





# **Framing Human Resource Management Practices** **Through Servant Leadership: A JD-R Model Perspective** **in the Hospitality Sector**

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## **Abstract.**

This qualitative study aims to examine the role of servant leaders in framing effective HRM practices to assess their performance using the Job-Demand-Resource Model in the hospitality industry. Focusing on building effective HRM practices also helps hotels to face unprecedented times with resilience. It has been observed that servant leaders, with their unique attributes, are proficient at framing effective HRM practices that can improve employee performance.

The paper opted for an exploratory study using an open-ended approach, including 20 in-depth interviews, with participants drawn from junior, middle, and senior management and with mainly administrative and human resource management backgrounds. An inductive coding process using the model by Lochmiller and Lester was deployed to identify themes and subthemes. Codes were created to understand the thematic patterns, followed by refining the theme categorization.

The study's findings reveal employees' experiences during unprecedented times and how leaders played a significant role in helping them overcome these experiences by framing effective HRM practices that improved their performance in the face of job demands and resources.

Key Words: Servant Leadership, Employee performance, Job Demand-Resource model, Hospitality industry.

## 1. Introduction

Hospitality is one of the most significant industries, with the contribution over 7% to global GDP. The backbone of this industry is its workforce, who work tirelessly to deliver excellent services and customer experiences (Hospitality Statistics, 2023). The industry exhibited rapid revival after sustaining heavy losses during the COVID-19 pandemic. According to a study by the Ministry of Tourism (2024), a high level of attrition in the industry was observed, with a 60% shortage of manpower often leading to increased recruitment and training costs for hotel firms. Further, the study observed a negative perception among Generation Z toward joining the hotel industry; as a result, the industry experienced a shortage of skilled employees, negatively impacting the performance and growth of hotels.

With rising job demands and lack of job resources, leaders need to contribute effectively in the organization by implementing HRM practices that drive efficient employee performance. Various HRM practices have been found to affect employee performance in hotel firms significantly, viz., recruitment & selection, training and development, attrition, retention, well-being, rewards, and recognition. These various practices are enacted as job demands and job resources (Li et al., 2024).

Since HRM practices are crucial to organisational and employee performance, leaders need to develop a meticulous system to achieve a positive impact on employees' performance. Leader intent plays a vital role in developing practices that can impact employee performance. Some leaders focus on developing structure-oriented practices, others on building practices based on employee well-being, and a few consider both. These attributes have been identified in one of the prominent leadership approaches, namely servant leadership. Prior research has provided ample support for the idea (Dalheez et al., 2020) that servant leadership is significantly related to employee performance. Servant leadership is instrumental to bring change in employee performance. It has improved the quality of organizational life by improving human experiences (Roberts, 2018), thus improving employee performance (Dahleez & Ghali, 2018; Jang & Kandampully, 2018).

Therefore, a research study is significant for understanding the role of servant leaders in shaping effective HRM practices that can drive efficient employee performance. This research helps hotel firms closely examine the various HRM practices under job demand and job resources, and their relationships with the attributes of servant leadership. The model aims to contribute to a new understanding of how to achieve efficient employee performance even in unprecedented situations and to reframe HRM practices accordingly. The model provides a unique approach to a deeper understanding of employees' perceptions and their relationship with the top management team leaders. These suggested HRM practices are helpful even in the post-pandemic period, making employees more effective and efficient in working in the epoch-making change environment.

The study has the following research objectives:

1. To learn the role of servant leaders in framing various HRM practices in hotel firms.

2. To examine the types of HRM practices that impact employee performance through the lens of the Job Demand-Resource model.

## 2. Literature Review

### 2.1 HRM practices in the Hotel Industry

Hospitality is a people-focused industry, and human resources are considered a dominant paradigm within it (Hoque, 1999). According to Alleyne et al. (2006), the hotel industry is labour-intensive. To make HRM practices meaningful, it is imperative to develop them effectively to achieve organizational success. These HRM practices help regulate the employees' functioning in the hotel industry. According to Schneider and Bowen (1993), effective human resource utilization provides organizations with a competitive edge (Chand & Katou, 2007).

According to Chand and Katou (2007), some significant HRM practices, viz., training and development, recruitment & selection, and payment systems, are positively related to hotel performance; therefore, if hotels are to achieve higher performance levels, they should focus on best HRM practices. These practices are established to help the organisation and its employees become resilient, especially during unprecedented times.

