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A Strategic Human Resource Management Approach in Chaebol Hotels

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ABSTRACT

Purpose: The purpose of this study is to examine how strategic human resource management practices are enacted in chaebol hotels, and also to evaluate the relationship between the SHRM practices and organizational effectiveness as experienced by employees, regarding the concept of organizational justice.

Design/methodology/approach: The questionnaire survey for employees served to test hypotheses which examine the relationship between SHRM and the influence of these HR practices on organizational effectiveness, using multi-regression analysis. This research encompasses a total of 450 responses collected from individuals employed at chaebol hotels in Seoul and Busan.

Findings: This study revealed that chaebol hotels hired competent employees who had language capabilities, used appearance as a selection criterion, and ensured that sophisticated selection methods were well established through the HR systems of numerous subsidiary companies. Employees consider the perceived injustices in the recruitment and selection process and the perceived unfairness in promotions.

Research limitations/implications: All findings support the concept that the best practice, driven by collectivism, employment legislation, trade unions, and financial considerations, plays a significant role in managing HRM in chaebol hotels. This study contributes a new SHRM framework by integrating a combination of best fit, based on quality enhancement strategy, and best practices tailored to the specific organization.

Originality/value: This study contributed to explore the SHRM framework for the Chaebol hotel sector with regard to providing both high quality of service and also a high price policy. This study provides guidelines for efficient SHRM to managers and practitioners who operate deluxe hotels and offers an essential material to gain a better understanding of a new SHRM framework in service organization.

Keywords: Strategic human resource management, Quality enhancing strategy, Organizational justice, Organizational effectiveness, Chaebol hotels

I. Introduction

Chaebols, large conglomerates with various subsidiaries spanning different sectors, exist in Korea. These conglomerates primarily operate their businesses using a family centered management system (Kim,

2003). According to the Cambridge Dictionary, a chaebol is defined as "one of several large, powerful groups of companies in South Korea that are involved in various different types of business" (Cambridge Dictionary, 2023). The term 'chaebol' is commonly used in academia to refer to this specific type of Korean business. Chaebols operate a wide range of industries, including manufacturing, IT-intensive companies, and services. Chaebols are known to share diverse resources with other constituents and depend on the

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internal capital market of the group for fundraising. Chaebol operated hotels utilize their facilities to host business meetings, seminars, and workshops for their subsidiary companies. Simultaneously, they function as one of the managed businesses within the conglomerate, highlighting their expertise in hotel management (Shin & Kim, 2020). Chaebol hotels value their reputation as chaebol-managed establishments, emphasizing the provision of high quality facilities and services while also prioritizing profit maximization (Lee, 2014). In terms of business strategy, it is clear that chaebol hotels place a strong emphasis on implementing a quality enhancement strategy rather than focusing on cost leadership. Building on Porter's (1985) classification of competitive strategies, Schuler and Jackson (1987) further developed the theory, suggesting that organizations can choose to pursue either a strategy focused on quality enhancement or one centered on cost reduction. In the case of chaebol hotels, they specifically adopt a quality enhancement strategy due to the essential nature of service quality for their customers. The organizations that specifically pursue a quality enhancement strategy value HR practices such as the 'selection of highly skilled individuals' (i.e., appropriate behaviors), 'multi skilling', 'development of a broad range of skills', 'long term', 'group focused approach', and 'providing high job security' (Hoque, 1999; Koch & McGrath, 1996; Michie & Sheehan, 2005). Deluxe hotels managed by chaebols place a strong emphasis on the quality of customer service and align their HR practices to uphold high standards. They devise strategies to handle customer facing activities and problem solving effectively, provide clear explanations for arising issues, and offer compensation provision (Prasongsukam & Patterson, 2012), all in the pursuit of ensuring high customer satisfaction. Additionally, employees are given a certain level of empowerment to effectively resolve issues (Babakus et al., 2003).

On the other hand, it can be presumed that chaebol hotels, which place emphasis on customer satisfaction, exhibit organizational characteristics influenced by the specific context of Korean culture. In Korean organizations, employees are typically accustomed

to prioritizing group goals, cooperative behaviors, group harmony, collective concerns, and salary structures based on seniority (Hofstede, 1994). This is attributable to the distinct cultural characteristics of each country, which significantly influence the culture within corporate organizations (Boxall & Purcell, 2003). These cultural attributes set Korean organizations apart from those typically found in Western countries (Lee, 2014). Hotel ratings in Korea are evaluated at the national level, and the Tourism Promotion Act provides criteria for assessing hotels. Chaebol hotels also adhere rigorously to hotel rating evaluation criteria in order to maintain their deluxe establishment standards. Furthermore, they appear to offer their employees numerous training opportunities, which include areas such as foreign language, greetings, make up, and response to complaints.

Furthermore, Lee (2014) highlighted that Korea's Labor Law is quite distinctive compared to those in Western countries. In accordance with the strict Korean Labor Law, regular employees cannot be dismissed arbitrarily unless they engage in criminal activities such as embezzlement. Labor unions, as the collective voice of employees working in deluxe hotels, make dedicated efforts to fulfill their role in guaranteeing job security (Lee, 2014). Meanwhile, in 1997, Korea faced an economic crisis. During that time, Western style HR practices, such as internships and contract workers, were introduced to Korea. In addition, job design was restructured to enable employees to work across multiple departments, rather than being limited to specific roles, as a means to reduce labor costs (Hoque, 1999). Alleyne et al. (2006) confirmed that hotels achieve high performance by deliberately designing jobs to maximize the utilization of employees' abilities and skills, as well as by implementing flexible work arrangements that are not tied to specific tasks. To enhance service quality and customer satisfaction in deluxe hotels, frontline employees undergo preparation, training, and evaluation processes to reinforce empowerment. This, in turn, enhances employees' potential to contribute to better organizational performance in terms of job satisfaction, service quality improvement, and customer satisfaction (Kele et al., 2017). Warhurst et al. (2000) proposed that employees are required to have the

abilities and qualities necessary for performing aesthetic labor when considering employment opportunities. From the perspective of chaebol hotels pursuing a quality enhancement strategy, incorporating appearance as a criterion in the hiring process is considered a 'good practice' for the company. The deliberate selection and recruitment of employees with attractive appearances in the hospitality industry is seen as an appropriate HR practice to support the quality enhancement strategy, as it provides positive customer experiences (Tsaur et al., 2015).

