

# Employee Relationships in the Tourism Industry: A Systematic Literature Review (SLR) and Bibliometric

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## ABSTRACT

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This study aims to explore the phenomenon of employee relationships in the tourism industry, as well as provide an overview for managers in dealing with their employees. The study is a systematic literature review using the Scopus database by analyzing 55 articles related to employee relations. Bibliometric analysis is also used with the help of Vos Viewer software to view visualizations of the analysis results. This study shows that employee relationships are critical to the success of any organization. When employees feel valued, supported, and respected, employees are more likely to be more motivated, productive, and loyal.

*Keywords:* Employee Relationship, Tourism Industry, Systematic Literature Review, Bibliometric

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## 1. INTRODUCTION

The tourism industry is one sector that relies heavily on performance and relationships between employees. Employee relationships in the tourism industry have a crucial role in ensuring the success and sustainability of the business. A good relationship between employees and management can have a positive impact on productivity, service quality, and guest satisfaction [1]–[3].

In the context of the tourism industry, employee relationships cover various aspects, including communication, teamwork, motivation, and employee development. Employees in the tourism industry often interact directly with guests, so they need to have a good relationship with fellow employees and with management [4]–[6].

Employee relationship management in the tourism industry also requires a deep understanding of employee needs and expectations, as well as efforts to create an inclusive, equitable, and supportive work environment. Thus, employee relationships are key in ensuring the success of the tourism business and meeting guest expectations.

Several studies highlight employee work engagement, human resource management practices, and employee relations activities in the tourism industry. A study shows that employee work engagement has a mediating role in the relationship between high-performance work practices and employee outcomes in the tourism industry. In addition, the implementation of employee relations programs is also considered important in improving the quality of internal communication in the hotel industry, especially in facing the challenges of the COVID-19 pandemic. Employee relations activities are also the focus of research in specific contexts, such as hotel employee relations activities. Thus, it can be concluded that employee relationships play a crucial role in influencing the performance and quality of work of employees in the tourism industry [4], [7], [8].

## 2. LITERATURE REVIEW

### 2.1 Employee Relationship

Employee relations (ER) is the relationship between employees and superiors related to policies, communication, and employee welfare [9], [10]. Employee relations covers several aspects, such as [9]:

1. Employee Engagement: Build positive relationships with employees to increase their productivity and loyalty
2. Employee Loyalty: Ensuring employees feel at home and reluctant to move around, which will form a healthy and maximal work environment
3. Communication: Manage communication between employees and superiors to maintain well-being and overcome work constraints
4. Balance: Providing employees with balance, such as bonuses or opportunities for growth, to increase their motivation and loyalty

Employee relations is part of the HR function in an organization and is often completed by the HR team or dedicated staff [10]. The importance of building better employee relationships and their impact on the business can be observed by various factors, such as [10]:

1. Increase employee productivity
2. Reduce employee turnover
3. Broaden your horizons in the world of work

Companies must build harmonious relationships between employees to create an efficient work environment and overcome work constraints. In addition, the company must also be fair to all employees to avoid uncertainty and tension [10].

### 3. METHODS

This study aims to provide an in-depth analysis of *employee relationships* in the tourism industry. So, the method used is systematic literature review and bibliometric analysis.

#### 3.1 Systematic Literature Review

To ensure relevant literature, a systematic method of literature review is used. This systematic approach is used to select, identify and critically analyze available research to clarify the purpose of synthesis and answer specific research questions [11]. The results were reported using the help of *Preferred Reporting Items for Systematic Review and Meta-Analyses* (PRISMA). PRISMA is an evidence-based statement consisting of a systematic review and meta-analysis [12]. PRISMA flowcharts were used in this study to map the number of sources identified, the number of inclusions and exclusions and the reasons for inclusion and exclusion. By applying PRISMA to systematic literature review, bias can be reduced because PRISMA's method is comprehensive in involving criteria that filter out unrelated articles as well as effective in reducing bias. A summary of the evidence findings and research inclusions is presented in Figure 1.

