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Turinys / Contents

EDITORIAL

“Journal of Management“ is periodically published applied sciences journal by Lithuanian Business University of Applied Sciences. The journal is periodically published since 2002 and has gained a lot of experience and international recognition. It has been positively evaluated by foreign scientists and number of international scholars publishing is constantly increasing. Currently, 37th number of the journal is released to readers.

Editorial board of “Journal of management” seeks for published academic researches to cover different economic directions and be relevant to different countries around the world. At the same time, the focus is on ongoing changes in industry, human resources, and governance. Based on these criteria, articles are selected for publication in the journal. Focusing on relevant areas of change is expected to encourage further scientific discourse and development of social science ideas.

The vast majority of scientific articles are prepared by foreign researchers residing in different scientific institutions. This situation creates conditions for research from different perspectives in different fields of science. One of such researches is made by Turkish scientists A. Gunaltay and U. Filiz, where they analyse human resources challenges for the next 10 years in Turkey. Today, it is critical for businesses to utilize their resources to gain and sustain competitive advantage by having skilled workforce, retaining, and using employees in line with their business objectives and strategies. Therefore, possession of skilled workforce is recognized as one of the determining factors in the success of enterprises in today's competitive environment. As a result, scientists analyse critical business part of Human Resource management (HRM) and its application and transformation, which is the main focus of this study within the projections about its future considering the potential problems may have been encountered during transformation process of HRM. Therefore, study examines the difficulties and challenges that may be experienced by HR managers within the next 10 years.

In another case, Hungarian scientists E. Szabó, K. Bajkai-Tóth, I. Rudnák & R. Magda are also analysing human resource (HR) topic, where they detail the role of HR in organizational performance in the automotive industry, which is very important, as human resources play the biggest role in the operation of an economic organization. In this article, scientists are analysing how the employees of one of the leading Hungarian players in the automotive industry perceive the importance of the selection and training of the workforce in maintaining and improving competitiveness. To understand this in more depth, authors are using a semi-structured interview, with the help of which they evaluate the current selection and training processes in the light of competitiveness and suggests improvements of current processes.

Another article in current Journal release analyses the performance of the leadership traits of female leaders in Chinese internet promotion service industry, which is done by Chinese and Hungarian scientists J. Wu, L. Yao and I. Rudnák. With the economic globalization, the development of Chinese enterprises and employees' demand for leadership performance of leaders is constantly changing. And the leadership of female leaders or female characteristics has been gradually proved to be more in line with the future development of the enterprise. Therefore, authors are analysing these leadership traits and as a result research can provide a reference for organizations to formulate relevant policies, optimize the structure of management and give female leaders the opportunity to fully demonstrate their strengths.

However, Editorial cannot review all of the researches, therefore we encourage familiarizing with them in the Journal, which currently is under the indexing process with Scopus and WoS.

We invite scientists to actively publish in the Journal, share their research results and methodological insights. We expect for close cooperation.

Prof. Dr. (HP) Valentinas Navickas, Editor-in-Chief

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HUMAN RESOURCES CHALLENGES FOR THE NEXT 10 YEARS: CASE STUDY OF TURKEY