Marchington and Grugulis (2000) argued that the workplace often presents various complex situations, emphasizing the significance of considering the process of 'employee voice' when evaluating HRM performance. Hence, it becomes crucial for employees to understand the concept of organizational justice, which takes into account the fairness of employment conditions, including the allocation of organizational rewards. Organizational justice provides a theoretical foundation for minimizing potential negative impacts within the organization (Liu et al., 2021), acts as a valid criterion for evaluating organizational performance (Pratt et al., 2022), and significantly influences work performance (Nakagawa et al., 2015). The majority of studies on organizational justice have primarily focused on the fair distribution of organizational rewards, such as salary, bonuses, and promotions, as well as the fairness of procedures related to promotion, recruitment, selection, complaints, and disciplinary actions (Colquitt et al., 2005; Kim, 2018; Lambert et al., 2007; Lee, 2014; Mengstie, 2020; Rupp & Cropanzano, 2002). To achieve successful outcomes in service organizations, it is crucial to manage human resources in a manner that satisfies or even surpasses employees' expectations and enables the attraction and retention of top talent (Nadiri & Tanova, 2010). Namely, the core of human resource management lies in stimulating employees' voluntary behaviors and enhancing their abilities. The decline in work efficiency resulting from employees' job dissatisfaction leads to turnover intentions. Therefore, this study examines how employees perceive the concept of organizational effectiveness, differentiating it into components such as job satisfaction (Díaz-Carrión

et al., 2020; Li & Frenkel, 2017; Manoharan & Singal, 2019; Petrescu & Simmons, 2008) and turnover intention (Khilji & Wang, 2007; Manoharan & Singal, 2019; Mengstie, 2020). Extensive research has been conducted on the relationship between HRM and performance in hotels (Al-Refaie, 2015; Alleyne et al., 2006; Ayupp & Chung, 2010; Bowen & Morosan, 2018; Gannon et al., 2015; Hewagama et al., 2019; Kele et al., 2017; Manoharan et al., 2019; Michael & Fotiadis, 2022; Peng et al., 2022; Perramon et al., 2022; Tsai et al., 2020; Zhao & Zhou, 2021). For instance, the Barbados hotel industry's best practices concerning trade unions result in strong job security and fair treatment. This enhances the collective employee voice, which is more pronounced than in the UK hotel industry (Alleyne et al., 2006). Furthermore, Peng et al. (2022) found that empowering leadership behaviors in luxury hotels significantly influence service adaptive behavior, fostering employee perceptions of competence, relatedness, and autonomy to their job roles. These studies show distinct HRM practices tailored to each country's unique context within the hotel industry. However, research on HRM in hotels managed by chaebols, representing a specific Korean management system, remains scarce (Lee, 2014). The focus of this study centers on the perceptions of employees in chaebol hotels, who are engaged in a quality enhancement strategy, regarding the influence of Korean culture, Korean employment legislation, trade unions, and the financial context on HR practices. Furthermore, this study evaluates the correlation between organizational effectiveness and employees' perceptions of organizational justice, complemented by an understanding of their subsequent positive or negative reactions. By gaining insights into the strategic human resource management of chaebol hotels, it anticipates providing assistance to both managers and HR professionals in the effective administration of human resources, culminating in an enhancement of hotel organization productivity (Hewagama et al., 2019).

II. Literature Review and Theoretical Hypotheses

A. SHRM practices in the Chaebol hotels

Strategic Human Resource Management (SHRM) has emerged as the predominant approach to people management over the past three decades. Within the SHRM literature, the best practice and best fit approaches have dominated the field (Boxall & Purcell, 2022; Gannon et al., 2015). The concept of the best practice approach involves adopting a set of processes and activities that are commonly implemented within an industry. It entails researching and optimizing the best practices used by various companies for application in the organization. In contrast, the best fit approach involves aligning an organization's size, structure, and workforce with its strategic goals, analyzing both internal and external factors, and formulating tailored strategies based on the specific circumstances of the company. The primary objective is to secure the organization's competitive advantage and drive sustainable growth. Contemporary literature in SHRM posits that companies tend to adopt a combination of these approaches. This implies that an integrated perspective of SHRM is more fitting, mirroring the intricate environments and the diverse viewpoints that companies confront (Boxall & Purcell, 2011). Brewster et al. (2004) argued that HRM practices significantly vary across countries, influenced by factors such as culture, ownership patterns, legislative frameworks, institutional elements, and other cultural aspects specific to each country or region. It is crucial to acknowledge that practices deemed appropriate in one culture may not be equally suitable in another (Ignjatovic & Svetlic, 2003). Barbadian hotels prioritize service quality over costs, and their trade unions advocate for good HRM levels for union members, emphasizing the importance of national or corporate culture considerations. Hence, Barbadian hotels are clearly seen as adopting best practices (Alleyne et al., 2006). Deluxe companies pursue a strategic fit based on quality enhancing HR practices tied to business strategy (Wood, 1999). Chaebol hotels,

classified as four star or higher according to the hotel rating criteria in the Tourism Promotion Act, align with the deluxe category in hotel ratings by organizations such as the Automobile Association (AA) in the UK and the US. Drawing from Lashley's (1998) model, Marriott, which is recognized as a quality brand in the hotel market, falls under the 'participative style quadrant'. Similarly, chaebol hotels are also positioned within the 'participative style' category, reflecting customer expectations for high service levels. Given that deluxe hotels need to deliver high quality service to their customers (Katou & Budhwar, 2008), multiple studies have emphasized the importance of service quality in the hotel industry (Alleyne et al., 2006; Hoque, 1999). The factors associated with compensation and pay systems encompass elements such as the 'financial crisis' (represented by practices like pay based on individual performance), 'trade unions' (evident in aspects like pay negotiations), and 'Korean culture' (reflected in approaches such as providing pay based on group performance) (Lee, 2014). Therefore, building upon Lee's study (2014), this research investigates how chaebol hotels implement strategies that focus on quality enhancement. A comprehensive understanding of Korea's culture, legislation, trade unions, and financial context can provide insights into their specific HR practices. By understanding employees' perceptions of their organizations' implemented HR practices, managers can effectively enhance organizational productivity and manage their hotel's human resources efficiently.