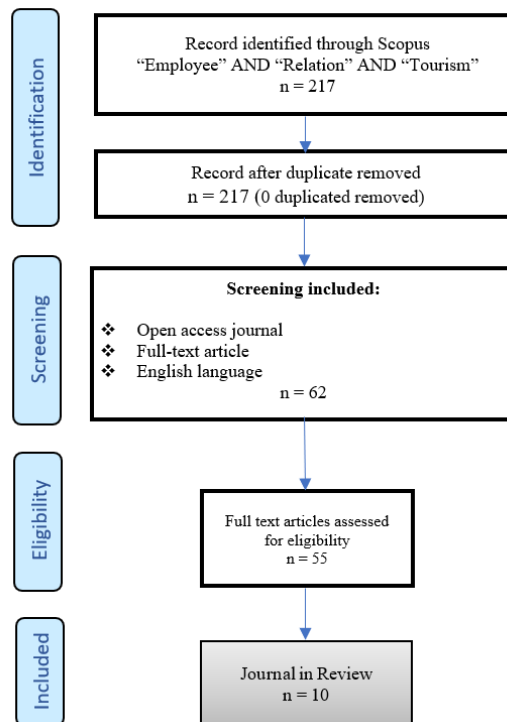


Figure 1. PRISMA

### 3.2 Bibliometric

Bibliometric analysis is a research method that uses quantitative data to analyze scientific publications, such as journals, articles, and books, and measure their impact and influence in a field of research. This method includes the use of statistical metrics and techniques to understand intellectual structures, trends, and patterns in the scientific literature, as well as to map relationships between authors, journals, and research topics [13]. To use bibliometric analysis, the steps that can be followed are as follows [13]:

1. Determine the purpose of the research and the scope of study.
2. Pilih teknik analisis bibliometrik yang sesuai dengan tujuan penelitian.
3. Kumpulkan data yang diperlukan untuk analisis bibliometrik, termasuk publikasi ilmiah, sitasi, dan informasi terkait lainnya.
4. Run bibliometric analysis using appropriate software or bibliometric databases, such as Scopus, Web of Science, Gephi, or VoSViewer.
5. Report findings from bibliometric analysis clearly and in accordance with the research objectives.

Literature search was conducted using the Scopus database using the keywords "employee" AND "relations" AND "tourism" without being limited to the year of publication, obtained 217 literatures. Then a selection is made according to the criteria of inclusion and exclusion. Correction of information related to articles using the help of the Mendeley application. To present a visualization of bibliometric networks using the VoSViewer application. VoSViewer is used for its ability to work efficiently with large data sets and can provide interesting results and analysis. Vosviewer can also create publication maps, author maps and journal maps based on co-citation networks or build keyword maps based on networks.