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Abstract
Today, it is critical for businesses to utilize their resources to gain and sustain competitive advantage by having skilled workforce, retaining, and using employees in line with their business objectives and strategies. Therefore, possession of skilled workforce is recognized as one of the determining factors in the success of enterprises in today's competitive environment. It is important to emphasize that this can be achieved only with effective management policies and practices. The concept of globalization will not be missing within next 10 years considering that it has been one of the most important phenomena of the recent decades. In this context, human resources managers, who continue to remain "local" in terms of their knowledge and experience, need to improve themselves by learning new markets, new legislation, new cultures and different norms required by the changing business conditions. In the past, while practices known as employee record keeping, social work duty, personnel management were constituting the main understanding of Human Resource Management (HRM), following the industrial relations, HRM processes have started to be subject to major change and transformation. Currently, HRM has become a critical topic for the organizations due to its significance and impact on their strategic management. Within this context, application, and transformation of HRM is the focus of this study within the projections about its future considering the potential problems may have been encountered during this transformation process. Therefore, this study will examine the difficulties and challenges that may be experienced by HR managers within the next 10 years. Firstly, the current problems of HRM and the main discussions on this subject in the literature will be examined together with the predictions for the next 10 years. Later, in line with the survey results conducted to the HR managers in the Istanbul region, the discussions in the literature will be compared with the predictions of the local HR managers. Considering the complexity of human resources that derives from its own nature and the environment in which it operates, the everyday challenges experienced by HR professionals while handling their routine tasks should be discussed thoroughly by encouraging everyone to share their ideas and to put their best effort to improve their HR processes, policies, and practices.
KEYWORDS: human resources management; performance management; talent management; the future of human resources management; HRM.

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Introduction

Ensuring coordination and integration among human capital management and business strategies is one of the main issues for organizations during the management process of their human resources (HR). Therefore, it is important to put customer and result-oriented approaches at the centre of execution of human capital plan and programme, as well as business strategies in all organizations. Another important issue is the lack of organizing human resources in a way that will lead to achieving significant business results. Also, lack of vision of line managers regarding human capital can be given as another issue within this context. The main question in the paradigm about transformation of human resources experienced today is how human resources practices can create business value and added value.

Boudreau and Ramstad (2007) have provided an answer for this question by comparing the new mission statement with the traditional paradigm. The traditional point of view emphasizes that the HR function is based on the understanding of providing excellent services to help the management of people who are recognized as the most important asset of companies. The new paradigm recognizes human resources as a key factor in enhancing the success of the organizations by improving the decisions that affect people or depend on people. From this point of view, while the traditional paradigm had a "product-based" view by defining the value proposition based on providing high quality services to meet the needs of the buyers; the new paradigm has revealed a "solution based" approach as opposed to the product-based approach.

In the literature, there are a wide range of studies with findings on this topic which suggest the competitive power of organizations can be enhanced by developing high-performance work systems that help organizations accomplish their strategic business objectives (Datta et al., 2005; Wright & Boswell, 2002). The most important part of having a competitive advantage ensured by human resources is that other organizations cannot easily imitate this factor due to its unique character that is not based on financial and strategic metrics (Luthans & Youssef, 2005).

Within the context of the future of human resources, there are questions regarding whether human managerial or strategic roles should be assigned to Human Resources Management (HRM) as well as regarding the issue of how to clearly define roles and obligations of HR professionals during upcoming years. According to Delery and Shaw (2001), a strategic approach to HRM requires focusing on the strategic role of human resources in improving the effectiveness of organizations through business-unit or organizational level analysis. Therefore, the human resources function should effectively support any decisions that needs to be taken by considering the human capital because the sustainability of competitive advantage is a critical issue for all organizations that is possible with unique skills and competencies of their human capital (Becker & Gerhart, 1996). Boudreau and Ramstad (2007) argued that with the increase in the intellectual level of human resources stakeholders, their importance will also increase as a strong strategic partner. At this point, human capital management should play an important role for organizations as a strategic partner since human resources are critical in the process of developing their business strategies and objectives. The important issue here is to establish a strong link between organizational strategy and capabilities of human resources (Ziskin and Boudreau, 2011). Also, it is necessary to create a HR system that will benefit from the employees by improving their performance, productivity, skills, and commitment (Levine, 1995; Pfeffer, 1998).