B. Organizational justice

Organizational justice is defined as the perception of fairness in the workplace climate (Cropanzano, 1993). Research conducted by Roch et al. (2019) revealed that fair treatment cultivates a sense of responsibility among employees. The theory of organizational justice provides a solid theoretical foundation for addressing negative impacts within organizations (Liu et al., 2021) and can be effectively utilized to mitigate adverse effects within a group

or organization. Furthermore, high levels of organizational justice serve as a valid criterion for ensuring overall organizational performance (Pratt et al., 2022). Previous studies have extensively examined different dimensions of organizational justice, including distributive justice, procedural justice, and interactional justice, and have conducted research on topics such as corporate sustainability and improving the work environment (Im & Chung, 2023; Karkoulia et al., 2016; Park & Kim, 2023; Shimamura et al., 2021). The application of organizational justice concepts varies among researchers. For instance, some researchers may focus solely on the concept of procedural justice to examine employee performance in the Chinese hotel industry (Hon & Lu, 2010), while others may investigate the relationship between distributive justice and anger among restaurant employees (Moreo et al., 2020). The choice of organizational justice concepts depends on the specific research objectives. In Korea, Confucianism remains prevalent, and these values influence organizational HR. An autocratic management style, rather than a Western consultative management style, is still predominant (Lee, 2014). In light of cultural differences, this study adopts a more focused approach, examining the concepts of distributive justice and procedural justice to gain deeper insights into how employees perceive the distribution and procedures within their organization. Distributive justice relates to employees' expectations regarding the outcomes they receive based on their efforts and dedication within an organization (Rio-Lanza et al., 2009). Variables commonly used to measure distributive justice include performance evaluation, salary (Mengstie, 2020; Whitman et al., 2012), and promotion opportunities (Ötting & Maier, 2018). It is essential for employees to perceive that these elements are distributed fairly within their organization. Procedural justice, on the other hand, refers to employees' reactions to specific procedures related to the allocation of performance and rewards within a company (Tyler, 1987). It is also associated with the fairness of the procedures employed when distributing performance and rewards among employees within an organization (Colquitt et al., 2001; Greenberg, 1990). Studies conducted in the hospitality industry indicate the

significance of procedural justice in job satisfaction and its impact on enhancing organizational performance (Zoghbi-Manrique-de-Lara & Ting-Ding, 2017). In conclusion, distributive justice and procedural justice are fundamental concepts used to assess employees' perceptions of the fairness in the distribution of salary, rewards, and promotions within an organization, as well as the implementation of fair procedures.

C. Organizational effectiveness

The field of SHRM has garnered significant interest in numerous studies that seek to understand the relationship between human resource management and organizational effectiveness (Gould-Williams & Mohamed, 2010). Recent research has focused on exploring how SHRM impacts employees' individual performance (Green et al., 2006), as individual performance is a crucial factor in organizational and departmental performance and is closely linked to personal work attitudes (Judge et al., 2001). Therefore, it can be argued that individual performance is closely connected to organizational performance, as satisfied employees can have a significant influence on an organization's overall effectiveness. In service oriented businesses, the role of human resources is particularly crucial. Therefore, understanding employees' positive and negative perceptions of their organization is essential for effective management (Lee, 2014). In the context of hotel businesses, concepts such as job satisfaction, dissatisfaction, and turnover intention are commonly used to examine the relationship between human resource management and organizational effectiveness (Lee, 2014; Manoharan & Singal, 2019). Job satisfaction generally refers to the personal psychological state characterized by positive emotions that employees experience in relation to their jobs, while job dissatisfaction reflects negative attitudes towards their job (Mathur et al., 2011). Organizational success and performance are closely linked to high levels of job satisfaction among employees. From an organizational perspective, managing satisfied employees is more efficient than managing dissatisfied

employees (Judge et al., 2001). Satisfied employees are more likely to display positive attitudes towards their work within the organization, which in turn enhances work efficiency and productivity (Hanaysha & Tahir, 2016). Employees in hotel businesses may contemplate leaving the organization if they experience job dissatisfaction (Lee, 2014), and the hospitality industry tends to have a higher turnover rate compared to other sectors (Malek et al., 2018). Turnover intention refers to an employee's intention to leave their current job in the near future (Pfeffer, 2007), and the reasons for turnover can be categorized as organizational or personal in nature. Personal factors, such as the lure of better opportunities in rival hotels, changes in personal life like marriage, or the desire to switch career paths away from the hospitality industry, are also substantial reasons for employees leaving their jobs (Michael & Fotiadis, 2022). Organizational factors that lead to turnover in hotel businesses include low compensation, limited career advancement opportunities, dissatisfaction with managerial or supervisory styles, cultural differences, and involuntary terminations due to downsizing or layoffs (Michael & Fotiadis, 2022). Given the significance of human resources in the hotel industry, it is crucial to understand employees' job satisfaction, dissatisfaction, and turnover intentions to enhance the effectiveness of human resource management and overall organizational productivity (Madera et al., 2017).