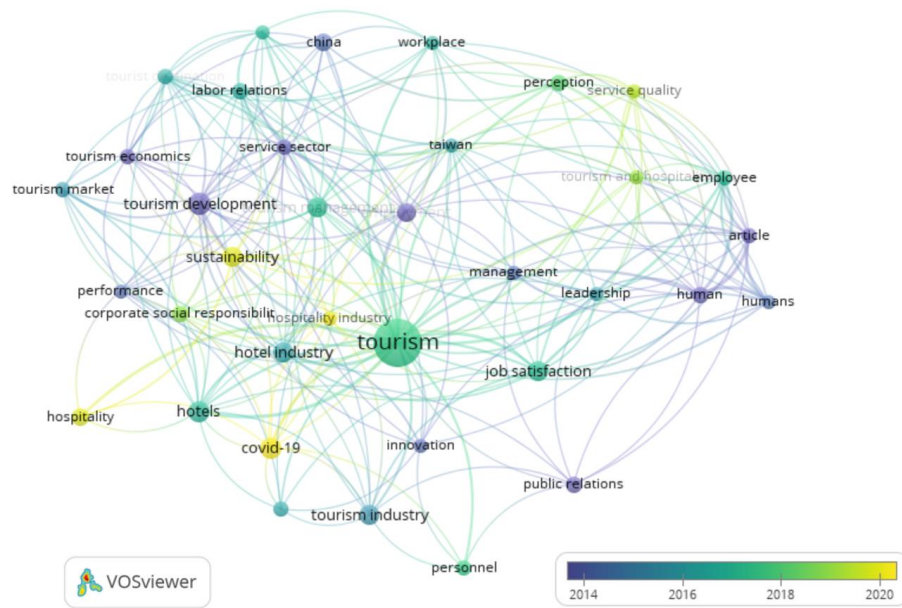


Figure 3. Overlay Visualization of Employee Relations

Based on figure 4, the color in density visualization in this study shows that the darker the color, the less keywords are used in the study, so the greater the opportunity to conduct research in the future.

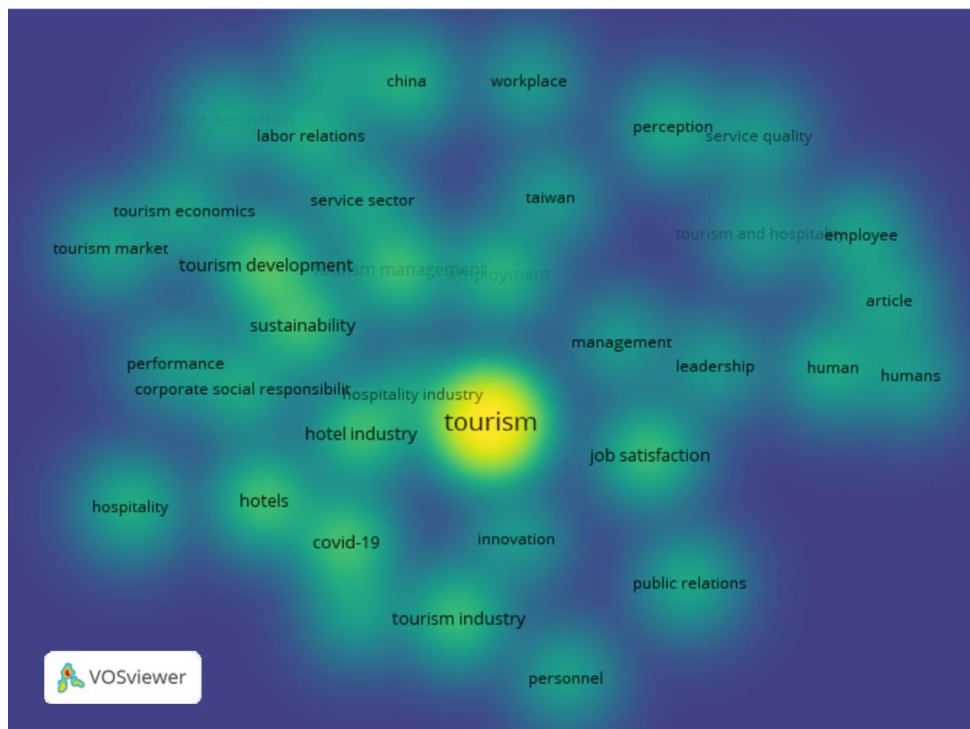


Figure 4. Density Visualization of Employee Relations

The results of the analysis on network visualization, researchers recorded three research clusters presented in Table 1. Cluster 1 discusses the theme of labor relations, cluster 2 is themed tourism, while klister 3 is themed job satisfaction. Keywords that specifically discuss labor relations are in cluster 1.

Table 1. Labor Relations Research Cluster

Cluster	Items	Keywords	Color
1	14	China; corporate social responsibility; employment; labor relations; management; organizational framework; service sector; Taiwan; tourism development; tourism economics; tourism management; tourism market; tourist destination; workplace	Red
2	13	Covid-19; hospitality; hospitality industry; hotel industry; hotels; human resource management; innovation; performance; personnel; public relations; sustainability; tourism; tourism industry	Green
3	9	Article; employee; human; humans; job satisfaction; leadership; perception; service quality; tourism and hospitality	Blue

From 55 articles, 10 articles with the highest number of citations were selected (Table 2). All of these articles were published in Q1 category journals in Scopus. First article written by [14], with a total of 253 citations, the researcher explained that awareness of the presence of artificial intelligence (AI) and robotics has a significant impact on job turnover among hotel employees. This shows the need for special attention to the implementation of AI and robotics technologies in the hospitality industry, as well as the importance of organizational support and the creation of a healthy competitive psychological climate to reduce its negative impacts (such as turnover intentions). In addition, the article also highlights the importance of soft skills development, organizational support, and work-life balance in managing the impact of AI and robotics technologies on hotel employees' job intent. As such, this article provides a deeper understanding of the relationship between AI and robotics awareness and hotel employees' job intent, as well as its implications for hotel management and human resource practices in the hospitality industry.

