

Human-Resource-Management as Driver behind Employee Satisfaction and Organisational Performance:

A Causal Analysis from the Tyrolean Hotel Sector

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Abstract

The employment situation in the hospitality sector is often characterised by seasonality, unfavourable work schedules and limited career opportunities, which is, in turn, explaining the usually short-term staff membership, the high share of youth employment and the relatively low level of employee satisfaction (Ooi et al. 2016). Employee satisfaction, however, is considered as the central indicator for imbalances within the organizational and personnel structure of entire branches (Matzler et al. 2004). Therefore, the proposed research aims at operationalizing the construct of employee satisfaction for the Tyrolean (Austria) hotel sector. Subsequently, its influence on customer satisfaction and organizational performance is empirically detected by the use of Linear Structural Equation Modelling (SEM). First, the paper theoretically discusses the relationship between employee satisfaction, customer satisfaction and firm performance. Secondly, the hypothesized relationships of this triad will be empirically estimated for Tyrol's hotel sector. In a second vein of analysis, the obtained results based on causal analysis (SEM) allow to systematically identify those strategic human-resource-management measures which are most capable to increase organizational performance. The final section is discussing the top-10 among the identified strategic human-resource-management measures for the hotel branch and is presenting an outlook to a knowledge-based holistic style of leadership and the need for future research. Since the research refers to data gained already in 2005, it is especially proposed to conduct follow-up studies for the purpose of longitudinal cross-cultural/country comparisons.

References

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- Ooi, N., Mair, J. & Laing, J. (2016): The Transition from Seasonal Worker to Permanent Resident: Social Barriers Faced within a Mountain Resort Community, *Journal of Travel Research*, 55(2): 246-260.