Another dimension that needs to be addressed in order to transform human resources practices is the question of how this transformation will take place within the organizations (Ulrich and Brockbank, 2009). The key point in the answer to this question has been closely related to establishing a relationship between business strategies and human resources practices. On this topic, Amit and Belcourt (2000) examined the relationship between organizational strategies and human resources and evaluated the potential role of HRM in realizing the market strategies of organizations and achieving their business objectives. Accordingly, they stated that if the human resources have an effective and strong position in the general strategies of the organization, the financial performance of the enterprise will also be positively affected. Fink and Longenecker (2009) emphasized that effective human resources should be understood in terms of achieving managerial strategic goals and their contribution to the organization's value chain and workforce in executing the business strategy. In other words, designing a HR system has significant strategic implications for the organizations due to its unique characteristics specializing in human resources (Amit and Shoemaker, 1993). In order to have an effective HR system, executives other than human resources should have a decent level of knowledge on issues such as nurturing talent development, creating result-oriented performance management and valuation systems, handling wage and incentive systems together.

To summarize, we can discuss the main issues and challenges faced by today's human resources under two topics. The first main issue is regarding the current position of the HR department due to its insufficiency in terms of the development and implementation of HR policies and practices. In the human resources literature, it is emphasized that HR departments and HR managers should play a more important role in the business strategies. Another important issue is the integration of HR plan and programmes into the general strategies of the company in relation to the first problem or, in other words, regarding how HR strategies can be included in the creation process of the business strategies. In this regard, in the literature, the integration of general business strategies of the organization and the strategy development processes from the perspective of human resources are discussed within context of how it can increase organizational performance. In the following sections, we will examine how the future predictions are made in the literature within the framework of the main problems faced by HRM in the organizations today.

Literature Review

HRM field has been subject to major transformations due to some factors such as a shift in the economic prosperity, increasing globalization, rising domestic diversity and advancement in technology, and it is forced to change and adopt to these ongoing changes (Stone and Deadrick, 2015). According to Andersen and Minbaeva (2013), evaluating the future of HR function should help improve management of organizations through development of effective HR practices and competencies. Two basic and original processes assist management in supporting HR business objectives and realizing the business values that derive from HR functions. The first process is designing the management processes of companies with humanitarian strategies while the second is the development of human resources strategies in a way that will support the general business strategies. According to the current and future comparisons on the time spent by human resources, an increase from 10% to 35% in strategic human resources planning, an increase from 25% to 50% in consultancy/development, and a decrease from 65% to 25% for executive and managerial issues are predicted. With this foresight, it is emphasized that HR employees should also improve their competencies and skills continuously. As stated by Beer (1997), the concepts of talent and capability management within the business can especially be taken into consideration at the executive levels within the basis of future foresight in human resources.

Another prediction regarding the future of human resources is that human resources will become a consultancy in a coordinated relationship with the business and external environment in the light of their value creation role. In this regard, Ulrich and Brockbank (2005) developed a model for human resources value proposition. The model includes recognizing the external factors in business environment, serving internal and external stakeholders by creating HR applications and utilizing HR professionals.

However, Andersen and Minbaeva (2013) argued that while there are many discussions regarding the strategic role of HRM, there is not enough focus on HR activities that increase the effective execution of company strategies. Wright and Snell (2005), on the other hand, based on their future prediction, ask the question "Are human resources at a crossroads?". Besides, they stated that human resources have difficulties in creating value, they also emphasized that in order to be included in the value creation process, human resources must be in a key position and equipped appropriately to direct and address the critical issues of the businesses. Cascio (2005) stated that it is necessary to have some basic competencies regarding this value creation process. In his HR role model proposal, he emphasized the importance of knowing the business model of organizations, having basic business knowledge, a command of functional knowledge in HR field, the ability to listen and strategic business partnership. He also stated that the management of businesses over time will be undertaken by an organizational obligation in relation to business partnership. Armstrong (2005) in this discussion provided information on how to demonstrate step-by-step business partnerships that HR professionals should be in charge of designing policies and practices with elite behaviour that will lead to a sustainable success for businesses.

The first study on what the future of human resources would be is the study commissioned by Boston Consulting Group in 2010. The Boston Consulting Group (2010) asked some questions regarding the problems that could be encountered in the period of human resources until 2015 based on the observation of 1355 senior executives in 27 countries in Europe. In this study, the most critical and challenging human resources areas such as managing talent, managing employee demographics, creating a learning organization, managing work-life balance, managing change and cultural transformation, mastering human resources processes and restructuring organizations were noted as of little importance in the future by the participants.