Past research delineates that HRM practices in the hotel sector are relatively few (Collier & Gregory, 1995) and have typically been reported as impoverished, leading to a lack of interest in HRM among managers (Hoque, 1999).

Madera, J. et al. (2017) have mentioned the critical role of HRM practices for the survival and success of the hospitality industry; moreover, it is significant in the customer-centric hospitality industry. A paradigm shift has been observed in the development of these practices due to increased competition among hotels. Past studies have shown that these practices directly affect customer service quality. As in-person interactions between employees and customers play a key role in customer loyalty, service quality, and measures of firm performance (Madera, J. et al., 2017), it is important to consider these interactions when evaluating firm performance.

Hewagama et al. (2019) discussed three HRM strategies viz., the soft-hard approach, the types of styles adopted by HRM practitioners, and discusses about organizational flexibility. Another practice discussed is high-performance HRM, which is related to salary systems, training, pay-for-performance evaluation, and its relationship with firms' performance. Yadav & Dhar (2021) have linked frontline hotel employees' job crafting to service recovery performance. They further elaborated that job crafting is significant to service recovery performance. Therefore, HRM practices can be of a kind that provide employees with flexibility, which can positively impact the services provided to customers.

Agrawal, P. (2020) has observed a shift in the individual practices to bundles of HR practices, where she considers learning and development, recruitment and selection, compensation, performance appraisal, career progression and incentives as individual

HR practices referred to as HRM content, and the way it is communicated and implemented by organizations refers to HRM process.

## 2.2 Servant Leadership and Employee Performance

The most crucial factor in an organization is performance. Organisations make various efforts to drive positive change and improve employee performance. According to Pakpahan (2021), employee performance is what employees do or don't do. It further stated that the ability of employees is multiplied by support and effort. Various factors influence employee performance, and according to Pakpahan et al. (2021), leadership plays an important role in understanding the performance development of an employee in an organization.

Prior research has provided ample support for the idea (Dalheez et al., 2020) that servant leadership is significantly related to employee performance. Servant leadership is a key element in driving change in employee performance. It has improved the quality of organizational life by improving human experiences (Roberts, 2018), thus improving employee performance (Dahleez & Ghali, 2018; Jang & Kandampully, 2018).

According to Wang et al. (2017), servant leadership from high-level managers can boost both in-role and extra-role service performance among employees, particularly when supervisors and managers are perceived as embodying the organization's values, creating a trickle-down effect. It was observed that servant leadership works well for employees in other industries, as demonstrated by Harwiki's (2016) study of managers and employees of women's cooperatives in East Java, which found that servant leadership significantly impacts employee performance. The relationship has been demonstrated using a powerful analytical technique, namely partial least squares (PLS). The study further stated that people-oriented formation and support of servant leadership have proved beneficial not only to organizations but also to society as a whole. This indeed creates value for the community, one of the core dimensions of servant leadership, considered by Liden et al. (2015). The study by Pakpahan et al. (2021) also strengthens the relationship between servant leadership and employee performance. A survey of alums of the secretarial study program at IBM ASMI found a significant impact of servant leadership on employee performance. The relationship between the variables was strengthened by organizational commitment, which served as a mediating variable.

This research explores the relationship between SL and EP in context of the Job-Demand-Resource (J-DR) model. J-DR explains how the organizational environment impacts employee performance and well-being by examining various job demands and available job resources (Tummers & Bakker, 2021). It coordinates with job design theory that integrates various job stress and motivational perspectives. It further explains how job demands and resources impact job performance, and how employees use reactive and proactive behaviours to influence job demands and resources (Bakker & Demerouti, 2017; Van Veldhoven et al., 2020). An increase in personal resources mitigates the detrimental impact of job demands and job stress. This is because job demands and job resources interact to predict stress and motivation (Tummers & Bakker, 2021), a phenomenon called interaction effects (Bakker et al., 2005).

The servant leadership approach, when applied in a workplace setting, can increase personal resources by empowering, healing, helping, and prioritizing employees' needs, thereby improving performance. They act as a conduit between behavioral and task-

oriented approaches, as this approach is oriented towards both employees and structure in the organization.