D. The relationship between SHRM practices and organizational justice in the Chaebol hotels

Effective management of organizational members is crucial for achieving excellent organizational performance in response to rapidly changing environmental conditions (Kehoe & Wright, 2013). Designing tasks that support employee empowerment and participation, and contribute to individual and group decision making or problem solving, are considered HRM practices that enhance opportunities for successful productivity in organizations (Malik et al., 2020). In the hospitality industry, it

is common for employees to actively pursue ways to enhance their productivity through means such as seeking positive feedback, recognition, and rewards (Barrena et al., 2017). By hiring the right people, a company can maximize resource utilization, improve overall efficiency, and reduce training and development costs (Zhao & Zhou, 2021). Deluxe hotels, which pursue strategies to enhance quality, implement a variety of HR practices to support their objectives. These practices include selecting skilled employees (Al-Refaie, 2015; Da Silva et al., 2022; Lee, 2014; Schuler & Jackson, 1987), providing comprehensive training for diverse knowledge acquisition (Al-Refaie, 2015; Hewagama et al., 2019; Lee, 2014; Schuler & Jackson, 1987), employing sophisticated recruitment methods (Al-Refaie, 2015; Gomez-Mejia & Welbourne, 1991; Hofstede, 1994; Lee, 2014; Miles & Snow, 1984; Xing et al., 2023), delegating authority for service quality improvement (Hewagama et al., 2019), and guaranteeing employee job security (Al-Refaie, 2015; Lee, 2014; Schuler & Jackson, 1987). Several studies have demonstrated the relationship between employees' positive or negative responses to these HRM practices (Adiguzel et al., 2020; Hewagama et al., 2019). Chaebol hotels, which pursue a quality enhancement strategy, have accumulated extensive expertise in human resource management across various subsidiary categories. They employ methods such as 'structured and standardized interviews' and 'clearly defined selection criteria' to carefully select highly qualified employees (Anagnostopoulou & Avgoustaki, 2023; Lee, 2014). To uphold the prestige of a deluxe hotel, chaebol hotels consider factors such as the applicant's major in the university or college and their foreign language score (Lee, 2014; Tsai et al., 2020; Xing et al., 2023) during the hiring process. Additionally, they take into account the physical appearance of candidates and prioritize the hiring of attractive employees (Horng & Hsu, 2020; Lee, 2014; Quach et al., 2017; Tsaur et al., 2015). Such HR practices have a significant impact on perceptions of organizational justice, which, in turn, influence organizational commitment and job satisfaction (Chang, 2005; Wu & Chaturvedi, 2009). Therefore, this study investigates employees' perceptions of these

HR practices and their contributions to achieving a sustainable competitive advantage for chaebol hotels, as well as enhancing efficient human resource management within the organization. In light of these considerations, this study proposes the following hypotheses:

H1: The HR practices of chaebol hotels will have a significant impact on organizational justice.

E. The relationship between organizational justice and organizational effectiveness in the Chaebol hotels

The concept of organizational justice, which is a fundamental aspect of HRM in all work environments, was employed in this study (Cohen & Diamant, 2019; Manoharan & Singal, 2019). Previous research on organizational justice has indicated that employees exhibit positive behaviors towards the organization when they perceive its actions as fair. Put simply, when employees experience a strong sense of fairness in the workplace, they tend to demonstrate greater dedication to their work and organization, along with increased voluntary job involvement (Malinen et al., 2013; Park et al., 2016). When employees perceive organizational fairness, they are likely to display enhanced honesty and responsibility in their roles, stimulated by higher levels of engagement. Conversely, when employees perceive their supervisors' organizational decisions and actions as unfair, they may experience feelings of anger, resentment, and frustration. This

could potentially lead to their decision to terminate employment or resign (Niehoff & Moorman, 1993; Saks, 2019). Hotel employees' perceptions of the fairness and consistency of their performance abilities, wages and rewards, department transfers and rewards allocation, as well as the organization's promotion and employee selection processes, have been proven to significantly positively impact job satisfaction (Colquitt et al., 2005; Kim, 2018). The relationship between organizational justice and organizational effectiveness is examined in this study, considering both positive emotions, specifically job satisfaction (Díaz-Carrión et al., 2020; Li & Frenkel, 2017; Manoharan & Singal, 2019; Petrescu & Simmons, 2008), and negative emotions, particularly turnover intention (Khilji & Wang, 2007; Manoharan & Singal, 2019; Mengstie, 2020). Based on prior research, multiple studies have indicated that the following main hypothesis was established to investigate the impact of employees' perception of organizational justice on organizational effectiveness within the organization:

H2: Organizational justice in chaebol hotels will have a significant impact on organizational effectiveness.

The research model shown in Figure 1 was developed in this study to clarify the relationships among the SHRM practices provided by chaebol hotels, organizational justice, and organizational effectiveness.

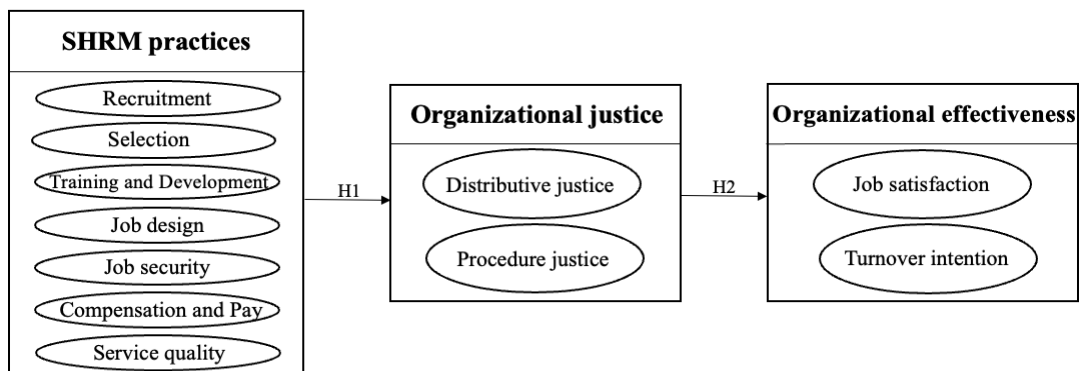


Figure 1. Research Model

III. Research Methodology

A. Research Subjects and Data Collection

This study conducted a survey from December 2022 to March 2023 targeting employees working at chaebol hotels, specifically four hotels in Seoul and two hotels in Busan, in order to analyze the relationships among SHRM practices, organizational justice, and organizational effectiveness in chaebol hotels. A total of 490 questionnaires were distributed, and 475 were collected. After excluding 25 questionnaires deemed insufficient or lacking in reliability, 450 questionnaires were used for the analysis. The data analysis was performed using the SPSS 27 statistical package. Exploratory factor analysis was conducted based on previous research to examine the application of HR practices in chaebol hotels for SHRM, as well as the relationship between these HR practices, organizational justice, and organizational effectiveness. To examine the internal consistency of the measured variables, a reliability analysis was performed using Cronbach's alpha coefficient. Correlation analysis was conducted to verify the relationships between factors that demonstrated secured reliability and validity. To test the hypotheses, a multiple regression analysis using the enter method was employed to assess the impact of chaebol hotels practices on organizational justice, as well as the influence of organizational justice on organizational effectiveness.