Under the leadership of the Society for Human Resource Management (2010), the future of human resources was discussed at the leader’s desk meeting with authors who hold an important position in HR field. While the participants emphasized that they focus more on risks, rapid globalization, benefits more from data and analytics, in most organizations it was found that HR functions had deficiencies in important capabilities. Accordingly, managerial support for talent management was regarded critical for the success of human resources as well as for increasing importance of talent and performance management (Aghazadeh, 2003). It was agreed between the authors that human resources need to leverage more data and analytical approaches that will lead to the better creation of the future global workforce. The main view was that the effective positioning of the HR function in the business environment will increase parallel to the increasing importance of human resources on the total performance of organizations.

Purpose of the Research

In this research, the difficulties that await human resources managers in the next 10 years, possible developments and their reactions in this context are investigated. In order to get more accurate results, a survey was carried out among the employees who work in HR departments of enterprises operating in the city of Istanbul. As a result of the study, the path that HRM will follow in the future, the consistency of the policies that it should follow with regards to the business environment will be discussed and the results will help us shape our future perspective. This study should provide a contribution to not only understanding the future impact of HR but also enlightening the future path of HR executives.

Research Methodology

Within the scope of the research methodology, the hypotheses, population and sample of the research, the data collection tool and the analysis of data will be discussed in this section.

Confidence interval accepted in the research is 95%. Accordingly, the t value in the formula is 1.96. The incidence (p value) of the investigated event was taken as 0.5, and considering it was an exploratory study, the sampling error (d) was determined as 9%. In the calculation made according to the formula, the number of questionnaires to be applied in the research was 96. At the end of the research, 100 questionnaires were evaluated. In order to reach sampling, the responses given to the questionnaires were collected from the enterprises by e-mail.

Two main research methodologies were used in this study. The first was theoretical analysis that consisted of reviewing and analysing national and international scientific studies on the subject that were used to form the theoretical structure of the study. The second research methodology was the empirical research that is collected with a questionnaire consisting of closed-ended questions. The first 4 questions of the survey were demographic questions. Ordinal-scale questions were included in the other 8 questions to determine the challenges of human resources that will potentially be experienced in the next 10 years. Therefore, the responses given to these ordinal options by the respondents should show the potential challenges that businesses may face in the next 10 years to some extent. In the preparation of the questionnaire form, the above written theoretical discussions are used, and the research is tested with a small-scale pilot application.

The data collected through the questionnaire is evaluated in the statistics analysis programme SPSS. First, the answers given to demographic questions are interpreted as numbers and percentages. Then, to test the developed study hypotheses, the responses given to the relevant questions are analysed with ordinal analysis method, and the relationship and significance between demographic factors and the perspectives of human resources in the next 10 years are revealed.

Research Hypotheses

In this research, ordinal question types are asked from the respondents to identify the challenges that human resources managers will face in the next 10 years. Within this framework, the following hypotheses have been created in order to reveal a relationship between the responses provided by HR managers and different sectors and different field of their business activities.

H1: There is a significant difference between the sectors in which the activity is performed and the difficulties that human resources managers will face.

H2: There is a significant difference between the views of human resources managers on the difficulties they will face in the activities of the enterprise.

Research Findings

The characteristics of the sample group participating in the research (sector, number of employees, field of activity, geographic field of study) are given in Figure 1.