### **2.3 Job Demand Resource Model (JD-R)**

Tummers & Bakker (2021) considered JD-R a central proposition, categorizing it into two parts, viz. Job demands and job resources. Their study found that employees working in various sectors viz., manufacturing, finance, transport, etc., their job characteristics are determined by job demands and resources.

According to Bakker & Demerouti (2017) and Van Veldhoven et al. (2020), the JD-R Model combines work motivation and job stress perspectives, explaining how job resources and job demand affect employee performance through well-being. It further states that employees' proactive and reactive behaviours influence job demands and resources (Bakker & Demerouti, 2017; Bakker et al., 2014).

JD-R theory has unified knowledge from various theories, viz. the earliest two-factor theory (Herzberg, 1966), the job demands–control model (Karasek, 1979), job characteristics theory (Hackman & Oldham, 1976), conservation of resources theory (Hobfoll et al., 2018), and the effort–reward imbalance model (Siegrist, 1996).

This theory provides a comprehensive understanding of employee performance and employee well-being.

## **3. Research Methodology**

### **3.1 Sample and Participants**

The study adopts an exploratory approach, using qualitative research methods through structured, in-depth interviews for data collection. Qualitative research methods are suitable for interpreting events from actors' perspectives as they seek to develop theories and move towards explanations (Sofaer, 1999). As the study examines the impact of servant leadership in framing effective HRM practices to improve employee performance, it is appropriate to adopt a qualitative research approach. To understand the phenomenon of servant leadership, limited qualitative research has been conducted in the past. The study adopted judgmental nonprobability sampling, a suitable and commonly used technique for qualitative research. The sample shown in the study below belongs to different departments with expertise and knowledge, and therefore, was appropriate to pursue.

The sample consists of 20 participants (1 VP-HR, 2 HR heads, 1 Senior HR Manager, 05 HR Managers, 1 Training Manager, 1 Operational manager, 4 Frontline staff, 2 Housekeeping staff, 01 HR Executive, 1 Chef, 1 HR Intern) from various five-star hotels based in the city of Vadodara, Gujarat, India. Consequently, the sample was selected based on participants' availability. Permission for conducting interviews was obtained from the participants. Confidentiality and anonymity were guaranteed, and the researchers' contact details at the institute were provided for further transparency. (Agrawal, 2020). Of the sample classified by department, 11 participants were from the HR department, one from the Management department, one from the Operations department, one from the Food and Beverages department, two from the housekeeping department, and four from the Front Office department. Employees from different departments, viz. HR department, Operations, Housekeeping, Food, and Beverages were

approached to learn about functional diversity. The participants' work experience ranged from less than one year (6 months) to over five years.

### 3.2 Instruments

An inductive approach was used to collect and analyze the data (Creswell, 2003). Drawing on Lochmiller and Lester's (2020) earlier work, the study followed seven phases to guide the qualitative analysis. These phases are well-suited to thematic analysis, in which the researcher aims to produce broad descriptive statements that reflect their overall understanding of the data and address their research questions (Lester et al., 2020). A diagrammatic presentation of the phases is shown in Figure 1.

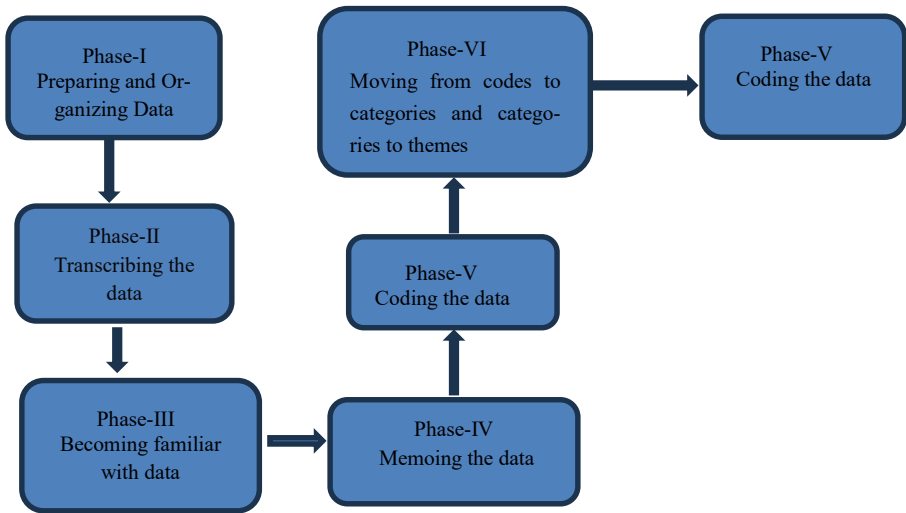


Fig. 1. Source: Lochmiller and Lester (2017)