B. Measurement of Variables

In order to derive SHRM practices related to quality improvement business strategies in chaebol hotels, this study approached based on the model proposed by Schuler and Jackson (1987), as well as Hofstede's (1991) cultural dimension paradigm, Korean legislation on employment, trade unions, and the financial context concepts (Park et al., 2020). The quality improvement strategy of deluxe hotels prioritizes customer satisfaction and requires proactive organizational efforts to meet diverse customer needs. The HR practices utilized

in this study were classified into seven dimensions: recruitment (Da Silva et al., 2022; Lee, 2014; Tsai et al., 2020; Ueno, 2014; Xing et al., 2023), selection (Al-Refaie, 2015; Da Silva et al., 2022; Khatri, 2000; Michie & Sheehan, 2005; Ueno, 2014), training and development (Al-Refaie, 2015; Anagnostopoulou & Avgoustaki, 2023; Da Silva et al., 2022; Hewagama et al., 2019; Koch & McGrath, 1996), job design (Anagnostopoulou & Avgoustaki, 2023; Lings & Greenley, 2010; Parker, 2014; Pascual et al., 2021), job security (Anagnostopoulou & Avgoustaki, 2023; Kim & Kim, 2003; Stavrou et al., 2010), compensation and pay (Anagnostopoulou & Avgoustaki, 2023; Da Silva et al., 2022; Stavrou et al., 2010), and service quality (Alleyne et al., 2006; Al-Refaie, 2015; Hoque, 1999; Lee, 2014; Perramon et al., 2022). The HR practices in this study were measured using a set of 19 items. These items collectively represented various aspects of HR practices. Organizational justice, which encompasses fair treatment in areas such as recruitment, selection, complaints, and discipline (Lambert et al., 2007; Lee, 2014; Mengstie, 2020; Rupp & Cropanzano, 2002), was evaluated through two sub-factors: distributive justice and procedural justice. A total of six items were employed to assess employees' perceptions of organizational justice. Additionally, organizational effectiveness was measured based on employees' perceptions at a personal level, with two dimensions: job satisfaction (Green et al., 2006; Hewagama et al., 2019; Khilji & Wang, 2007; Lee, 2014; Lee et al., 2023; Mengstie, 2020; Suliman, 2007) and turnover intention (Khilji & Wang, 2007; Lee, 2014; Mengstie, 2020; Pfeffer, 2007). Each dimension was measured using six items, utilizing a Likert 5-point scale for the measurement variables.

IV. Results

A. Respondent Profile

To explore the demographic characteristics of the participants in this study, a frequency analysis was

Table 1. Demographic characteristics of the respondents

	Variable	Frequency	Percent(%)
Gender	Male	227	50.4
	Female	223	49.6
Age	Below 20	25	5.6
	26~30	187	41.6
	31~35	116	25.8
	36~40	60	13.3
	41~45	42	9.3
	46 or above	20	4.4
Education	High school	29	6.4
	College	157	34.9
	Undergraduate	232	51.6
	Post graduate	28	6.2
	Doctoral level	4	0.9
Years of Working Period at the Current Company	Less than 1	86	19.1
	Between 2~3	135	30.0
	Between 4~6	72	16.0
	Between 7~9	38	8.4
	10 or above	119	26.4
Total Working Period in the Hotel Industry	Less than 3	152	33.8
	Between 4~6	98	21.8
	Between 7~10	91	20.2
	Between 11~15	60	13.3
	16 or above	49	10.9

conducted, and the results are presented in Table 1. Among the 450 respondents, the gender distribution was nearly equal, with 50.4% male and 49.6% female participants. The dominant age group among respondents was 26-30 years, and in terms of educational level, the majority (51.6%) held a university degree. When examining the years of working at the current company, employees who had worked for 2-3 years had the highest percentage. Regarding the total working period in the hotel industry, the distribution was as follows: 33.8% of respondents had worked for 3 years or less, 21.8% for 4-6 years, 20.2% for 7-10 years, 13.3% for 11-15 years, and 10.9% for 16 years or more.

B. Test of Validity and reliability

The results of the exploratory factor analysis, conducted to understand the meaning of the measured variables within the context of the seven categories of SHRM practices, organizational justice, and organizational effectiveness applied in chaebol hotels, are presented in Tables 2-4. Factors were extracted through varimax orthogonal rotation following principal component analysis, and the factors related to SHRM practices, organizational justice, and organizational effectiveness in chaebol hotels were composed of eigenvalues greater than 1.0 and factor loadings greater than 0.5. Additionally, a reliability analysis was conducted to determine the internal consistency of the combined constructs used in this study. While a Cronbach's alpha coefficient above 0.7 is generally considered

acceptable (Lance et al., 2006), a coefficient above 0.6 is acceptable in exploratory research (Hair et al., 2006). Therefore, considering that the Cronbach's alpha coefficients of each factor in this study are above 0.6, it is considered that the constructs exhibit internal consistency. The results of the factor analysis regarding SHRM practices in chaebol hotels are presented in Table 2. The KMO (Kaiser-Meyer-Olkin) analysis, which measures the correlation among variables related to SHRM practices in chaebol hotels, yielded a value of 0.861. Additionally, the Bartlett's

test of sphericity resulted in a χ^2 value of 3528.980 (df=171, p=.000). The cumulative variance explained by SHRM in chaebol hotels is approximately 73%, indicating the validity of the variables. Table 3 presents the outcomes of the factor analysis and reliability analysis of organizational justice factors using varimax orthogonal rotation. The KMO measure and Bartlett's test of sphericity were conducted to determine the degree of correlation between the organizational justice variables, resulted in a KMO of 0.893 and a Bartlett's test of sphericity χ^2 value of 1891.727