Figure 1. Demographic Characteristics of Businesses

Features		f	%
Sector	Service	24	23.5
	Production	51	50.0
	Public	5	4.9
	Other	20	21.6
	Total	100	100.0
Number of Employees	1-249	46	45.1
	250-499	12	11.0
	500-749	8	7.8
	750-999	8	7.8
	1000 and more	26	28.3
	Total	100	100.0
Field of Activity	Regional	29	31.4
	National	24	22.6
	International	47	46.0
	Total	100	100.0
Geographical Field of Study	One factory in one geographic area	41	42.7
	Multiple factories in one geographic area	19	21,2
	Numerous factories in the international arena	35	36.5
	Free	5	4.9
	Total	100	100.0

Source: Authors Elaboration

Figure 1 shows that 51% of the respondents were from the production sector while 23.5% from the service sector, 21.6% from other sectors and 4.9% from the public sector. Considering the number of employees of the enterprises participating in the survey, 45.1% of enterprises had 1-249 employees, 28.3% of the enterprises 1000 employees and above, 11.0% between 250-499 employees, 7.8% between 500-749 employees and 7.8% of the enterprises had 750-999 employees. When the field of activity of the enterprises participating in the survey is examined, 46.0% of the enterprises are found to be operating in the international area, 31.4% in the regional arena and 22.6% in the national area. Geographically, 42.7% of the enterprises carry out their activities in a single geographical area with a single factory, 36.5% of them have numerous factories in the international area and the remaining 21.2% have more than one factory in a single geographical area.

Figure 2. Challenges that human resources will face in the next 10 years

The challenges human resources will face in the next 10 years				Kruskal Wallis Test in terms of industry	Kruskal Wallis Test in terms of industry	Kruskal Wallis Test in terms of field of activity	Kruskal Wallis Test in terms of field of activity
Features	Average	Kolmogorov Smirnov Z Test	Significance Level	Chi-Square	Significance	Chi-Square	Significance
1	3.32	1.754	0.004	8.405	0.037	0.47	0.786
2	4.20	1.53	0.02	2.217	0.528	7.55	0.022
3	3.92	1.757	0.004	15.260	0.003	0.021	0.987
4	4.10	1.944	0.001	1.107	778	5.328	0.06
5	4.58	1.494	0.023	14.532	0.002	6.467	0.038
6	6.63	2.152	0	1.863	0.601	9.668	0.007
7	5.7	1.318	0.062	0.609	0.896	5.325	0.067
8	6.15	1.799	0.003	5.118	0.162	1.226	0.542
9	6.58	1.731	0.005	6.373	0.094	0.602	0.73

Source: Authors Elaboration

List of Features in Figure 2:
1. Best employee retention and reward
2. Leaders who will carry business into the future.
3.Organizational culture that will bring the best employees.
4. Skilled employees in the areas of expertise that are needed more.
5. Creating smooth and effective HR processes
6. Finding the right people in the right markets
7. Inadequacy of HR processes in the direction of future generations
8.Carrying out HR processes and organizational processes and strategies together
9. Inadequacy of human resources processes in directing future generations.

In Figure 2, the issues that human resources will face in the next ten years are given in terms of difficulties. One Sample Kolmogorov-Smirnov Test is used to determine the order of the challenges that human resources will face in the next decade. Based on the figures, the following interpretations can be made:

• Participants stated that the greatest challenge human resources will face in the next decade is “retaining and rewarding the best employees”. In other words, we can say that the issue of retaining the best employees will be the most difficult issue for human resources managers in the future.

• Participants of the survey stated “creating an organizational culture that will attract the best employees to the organization” as an important challenge in the 2nd place, “staying competitive in the talent market” as the 3rd most important issue, “developing the leaders that will carry the company to the future” as the 4th most important among the difficulties they will face during next 10 years. Here, finding and retaining the best employees are given as one of the main challenges as well.

• Among the respondents of the questionnaire, the 5th most important issue is stated as “to find skilled employees in the areas of expertise that are increasingly needed”, while the following responses were not seen as main challenges by the respondents: “Finding the right people in the right markets to realize our strategy and goals”, “human resources processes and organizational processes and it has been determined that “carrying out strategies together”, “the inadequacy of human resources processes in directing future generations”, “creating proper and effective human resources”. In other words, the participants stated that they would not have any difficulty in creating smooth and effective human resources processes in the next decade, and human resources processes would not be insufficient. As a result, while human resources managers consider themselves competent against structurally challenging issues in human resources, they stated that they would have difficulty in retaining and finding successful employees.