1. Preparing and organizing the data for analysis – The written notes were organized to derive meaning from them.
2. Transcribing the data - Transcripts were read as an iterative process. It aims to record everything the participant says during the conversation.
3. Becoming familiar with the data – It is an initial analysis, wherein researchers took notes of the experiences and ideas described by the participants.
4. Memoing the data – Memoing was conducted concurrently with data analysis to ensure that the emergent patterns, ideas, and conceptual links were systematically documented.
5. Coding the data - Codes were created to understand the thematic patterns.
6. Moving from codes to categories and categories to themes – The process involves the application of codes, development of categories, and ultimately the production of themes.

7. Making the analytic process transparent – This process supports transparency and ensures that the interpretation and coding process is visible in the interpretations of the data set.

The participants were asked to orally express answers to the questions related to their relationships with seniors and how HRM practices have helped them to improve their job performance. Interview questions relating to the pandemic and crisis management were also framed in the context of HRM practices in the hospitality industry. Interviews help to learn each participant's opinion and, therefore, provide good opportunities for examination, which is essential to studying the topic (Chan, 2019).

The interview questions were classified as follows: (See the Appendix-I)

1. Questions based on employee's demographic details, brief history, type of employment.
2. Leaders' participation in framing HRM practices.
3. Impact of leaders in framing HRM practices and their effect on employee job performance.
4. Views and comments of employees related to their performance.

The researchers took notes during direct interviews and categorized the data according to the study's objective. The individual interview lasted for 45–120 minutes. Interviews were conducted to learn about the new ideas adopted and the psychological issues participants experienced in overcoming the challenges they faced during and after COVID. Both authors followed the process, and to rule out bias, the initial codes were discussed with other research scholars to enhance the authenticity of the data.

The following is the demographic profile of respondents presented in tabular form below:

Table 1 provides the demographic profile of the 20 respondents. The table showed that 5 were females and 15 were males. The interview data validated the identified HRM practices in the hotels and their impact on employees' job performance.

**Table 1.** Demographic profile of respondents (N=20)

<b>Characteristics</b>	<b>No.</b>	<b>%</b>
<b>Job Title</b>		
Vice President-HR	1	5
HR Head	2	10
Sr. HR Manager	1	5
HR Manager	5	25
Training Manager	1	5
Operational Manager	1	5
Frontline Staff	4	20
Housekeeping Staff	2	10
HR Executive	2	10
HR Intern	1	5
<b>Age</b>		
20-24	4	20
25-29	10	50
30-34	4	20
35-39	1	5
39 & above	1	5
<b>Length of service at the firm</b>		
1-3 years	15	75
4-6 years	3	15
6-9 years	2	10

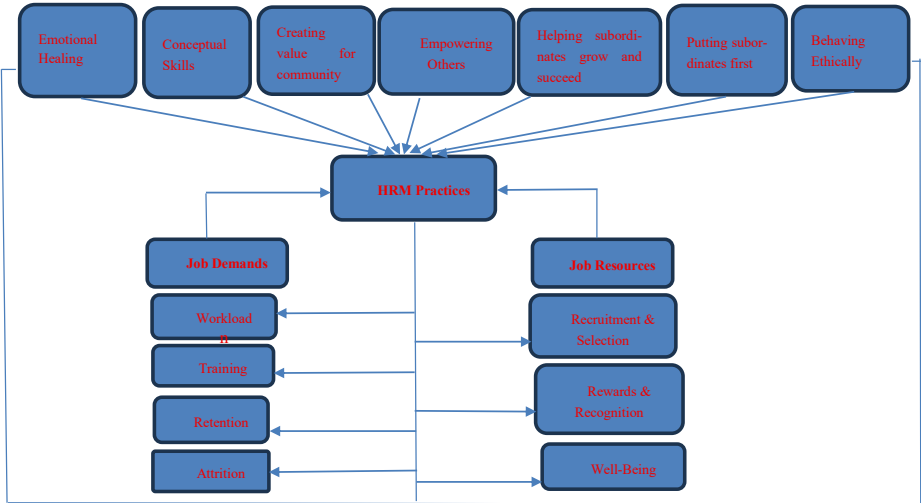


Fig. 2. A Conceptual Model representing attributes of Servant Leadership in framing HRM Practices through lens of Job Demand-Resource Model

We learned that hotels adopted several HRM practices and changed their HRM policies that are beneficial in the current working situation. These practices were understood and categorised using the Job Demand-Resource (JD-R) model.