Table 2. Results of reliability and factor analysis of HR practices

Factor	Variable	Factor loading	Eigen-value	Variance(%)	Cronbach's Alpha
RE	Your major in the university or college	.849	1.845	46.921	.701
	Your appearance	.744			
	Your foreign language score (i.e., English, Japanese, Chinese)	.536			
SE	Structured and standardized interviews	.857	1.751	56.137	.803
	Clearly defined selection criteria	.836			
TD	My hotel has a clear policy requiring all staff to take part in a minimum amount of training each year	.817	2.808	14.779	.853
	My hotel evaluates training	.811			
	I have received excellent training to help me do my job well	.719			
	My hotel is committed to developing a broad range of skills among its staff	.708			
JD	Your hotel provides flexible job descriptions that are not linked to one specific task	.779	1.949	37.213	.737
	Your hotel considers the design of jobs to make full use of worker's skills and abilities	.680			
	Your manager consults with you about how work should be done before making decision	.551			
JS	Your hotel guarantees job security	.804	1.623	64.680	.602
	If your hotel was facing economic problems, the staff budget would be the last thing to be cut	.767			
CP	Your hotel provides a bonus based on seniority	.812	1.530	72.735	.617
	Your hotel provides pay based on seniority	.801			
SQ	Are service staff empowered to make decisions to ensure service quality	.808	2.313	26.954	.813
	Majority of employees are currently involved in quality circles of quality improvement teams in your hotel	.806			
	Production/service staff are responsible for their own quality in your hotel	.638			
KMO=.861, Bartlett's chi-square approximation=3528.980, Sig.=.000, Total cumulative variance(%)=72.735					

($df=15$, $p=.000$). Two factors, namely distributive justice and procedural justice, were identified based on eigenvalues greater than 1. The factor loadings of the organizational justice-related factors exceeded 0.6, and the total variance explained by organizational justice was 81%, indicating the validity of the variables. The results of the factor analysis related to organizational effectiveness are presented in Table 4. Two factors, namely job satisfaction and turnover intention, were identified based on eigenvalues greater than 1. The KMO analysis, which measures the degree of correlation between the organizational effectiveness variables, yielded a value of 0.719. Additionally, the Bartlett's test of sphericity yielded a χ^2 value of 788.044 ($df=15$, $p=.000$). The factor loadings for job satisfaction and turnover intention were above 0.7, indicating high factor loadings. The total variance explained by organizational effectiveness was approximately 67%, signifying the validity of the variables.

C. The influence of SHRM on organizational justice

The correlation analysis was conducted on measured variables, which include SHRM practices, organizational justice, and organizational effectiveness in chaebol hotels. The results of this analysis are presented in Table 5. A multiple regression analysis using the enter method was conducted to examine the significance of the impact of SHRM practices on organizational justice in chaebol hotels, and the results are summarized in Table 6. The hypothesis verification result for the impact of SHRM practices in chaebol hotels on distributive justice is as follows: At a significance level of 0.001, 'selection' demonstrated a positive impact on distributive justice ($\beta = .146$, $t = 3.754$, $p = .000$). Similarly, 'training and development' showed a positive impact on distributive justice ($\beta = .179$, $t = 4.140$, $p = .000$). 'Job design' also had a positive impact on distributive justice ($\beta = .322$, $t = 7.043$, $p = .000$). Furthermore, 'compensation and pay'

Table 3. Results of reliability and factor analysis of organizational justice

Factor	Variable	Factor loading	Eigen-value	Variance(%)	Cronbach's Alpha
DJ	Your hotel provides fair pay	.866	2.261	81.066	.887
	Your hotel provides fair bonus	.859			
	Your hotel provides fair opportunity for promotion	.628			
PJ	Your hotel operates a fair procedural of promotion	.843	2.603	43.376	.869
	Your hotel operates a fair procedural of recruitment and selection	.806			
	Your hotel operates a fair procedural of grievance and discipline	.787			
KMO=.893, Bartlett's chi-square approximation=1891.727, Sig=,000, Total cumulative variance(%)=81.066					

Table 4. Results of reliability and factor analysis of organizational effectiveness

Factor	Variable	Factor loading	Eigen-value	Variance(%)	Cronbach's Alpha
JSA	I am very satisfied with the benefits I receive (meals, holidays etc)	.799	1.909	66.950	.653
	I am very satisfied with my job	.796			
	I am very happy working at the hotel and I would recommend it to others	.740			
TI	I often think about quitting my job	.889	2.108	35.131	.887
	I am disappointed that I ever took my job in the hotel	.835			
	I plan to leave the hotel jobs as soon as I can find another job	.711			
KMO=.719, Bartlett's chi-square approximation=788.044, Sig.=.000, Total cumulative variance(%)=66.950					

Table 5. Correlations matrix

Construct	<i>M</i>	<i>SD</i>	RE	SE	TD	JD	JS	CP	SQ	DJ	PJ	JSA	TI
RE	3.44	.68	1										
SE	3.35	.83	.358**	1									
TD	3.23	.82	.280**	.385**	1								
JD	3.10	.80	.350**	.417**	.544**	1							
JS	3.07	.81	.194**	.262**	.459**	.477**	1						
CP	3.25	.87	.141**	.262**	.375**	.330**	.324**	1					
SQ	3.28	.75	.309**	.356**	.540**	.600**	.423**	.380**	1				
DJ	2.85	.87	.256**	.443**	.550**	.620**	.518**	.438**	.540**	1			
PJ	2.98	.84	.250**	.365**	.561**	.601**	.531**	.473**	.631**	.780**	1		
JSA	3.17	1.00	.228**	.334**	.510**	.497**	.434**	.278**	.485**	.493**	.546**	1	
TI	2.95	.87	-.148**	-.271**	-.317**	-.280**	-.235**	-.159**	-.333**	-.263**	-.263**	-.360**	1