Figure 2 also shows Kruskal-Wallis test results in terms of the sector in which the participants operate. Accordingly, between the answers of "Developing leaders that will carry the company to the future", "staying competitive in the talent market", "creating smooth and effective business processes", "integrating human resources processes, organizational processes and strategies", "finding the right people in the right markets to realize our strategy and goals" and "the inadequacy of human resources processes in guiding future generations", no significant difference was found since the analysis values are higher than 0.05 in these subjects. In other words, similar degrees of importance are given without distinguishing the sectors.

Significant differences were found in terms of the sectors in which they operate, as these values are below 0.05 in the subjects of "retaining and rewarding the best employees", "creating an organizational culture that will attract the best employees to the organization" and "finding talented employees in the areas of expertise that are increasingly needed". Production companies gave different answers than other enterprises about “retaining and rewarding the best employees”. The main reason for this can be given as the fact that production companies attract the best employees in every respect, and they are usually more generous in rewarding them. Public enterprises differ from enterprises in other sectors in terms of “creating an organizational culture that will attract the best employees to the organization”. The reason for this can be said that there is a difference in public enterprises because the established organizational culture should be more stable and reliable. Public enterprises offer different views from other sector enterprises on the subject of "finding skilled employees in the areas of expertise that are increasingly needed". The main reason for this can be that public enterprises are preferred for providing more guarantee and securing job positions while working as a civil servant.

Figure 2 also shows the results of Kruskal-Wallis tests about responses for “retaining and rewarding the best employees”, “creating an organizational culture that will attract the best employees”, “staying competitive in the talent market”, “our strategy and goals”. Since the values are higher than 0.05 in the subjects of “finding the right people in the right markets to achieve realization”, "conducting human resources processes and organizational processes and strategies together" and "the inadequacy of human resources processes in guiding future generations", no significant difference was found between the variables. In other words, similar degrees of importance are given without discriminating the field of activity.

Different responses were given to “developing leaders that will carry the company into the future” in terms of activity. International businesses gave different answers from regional and national businesses. The reason for this can be related to the high number of employees and the abundance of options. Regional businesses provided different answers than national and international enterprises to the question of “keeping skilled employees in the areas of expertise that are increasingly needed”. The reason for this can be given regarding the movement of talented employees to larger enterprises. International businesses have responded differently from national and regional businesses to “creating smooth and effective human resources processes”. The reason for this can be that international enterprises place more emphasis on design and development of human resources policies and practices.

Figure 3. Analysis by weight of the following areas that are planned to be invested in the next 10 years

Investigation of the following areas planned to be invested in the next 10 years in terms of weight				Kruskal Wallis Test in terms of industry	Kruskal Wallis Test in terms of industry	Kruskal Wallis Test in terms of field of activity	Kruskal Wallis Test in terms of field of activity
Specifications	Average	Kolmogorov Smirnov Z Test	Significance Level	Chi-Square	Expressiveness	Chi-Square	Expressiveness
Human capital investments	1.97	2.558	0.000	6.584	0.085	0.294	0.862
Financial capital investments	2.81	3.067	0.000	0.895	0.825	4.343	0.113
Technological capital investments	2.01	2.374	0.000	13.611	0.003	7.982	0.017
Physical capital investments	3.22	3.316	0.000	5.343	0.147	8.254	0.015

Source: Authors Elaboration

Figure 3. shows the areas for investment in the next 10 years. One Sample Kolmogorov Smirnov Test was used to determine the priority order of the areas to be invested in the next 10 years. Based on the figures, the following comments can be made:

Participants stated that they give most importance to "human capital investments" in the next decade. Similarly, "technological capital investments" are seen as an important investment field. "Financial capital investments" and "physical capital investments" are regarded less important than human capital and technological capital investments. This is the proof of how important the human factor is for businesses parallel to importance given to keeping up with technology.