The above model distinguishes HRM practices under the job demands and job resources of the Job Demand-Resource Model (2017), articulating the role of servant leaders in implementing effective HRM practices to enhance employee performance. It

It is helpful to learn about the relationships between the leaders and employees and their engagement in designing effective HRM practices. These effective practices certainly affect employees' job performance. The significance of each HRM practice helped us categorize and learn about practices that fall under the JD-R Model. It helped employers learn how the dimensions of servant leadership help frame HRM practices effectively for hotel employees.

### 3.2.1 Recruitment & Selection

One of the vital employment-generation activities of hotel firms is recruitment and selection, which has been significantly affected. The various recruitment and selection practices saw the following changes in their activities.

#### 3.2.1.1 Hiring

Hiring in the hotel industry is a continuous process. According to a Times of India report (2024), hospitality hiring for entry-level jobs has seen the sharpest surge since the COVID-19 pandemic. Further, according to data from The Economic Times (2025), apprentice & trainee hires have seen a 54 per cent CAGR, and hiring in the hospitality sector rose by around 271 per cent.

Hiring in the hotel industry has vastly increased post-COVID. Good candidates are selected through proper channelisation of the recruitment and selection process, in which leaders design the process to attract the best talent. Servant leaders communicate the expectations of the role, company culture, and career progression opportunities to ensure candidates have a realistic understanding of the position.

One of the hotel managers explained about recruitment and selection and shared, *"We follow a uniform structure of the selection process. The top management has decentralized the process of selection, however, uniform guidelines have been followed by all our chain of hotels"*

Another HR Manager shared that, *"As leaders we encourage diverse representation in the hiring process by involving a wider range of team members (inclusive approach) in the decision-making, ensuring that different perspectives are considered."*

Servant Leaders empower hiring managers by providing training and support, enabling them to effectively conduct interviews and make informed decisions aligned with the company's values.

The above-mentioned dialogues reflect the attribute of servant leaders in framing effective HRM practices. According to the Job Demands-Resources Model (Bakker et al., 2023), recruitment and selection are considered job resources (Li et al., 2024), as they represent a positive aspect of the job that facilitates career advancement and personal growth, leading to employee well-being.

### 3.2.2. Training and Development

Training and development are significant HRM practices as they revitalize the learning process in the hotel organization. Every hotel provides various types of training to its employees to help them cope with the challenges that disrupted the hotel industry. The hotels increased the number of training sessions (Agrawal, 2020) to align with working situations and adopted new tools and techniques. The discourse showed that multi-skilled training was popular among all the hotels.

One of the Training managers said, *"Training employees enhances the ability of our employees and motivates them to perform with minimal errors. We provide a variety of training to the staff at all levels"*.

#### 3.2.2.1 Development

When asked who took part in the training program, one of the HR managers said: *"Training and development play a key role in overcoming the challenges faced by the employees and are usually provided to employees at all levels with different intensity. Its significance is observed during unprecedented times, especially during COVID-19."*

Various types of training were developed and tested online, helping employees become aware of the different roles they needed to perform and handle during unprecedented situations.

A participant answered, *"We made some changes in following the structure of providing training to the employees. We added new types of training, keeping in mind the demands of the situation." We provided behavioral, and communication skills training through various methods, including phone and mobile app sessions. New topics covered safety, lifestyle practices, and no-contact dining."*

Another question asked whether the training helped develop skills and how technology contributed to it? One front-line participant stated, *"Training provided to develop communication and hospitality skills. There is digital training that help us build our skills"*. When asked who attended the training program, one of the HR managers said: *"Training and development play a key role in overcoming the challenges faced by the employees and are usually provided to employees at all levels with different intensity. Its significance is observed during unprecedented times, especially during COVID-19."*

From identifying the statements above, one can observe the development of human capital, where extensive training increased employees' knowledge, beyond what is required for current tasks (Zhou et al., 2019).