The second article was written by [15], obtained 214 citations. The study explores the influence of perceptions of corporate social responsibility on employee-company relationships (organizational trust, organizational identification) and employee well-being as well as their involvement in environmentally friendly workplace behaviors. The implementation of corporate social responsibility initiatives by an organization can provide positive work outcomes for employees (improved well-being), the company (more involvement in environmentally friendly behavior in the workplace), and the relationship between employees and the company (greater organizational trust and identification).

In the third article, [16] with its article that has been cited as many as 174, explains that work craft affects employee job satisfaction, while job burnout mediates the negative relationship between job craft and job satisfaction. In addition, perceived organizational support moderates the relationship between craft work, burnout, and satisfaction. These findings suggest several things, namely: 1). Implementation of function-level human resource management strategies that offer greater autonomy and flexibility of work to service employees; 2). Ensure working conditions result in a supportive work environment and sensitive to employee preferences in task planning and scheduling; 3). On-the-job training that allows hotel employees to acquire work resources and become more competent in solving new or changing tasks; 4). Faced with the reality of high levels of role pressure for many workers in the service sector, hotel managers must recognize job crafting as a coping strategy and tool that can reduce employee burnout; 5). Provide organizational support to employees, such as providing more feedback and attention at work, or providing coaching and encouragement to supervisors.

The fourth article was written by [17], and obtained citations 156 times. The study explains why job insecurity increases levels of anxiety and depression, but does not affect the level of task performance they self-assess, as they predict that when hotels reopen, they will be asked to work even harder to protect their jobs, given that the economic crisis could make their jobs less secure. Hotel managers should take the necessary steps to establish and maintain a supportive work environment, as this will help employees reduce anxiety and depression levels thereby improving

their well-being. In addition, building employee resilience is an important element in ensuring organizational resilience in crisis management and in reducing the negative impact of job insecurity on employee depression.

The fifth article was written by [18], obtained 150 citations. Studies show that there is a positive relationship between employee engagement and job satisfaction for millennial workers. In addition, millennial workers' participation in decision-making regarding general aspects of the company has a higher positive impact on job satisfaction than participation in specific decision-making such as regarding teamwork or key tasks at work. It also found that millennial workers place great importance on intrinsic aspects of their work, such as the possibility to use their knowledge on the job, which can increase their satisfaction in a more participatory environment.

In the sixth article written by Mao et al. (2021) [19], and has received 138 citations, discussing how companies contributed to the psychological capital of employees in tourism during the COVID-19 crisis based on resource conservation theory (CoR). The results show that CSR has a positive impact on employee self-efficacy, hope, resilience, and optimism through employee satisfaction with the company's response to COVID-19. In addition, individual loss orientation reinforces the impact of CSR on employee self-efficacy, hope, resilience and optimism.

The seventh article was written by Nazir et al. (2019) [20], obtained 136 citations. This article discusses organizational fairness (distributive justice, procedural and interactional), innovative organizational culture and perceived organizational support (POS) influencing affective commitment and innovative behavior (IB) of employees. In addition, organizational justice stimulates the affective commitment of employees and IBs through POS mediation as well as directly.