** p<0.001

RE(Recruitment), SE(Selection), TD(Training and Development), JD(Job Design), JS(Job Security), CP(Compensation and Pay), SQ(Service Quality), DJ(Distributive Justice), PJ(Procedural Justice), JSA(Job Satisfaction), TI(Turnover Intention)

Table 6. Effect of HR practices on organizational justice

Dependent variable	Independent Variable	B	Standard error	β	t	P	Tolerance	VIF
Distributive justice	RE	.139	.040	.135	3.422	.001**	1.000	1.000
	SE	.153	.041	.146	3.754	.000***	1.000	1.000
	TD	.190	.046	.179	4.140	.000***	1.000	1.000
	JD	.352	.050	.322	7.043	.000***	1.000	1.000
	JS	.060	.045	.056	1.469	.143	1.000	1.000
	CP	.175	.037	.176	4.746	.000***	1.000	1.000
	SQ	.154	.052	.133	2.956	.003**	1.000	1.000
R ² =.513, Adj. R ² = .505, Durbin-Watson=1.627, F=66.527, p= .000***								
Dependent variable	Independent Variable	B	Standard error	β	t	P	Tolerance	VIF
Procedural justice	RE	.053	.036	.047	1.420	.156	1.000	1.000
	SE	.073	.037	.065	1.965	.050*	1.000	1.000
	TD	.183	.043	.179	4.280	.000***	1.000	1.000
	JD	.267	.047	.253	5.712	.000***	1.000	1.000
	JS	-.047	.043	-.042	-1.095	.274	1.000	1.000
	CP	.193	.034	.201	5.620	.000***	1.000	1.000
	SQ	.341	.049	.304	6.995	.000***	1.000	1.000
R ² =.545, Adj. R ² = .538, Durbin-Watson=1.814, F=75.739, p= .000***								

*p<0.1, **p<0.05, ***p<0.001

exhibited a statistically significant impact on distributive justice ($\beta = .176$, $t = 4.746$, $p = .000$). At a significance level of 0.05, the impact of 'recruitment' on distributive justice was found to be positive ($\beta = .135$, $t = 3.422$,

$p = .001$), and 'service quality' was also found to have a statistically significant impact on distributive justice ($\beta = .133$, $t = 2.956$, $p = .003$). These findings suggest that SHRM practices in chaebol hotels,

including selection, training and development, job design, compensation and pay, recruitment, and service quality, have a positive influence on distributive justice. Therefore, the hypothesis that SHRM practices in chaebol hotels will have a significant impact on distributive justice is supported. At a significance level of 0.001, the following variables showed a positive impact on procedural justice: 'training and development' ($\beta = .179$, $t = 4.280$, $p = .000$), 'job design' ($\beta = .253$, $t = 5.712$, $p = .000$), 'compensation and pay' ($\beta = .201$, $t = 5.620$, $p = .000$), and 'service quality' ($\beta = .304$, $t = 6.995$, $p = .000$). At a significance level of 0.1, 'selection' also demonstrated a statistically significant impact on procedural justice ($\beta = .065$, $t = 1.965$, $p = .050$). However, the study results indicated that the variables 'recruitment' and 'job security' did not have a statistically significant impact on procedural justice, and thus, these relationships were not supported. In summary, the majority of SHRM practices in chaebol hotels were found to have a significant impact on both distributive and procedural justice.

D. The influence of organizational justice on organizational effectiveness

The impact of organizational justice, specifically regarding SHRM practices in chaebol hotels, on organizational effectiveness was examined through multiple regression analysis, and the results are presented

in Table 7. The hypothesis consisted of two sub-hypotheses, with the first sub-hypothesis focusing on the significant impact of organizational justice in chaebol hotels on job satisfaction. The findings indicated that distributive justice had a positive impact on job satisfaction ($\beta = .172$, $t = 2.740$, $p = .006$) at a significance level of 0.05. Furthermore, procedural justice had a statistically significant impact on job satisfaction ($\beta = .411$, $t = 6.543$, $p = .000$) at a significance level of 0.001. The second sub-hypothesis was formulated to investigate the significant influence of organizational justice, focusing on SHRM practices at chaebol hotels, on turnover intention. The results indicated that distributive justice had a positive impact on turnover intention ($\beta = -.149$, $t = -2.051$, $p = .041$) at a significance level of 0.05. Additionally, procedural justice had a statistically significant impact on turnover intention ($\beta = -.147$, $t = -2.020$, $p = .044$). These findings are consistent with the research conducted by Becker and Huselid (2006), which examines the influence of employees' perception of unfair resource allocation on organizational outcomes, including organizational performance.

V. Conclusions

The perspective of SHRM has provided evidence that HRM practices are linked to organizational

Table 7. Effect of organizational justice on organizational effectiveness

Dependent variable	Independent Variable	B	Standard error	β	t	P	Tolerance	VIF
Job satisfaction	DJ	.200	.073	.172	2.740	.006**	1.000	1.000
	PJ	.493	.075	.411	6.543	.000***	1.000	1.000
R ² =.309, Adj. R ² = .306, Durbin-Watson=1.885, F=100.080, p= .000***								
Dependent variable	Independent Variable	B	Standard error	β	t	P	Tolerance	VIF
Turnover intention	DJ	-.150	.073	-.149	-2.051	.041**	1.000	1.000
	PJ	-.152	.075	-.147	-2.020	.044**	1.000	1.000
R ² =.078, Adj. R ² = .074, Durbin-Watson=1.631, F=18.859, p= .000***								