#### 3.2.2.2 Learning through technology

Technology played a key role, serving as a supportive communication tool to enhance the effectiveness of the training. It simplified employee learning and kept them well informed with the knowledge.

The training programs strengthened employees' morale and clarified their tasks, enabling them to perform more efficiently. Though training can enrich employees, it is also very demanding (Li et al., 2024); therefore, it is considered a job demand. Employers invest in employees, engendering feelings of reciprocal commitment from employees (Kehoe & Wright, 2013).

### 3.2.3 Rewards & Recognitions

Senior leaders who demonstrate servant leadership qualities motivate employees by recognizing their efforts. During challenging times, some employees remain at the workplace. These employees included some of the organization's critical personnel. We asked, *"Do you get acknowledged and valued for your efforts?"*

#### 3.2.3.1 Appreciation

One HR manager stated, *"We appreciated our employees in front of the department and awarded for the courage shown by them"*

An assistant HR manager stated, *"We recognize our employees by appreciating their efforts publicly and sharing their achievements through internal channels. Such gestures boost their morale and make them feel proud of their work."*

Rewards and recognition are considered job resources, as they motivate employees to perform better, encourage them to complete their tasks, and mitigate job demands (Li et al., 2023).

### 3.2.4 Attrition and Retention

A study by Yin et al. (2022) revealed that turnover issues received increasing attention in the hospitality industry. Attrition and retention are considered job demands, as they pose challenges for hotel firms in managing employee turnover.

#### 3.2.4.1 Potential Employees

One hotel HR Manager noted, *“We have retained many of our staff, and they have been working in the organization for many years especially employees at the mid-level and top level because they have a sense of belongingness for their employer.”*

According to Yarbrough et al. (2024) study, the servant leadership attribute of listening is critical for reducing employee turnover as employees want to be listened to and consider their opinions and care about them.

#### 3.2.4.2 Workload/Pressure

The hotel industry is among the most competitive sectors, where work pressure and schedules are considered crucial. With high guest expectations, time-sensitive tasks, and 24/7 operations, the employees are expected to have an excessive workload. Employees reported being mentally and physically exhausted. One of the housekeeping participants indicated, *“The work timings sometimes become unconventional, depending on the traffic of the guests. Certainly, we have to sometimes face unpredictable work hours due to season fluctuations, parties, and other events organized in the hotels.”*

An HR Manager of a hotel stated that, *“Work pressure in the overall hospitality industry is demanding and sometimes difficult to deal with. So far, we have good support from the top management, and we can overcome the burnout. People at the top do help us in managing mid-level workload which divides the pressures at work.”*

Work pressure is commonly experienced at every level in the hotels leading to burnout, hence considered as job demand.

Servant leaders empower and support their employees, especially during an excessive workload period, and help them perform their tasks.

### 3.2.5 Well-Being

Well-being is the overall quality of an employee's work experience and performance. One of the participants stated that, *“During Covid-19, hotel firms found it challenging to keep the well-being of their employees due to the unprecedented situations. However, many things improved post Covid”.*

A perception of participants in all five hotels gives a paradoxical view on well-being, as one of the participants from the hotel described, *“Due to high job demands, we experience increasing burnout and stress which lead to decrease in the physical well-being, but the positive association with top management team has led to job satisfaction leading to improved psychological well-being.”*

## 4. Discussions

Servant Leadership has the potential to increase job resources and mitigate job demands, thereby framing effective HRM practices. The mindset of servant leaders emphasises holistically framing practices for employees. As Pakpahan (2021) found, employee performance is influenced by various factors, and leadership plays a significant role in developing and framing effective HRM practices to improve it.

The first objective of the study was to understand the role of a servant leader in framing various HRM practices in hotel firms. According to Leroy et al. (2018), HR policy can provide context for effective leadership. That context is defined by serving culture. Leaders create a serving culture by enhancing follower engagement and modelling desired organisational behaviours.

Therefore, employee-oriented human resource practices may strengthen the influence of servant leadership on job performance. Servant leadership promotes value-based people management. Hence, employee-oriented HR policies can allow for a more substantial influence of servant leadership on job performance (Ludwikowska, K., 2022).

