handbook of Self-Determination Research. In (pp. 6-33). Rochester: University of Rochester Press.
- Schneider, A., & Treisch, C. (2019). Employees' evaluative repertoires of tourism and hospitality jobs. *International Journal of Contemporary Hospitality Management*, 31(8), 3173-3191.
- Shuck, B., & Wollard, K. (2010). Employee engagement and HRD: A seminal review of the foundations. *Human Resource Development Review*, 9(1), 89-110. https://doi.org/10.1177/1534484309353560
- Song, S., & Lee, S. (2020). Motivation of internationalization and a moderating role of environmental conditions in the hospitality industry. *Tourism Management*, 78, 104050. https://doi.org/10.1016/j.tourman.2019.104050
- Spencer, L. M., & Spencer, P. S. M. (2008). *Competence at work models for superior performance*. New York: John Wiley & Sons.
- Strauss, K., & Parker, S. K. (2014). Effective and sustained proactivity in the workplace: A self-determination theory perspective. In M. Gagné (Ed.), The Oxford handbook of work engagement, motivation, and self-determination theory. In (pp. 50–71). Oxford: Oxford University Press.
- Tiwari, A., Singh, M., & Dahiya, A. (2023). The impact of outsourcing of hotel housekeeping services on hotel performance: A study on 5-star hotels of Delhi NCR. *International Journal of Professional Business Review, 8*(1), e0905-e0905. https://doi.org/10.26668/businessreview/2023.v8i1.905
- Torraco, R. J., & Lundgren, H. (2020). What HRD is doing—what HRD should be doing: The case for transforming HRD. *Human Resource Development Review*, 19(1), 39-65. https://doi.org/10.1177/1534484319877058
- Tutu, A., & Constantin, T. (2012). Understanding job performance through persistence and job competency. *Procedia-Social and Behavioral Sciences*, 33, 612-616. https://doi.org/10.1016/j.sbspro.2012.01.194
- Victor, V., Karakunnel, J. J., Loganathan, S., & Meyer, D. F. (2021). From a recession to the COVID-19 pandemic: Inflation—unemployment comparison between the UK and India. *Economies*, 9(2), 73. https://doi.org/10.3390/economies9020073
- Vince, R. (2014). What do HRD scholars and practitioners need to know about power, emotion, and HRD? *Human Resource Development Quarterly, 25*(4), 409-420. https://doi.org/10.1002/hrdq.21191
- Walton, J. (2005). HRD on the Couch? *Human Resource Development International, 8*(3), 391-396. https://doi.org/10.1080/13678860500163887
- Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management,* 17(3), 601-617. https://doi.org/10.1177/014920639101700305
- Yang, C. (2021). Online teaching self-efficacy, social—emotional learning (SEL) competencies, and compassion fatigue among educators during the COVID-19 pandemic. *School Psychology Review*, *50*(4), 505-518. https://doi.org/10.1080/2372966X.2021.1903815
- You, J., Kim, S., Kim, K., Cho, A., & Chang, W. (2021). Conceptualizing meaningful work and its implications for HRD. *European Journal of Training and Development*, 45(1), 36-52. https://doi.org/10.1108/ejtd-01-2020-0005
- Zingheim, P. K., Ledford, G., & Schuster, J. R. (1996). Competencies and competency models: Does one size fit all. *Analytica Chimica Acta Journal*, *5*(1), 56-65.