*p<0.1, **p<0.05, ***p<0.001

performance (Petrescu & Simmons, 2008). Recent HRM research has posited that individual performance significantly impacts organizational performance, as it ties into the broader organizational and departmental attitudes towards work (Green et al., 2006; Judge et al., 2001). This study has similarly shown that HR practices associated with the SHRM of chaebol hotels influence job satisfaction and turnover intention, thereby contributing to the expansion of SHRM theory within specific organizational contexts. In collectivist societies, seniority is a prevalent concept (Ramamoorthy & Carroll, 1998). The findings of this study reveal that hotel employees continue to prefer collectivism, with related HR practices being reflected in the organization. Despite advancements such as smartphones and the internet blurring national boundaries, and the younger generation's adoption of western style culture, hotel employees still show a preference for seniority. Given this, understanding the culture of a specific country and integrating it into the organization is crucial. Recently, research on aesthetic labor in the hospitality industry has seen a significant increase, as evidenced by recent studies (Hornig & Hsu, 2020; Quach et al., 2017; Tsaour et al., 2015; Wu et al., 2020). The aesthetic criteria in service organizations have been found to impact customer revisit outcomes (Quach et al., 2017). As Lee (2014) highlighted, due to the highly competitive employment market in Korea, job seekers often find themselves under pressure to invest in beauty treatments, and even plastic surgery, to enhance their employability. While this practice might be advantageous for companies seeking attractive employees, it can impose a substantial burden on job seekers. In Western countries, such as the UK and the US, selecting employees based on appearance is considered discriminatory and is legally prohibited. However, South Korea has yet to establish extensive legislation concerning this issue. In Korea, strong labor laws protect regular employees, making it challenging to terminate their employment unless they engage in misconduct such as embezzlement or bribery. On the other hand, non-regular employees, such as contract workers and interns, often come onboard during economic downturns and understand that their contracts do not guarantee job security.

Consequently, the hypothesis that employment security significantly influences both distributive and procedural justice was not supported. This is likely because regular employees are already aware that their employment is protected by national labor laws, while non-regular employees anticipate employment insecurity due to the nature of their contracts, which somewhat desensitizes them to concerns about employment security. In line with the findings of Chand and Katou (2007) and Alleyne et al. (2006), hotel employees consider the job design offered by their organizations to be critical. As a result, these hotels provide their employees with flexible job descriptions, which allows them to participate in tasks beyond their specific departments. This study's findings underscore the significant emphasis that chaebol hotels place on multi-skilled employees. The Barbados Workers' Union (BWU) provides a collective voice, leading to positive outcomes such as collective agreements on basic pay, working hours, and procedures for grievances and discipline. This is a clear demonstration of the BWU employing best practices within the hotel industry. Similarly, the results of this study indicate that employees at chaebol hotels regard these HR practices as vital, suggesting that chaebol hotels are also adopting these best practices. McGunnigle and Jameson's (2000) study indicate limited evidence of sophisticated recruitment and selection methods, such as the use of psychometric testing or profiling for operative-level recruitment in the UK hotel industry. In contrast, chaebol hotels employ advanced selection methods, including psychometric testing and personality tests, to recruit quality employees.

As evidenced by this study, employees working in chaebol hotels perceive that the organization distributes salaries, bonuses, and promotions equitably. They also believe that the procedures for recruitment, selection, promotion, and discipline are conducted in a fair manner. This suggests that chaebol hotels successfully address various issues that may emerge among colleagues, supervisors, and customers, exhibiting fairness throughout the organization. Researchers advocating for a best fit approach (Boxall & Purcell, 2011; Storey & Billsberry, 2005) emphasize that companies must strategically select HR practices to

achieve business success. In conclusion, chaebol hotels in terms of SHRM adopt business strategies aligned with the 'best fit' approach, as supported by researchers. Additionally, concepts such as 'Korean culture', 'employment legislation', 'trade unions', and 'financial context' are considered from the perspective of researchers advocating for the 'best practice' approach. Therefore, this study has theoretically systematized and presented a new SHRM framework that integrates both the 'best fit' and 'best practice' approaches within the specific context.

This study offers valuable insights for managers and practitioners in the deluxe hotel industry regarding the implementation of effective SHRM practices. From the managers' and practitioners' perspective, the recruitment of talented and attractive staff is often seen as a 'best practice' that can enhance organizational productivity (Lee, 2014). However, potential job seekers may perceive the costs associated with improving language skills and appearance as a 'bad practice'. HR managers in South Korea often use phrases such as 'good impression' and 'neat image' to describe hiring criteria, which actually pertain to physical appearance. Such practices could be seen as employment discrimination in countries like the UK and the US, where laws are in place to prevent such biases (Lee, 2014). By addressing negative factors perceived by employees in the Korean hotel industry, an organization's productivity can be improved. Consequently, this study suggests that focusing on job centered abilities rather than appearance when hiring employees can fundamentally enhance the efficiency of human resource management for both hotel managers and HR managers. Understanding the specific HR practices related to collectivism in Korea, as demonstrated in this study, can assist foreign investors and general managers interested in the hotel industry in effectively leading their businesses based on Hofstede's (1991) paradigm. Foreign managers should also be knowledgeable about Korean labor laws concerning regular employees' job security and the characteristics of labor unions, which have a stronger representation of employee voices compared to Western hospitality companies and are closely linked to business success. Managing

an organization is never an easy task. However, if managers establish fair criteria for employee salaries, compensation, and promotion, employees will accept the outcomes, develop trust in the organization, and ultimately contribute to the company's future profitability. This study serves as a valuable starting point for comprehending SHRM in deluxe hotels and service organizations that embody a specific culture. However, this study solely concentrated on chaebol hotels in two specific regions of South Korea, which may restrict the generalizability of the findings with limited number of samples. Future research should explore the SHRM practices of chaebol hotels and compare them with Western conglomerates like Virgin. Furthermore, there is a need for comparative studies to identify 'good practice' and 'bad practice' in SHRM from the perspectives of managers, HR managers, employees, and labor unions within the strategic human resource management of each organization. Moreover, given their substantial capital, it is worth investigating whether conglomerate hotels provide digital training to enhance service quality. These efforts will contribute to expanding the theory of cross-national SHRM models.

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