The second objective of the study examines the impact of servant leadership attributes through the lens of the Job Demand-Resource model. Leadership is an influencing process, specifically an intentional influence to structure, guide, and facilitate others (Dansereau et al., 2013; Yukl, 2013; Antonakis and Day, 2017). Leadership is vital for employee well-being and performance. Considerate leaders, as identified by Ohio and Michigan Universities (Antonakis and Day, 2017), exhibit characteristics of a servant leader, supporting employees, responding when asked for help, and appreciating them when they do a good job.

Based on in-depth interviews, this study has categorized the HRM practices into job demand and job resources as themes and sub-themes, where, according to previous studies, retention, attrition, training, and workload are considered as challenges of job demand and recruitment, selection, rewards, recognition, and well-being are considered as job resources.

## 5. Implications

### 5.1 Theoretical Implications

HRM practices examined through the perspective of the Job Demands–Resources model, offers unique insights into how organizations can delineate job demands and job resources and take the necessary action to implement effective HRM practices. The findings from the various themes and sub-themes, in the form of HRM practices, contribute to job demands and resources deployed in hotels, with practices that need to be considered as demands and those that can help mitigate them through practices acting as job resources. These job demands and resources may vary across sectors; therefore, a thorough examination is required when framing HRM practices. Servant leadership

is an integral part of HRM practices. The study provides theoretical support for integrating leadership behaviour in the HRM system, where motivation and employee well-being are crucial. The findings suggest that leadership style should be considered as a job resource capable of influencing both organizational and individual performance.

Job demands and resources across sectors highly influence employee performance. The hospitality sector, unlike others, constantly seeks change and improvement in the organization's overall performance. The study's findings suggest that training and development play a significant role in optimizing employee performance.

Augmenting the well-being aspect helps ameliorate job resources, strengthening employees' capabilities and positively affecting their performance.

## **5.2 Practical Implications**

The study's findings offer valuable insights for HR management in the Indian hotel industry. Hotels should invest in and increase their job resources by adopting new technologies, such as artificial intelligence (AI) and digital tools. Focus should be on building strong communication channels to ensure the smooth flow of information, so that policies and practices are well understood.

Training and developing managers to instill the attributes of servant leaders can create more leaders who can help the organisation in the long run. As studied, servant leaders follow a balanced approach in framing HRM practices, considering both task structure and a human-oriented approach that balances job demands and resources. Building programmes on mindfulness and well-being, and providing constant boosts, reinforce employees' personal resources, helping them overcome increasing job demands. The performance management system can be reframed to include elements such as recognising and retaining potential employees and helping them build a career path within the organisation. Constant support and respect for employees can foster a sense of belonging towards the organisation.

## **6. Future Directions**

The research can be explored in other interrelated businesses in hospitality. More representatives from the interrelated businesses can be interviewed to evolve better HRM practices. There has been a lack of studies to understand the psychological issues faced by employees, particularly in the hospitality sector. Hence, studies can be conducted to learn from and elucidate ways to improve employees' psychological well-being in the hotel sector. A quantitative or mixed-methods study can be conducted to enhance the richness of the study. The applicability of the JD-R model and servant leadership across different cultural contexts can be examined to enhance the study's external validity.

The findings of the study can provide a basis for a quantitative study to further explore mediators and moderators that can influence employee performance in the hotel sector. Moreover, a comparative industry study can test the generalizability and contextual relevance of the study.

## 7. Conclusion

With the increasing job demands and diminishing job resources, it becomes challenging for the hotel to maintain progressive HRM practices. Therefore, past studies have observed a positive influence of servant leadership on reducing job demands and enhancing job resources, thereby reducing stress and burnout. The HRM practices in the two types of job characteristics job demand and job resources help hotel firms make strategic, feasible decisions by examining employees' needs and concerns related to their work. These HRM practices and organizational support increase employees' loyalty and sense of belonging toward their employers.

The study affirms that adapting and shaping HRM practices helps an unprecedented Environment and is also considered a key to maintaining operational continuity (Bridges & Mitchell, 2000). Briefly, the role of servant leadership effectively frames HRM practices, as they are inherently people-oriented. Therefore, the impact of servant leadership is significant in shaping HRM practices that improve employee performance, as per the job-demand resource model.

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## Disclosure of Interests

The authors have no competing interests.

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