In Figure 3 the Kruskal-Wallis test results are also given. Responses about the areas considered to be invested in the next 10 years are given and a comparison is made of the sectors in which the businesses operate. As a result, there was no difference in the sectors “human capital investments”, “financial capital investments” and “physical capital investments.” However, there was a difference in “technological capital investments.” Technological capital investments in the public sector seem to be less important, which can be due to the fact that technology transitions in public institutions take longer than private enterprises.

In Figure 3, the Kruskal-Wallis test results are also given, and the answers to the planned areas to be invested in the next ten years are compared with the business field of activity. As a result, HR managers' perspectives on "human capital investments" and "financial capital investments" do not differ in terms of their field of business activity. However, there was a difference in terms of activity area for "technological capital investments" and "physical capital investments". As for “technological capital investments”, it is determined that regional enterprises give more importance to technological capital investments. We can connect this to desire of enterprises of growing and expanding their businesses. In terms of "physical capital investments", international enterprises have taken a different perspective as a field of activity. This can be attributed to the fact that international businesses prioritize investments.

Figure 4. The tactics you will use most to attract, retain and reward the best employees in the next 10 years.

Investigation of the following areas planned to be invested in the next 10 years in terms of weight				Kruskal Wallis Test in terms of industry	Kruskal Wallis Test in terms of industry	Kruskal Wallis Test in terms of field of activity	Kruskal Wallis Test in terms of field of activity
Specifications	Average	Kolmogorov Smirnov Z Test	Significance Level	Chi-Square	Expressiveness	Chi-Square	Expressiveness
To offer flexible working arrangements	4.48	1.278	0.075	2.091	0.552	0.048	0.975
Creating open communication, trust and a fair culture	3.73	1.608	0.012	3.342	0.343	1.933	0.382
Offer higher total reward packages than competitors	6.17	2.462	0	6.712	0.081	0.031	0.984
Demonstrate the importance given to development	3.92	1.495	0.022	0.484	0.921	2.214	0.332
Providing meaningful work consistent with the goals of the organization	5.93	1.861	0.002	6.425	0.092	2.195	0.334
Creating a stimulating and attractive organizational culture	5.03	1.207	0.107	2.745	0.431	3.863	0.146
Employees to take risks and encourage decision making	5.92	1.506	0.022	3.712	0.293	3.218	0.2
To offer recognition and reward consistent with the job performance of employees	5.18	1.347	0.052	2.562	0.463	0.756	0.684
To provide opportunities that employees can use in the best way to present their skills and capabilities	4.62	2.678	0.017	5.675	0.127	2.685	0.262

Source: Authors Elaboration

Responses revealed "Providing employees with recognition and reward consistent with their task performance" as a matter of little importance for the participants, "encouraging employees to take risks and making decisions" as an issue deemed unimportant, "presenting meaningful work consistent with the goals of the organization" as a less important issue. The option of "offering more total reward packages than competitors" was reported as a minor issue. As it can be understood from the responses, managers representing the enterprises think that they will not achieve much by offering more total reward packages. Participants also expressed an insignificant opinion on rewarding and risk taking.

The Kruskal-Wallis test results are also given in Figure 4 revealing whether the strategies used most in attracting, retaining and rewarding the best employees in the next decade differ in terms of the sector they operate in. As a result, it was determined that there was no difference in terms of the sector for any strategy and all sectors gave similar answers.

Figure 5. Human resources competencies considered to be most important in the next 10 years.