Eighth article written by Xu et al. (2018) [21], and has 65 citations. The study explains that abusive supervision has a significant negative impact on turnover intentions among students working in the hospitality and tourism industry in Ecuador. The findings also suggest that co-worker support, especially in the form of emotional support, can be a significant protective factor against abusive supervision's negative impact on quitting intentions. This demonstrates the importance of the role of social support in reducing the negative impact of abusive supervision behavior in the workplace. This research also highlights the importance of the role of managers and superiors in creating a supportive work environment, as well as the need for training for superiors to reduce abusive supervision behavior and improve supportive treatment of subordinates. Thus, this study provides practical implications for human resource management and organizational practices in an effort to improve employee retention and job satisfaction in the hospitality and tourism industry.

The ninth article was written by Dai et al. (2016) [22], and has received 42 citations. The results of this study discuss the effect of work-family conflict on the relationship between leader-member exchanges and employee relative depression. The study found that work-family conflict affects the relationship between leader-member exchanges and relative depression, and relative depression can negatively impact business behavior and sabotage employee services. The results of the study also showed that high-quality leader-member exchange relationships can reduce employees' relative depression. As a recommendation, leaders in the hospitality industry are advised to demonstrate care, warmth, trust, respect, caring, loyalty, mutual influence, and a sense of obligation to employees. Managers are also advised to improve communication and exchange of ideas and information to help reduce employees' relative depression. In addition, the study highlights the importance of the leader's role in influencing employee outcomes and performance in a hospitality environment.

Last article, written by De Prins et al. (2020) [23] and obtained 38 citations. Research on revitalizing social dialogue and investing in sustainable HR practices can play a role in reducing employee losses. These findings have the potential to provide valuable new insights into the role of HR and employee relations in improving employee profits. In addition, the study highlights the



importance of developing innovative HR and industrial relations policies to achieve a win-win situation.

Table 2. Employee Relations Articles with The Highest Number of Citations

No	Authors	Title	Year	Cited By	Journal	Quartile in Scopus
1	Li et al. (2019)	Hotel employee's artificial intelligence and robotics awareness and its impact on turnover intention: The moderating roles of perceived organizational support and competitive psychological climate	2019	253	Tourism Management	Q1
2	Su & Swanson (2019)	Perceived corporate social responsibility's impact on the well-being and supportive green behaviors of hotel employees: The mediating role of the employee-corporate relationship	2019	214	Tourism Management	Q1
3	Cheng & O-Yang (2018)	Hotel employee job crafting, burnout, and satisfaction: The moderating role of perceived organizational support	2018	172	International Journal of Hospitality Management	Q1
4	Aguiar-Quintana et al. (2021)	Do job insecurity, anxiety and depression caused by the COVID-19 pandemic influence hotel employees' self-rated task performance? The moderating role of employee resilience	2021	156	International Journal of Hospitality Management	Q1
5	García et al. (2019)	Employee involvement and job satisfaction: a tale of the millennial generation	2019	150	Employee Relations: The International Journal	Q1
6	Mao et al. (2021)	Effects of tourism CSR on employee psychological capital in the COVID-19 crisis: from the perspective of conservation of resources theory	2020	138	Current Issues in Tourism	Q1
7	Nazir et al. (2019)	How organization justice and perceived organizational support facilitate employees' innovative behavior at work	2019	136	Employee Relations: The International Journal	Q1
8	Xu et al. (2018)	The impact of abusive supervision and co-worker	2018	65	Current Issues in Tourism	Q1



No	Authors	Title	Year	Cited By	Journal	Quartile in Scopus
		support on hospitality and tourism student employees' turnover intentions in Ecuador				
9	Dai et al. (2016)	Moderating effect of work-family conflict on the relationship between leader-member exchange and relative deprivation: Links to behavioral outcomes	2016	42	Tourism Management	Q1
10	De Prins et al. (2020)	Revitalizing social dialogue in the workplace: the impact of a cooperative industrial relations climate and sustainable HR practices on reducing employee harm	2018	38	The International Journal of Human Resource Management	Q1

## CONCLUSION

Employee relationships are critical to the success of any organization. When employees feel valued, supported, and respected, they are more likely to be motivated, productive, and loyal. Building strong employee relationships requires open communication, trust, and a positive work environment. Employers should prioritize creating a culture that fosters strong employee relationships, as this can increase job satisfaction, lower turnover rates, and ultimately, better business outcomes.

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