Investigation of the following areas planned to be invested in the next 10 years in terms of weight				Kruskal Wallis Test in terms of industry	Kruskal Wallis Test in terms of industry	Kruskal Wallis Test in terms of field of activity	Kruskal Wallis Test in terms of field of activity
Specifications	Average	Kolmogorov Smirnov Z Test	Significance Level	Chi-Square	Expressiveness	Chi-Square	Expressiveness
job information	4.41	1.986	0.001	0.521	0.913	13.882	0.001
Organizational leadership and guidance	3.43	1.311	0.064	8.897	0.32	4.432	0.098
To be reliable and communication among employees	3.72	1.652	0.007	0.958	0.812	2.632	0.267
Being a strategic partner	3.75	1.484	0.023	3.185	0.363	4.521	0.103
Integrating human resources technical knowledge and practices with technology	4.52	1.557	0.015	9.945	0.018	2.055	0.357
Managing the corporate culture and providing consultancy to the organization in case of possible changes.	3.65	1.802	0.002	0.498	0.918	11.016	0.003
To look at human resources processes in an innovative and integrative perspective.	4.54	1.613	0.012	0.057	0.995	2.874	0.237

Source: Authors Elaboration

The Kruskal-Wallis test results are displayed in Figure 4 showing whether the strategies used most in attracting, retaining and rewarding the best employees in the next decade differ in terms of their field of activity. As a result, it was determined that there was no difference in terms of field of activity for any strategy, and similar answers were received from all fields of business activities.

While managers and experts participating in the survey find "business knowledge" competency neither important nor insignificant, "integrating human resources technical knowledge and practices with technology" competence is regarded unimportant, and the option of "constantly looking at human resources processes in an innovative and integrative perspective" is reported as the least important by the participants.

In Figure 5, Kruskal-Wallis test results are also given, and it revealed whether the human resources competencies, which are thought to be the most important in the next decade, differ in terms of sectors or not. According to the results, there is a different perspective for the public sector in terms of "organizational leadership and guidance", and "integrating human resources technical knowledge and practices with technology". While they found "organizational leadership and guidance" more important than other sectors, they also leaned towards "integrating human resources know-how and practices with technology" differently from other sectors. It is also found out that there is no difference in terms of the sector in other competencies than these, and all sectors provided similar answers.

Kruskal-Wallis test results of Figure 5 showed whether the human resources competencies, which are thought to be the most important in the next decade, differ in terms of the field of activity of the enterprises or not. In the light of the results, it is seen that there is a different perspective in terms of the competencies of "business knowledge" and "managing the corporate culture and guiding the organization in case of possible changes" for businesses working on a regional basis. While expressing their opinion that business knowledge is more important for regional enterprises compared to national and international enterprises, they have also reported a less important view on the competence of managing corporate culture and providing guidance to the organization in response to possible changes. Analysis results also showed that there is no other difference in competencies than these in terms of field of activity, and regional, national, and international enterprises give similar answers.

Figure 6. Trend of sub-competencies in the concept of business knowledge competence in 10 years for HR managers

Investigation of the following areas planned to be invested in the next 10 years in terms of weight				Kruskal Wallis Test in terms of industry	Kruskal Wallis Test in terms of industry	Kruskal Wallis Test in terms of field of activity	Kruskal Wallis Test in terms of field of activity
Specifications	Average	Kolmogorov Smirnov Z Test	Significance Level	Chi-Square	Expressiveness	Chi-Square	Expressiveness
HR analytics metrics and indicators	4.02	1.608	0.01	0.398	0.942	0.231	0.89
Operational and logistics business information	6.7	1.261	0.083	8.665	0.033	2.433	0.487
Strategic agility	4.22	1.761	0.003	4.507	0.211	3.384	0.142
Industry, Market and product knowledge	5.68	1.332	0.057	1.888	0.596	0.468	0.79
Finance and accounting knowledge	7.03	1.747	0.004	1.16	0.761	6.224	0.043
National and global economic awareness	6.11	1.365	0.047	2.745	0.431	4.952	0.083
Labor market information	6.22	0.976	0.295	0.588	0.898	0.256	0.876
Technical and technological knowledge	6.31	0.941	0.341	1.667	0.643	3.885	0.142
System thinking	5.23	1.447	0.031	1.291	0.732	1.315	0.517
Managing processes effectively	5.45	1.408	0.037	5.1	0.164	5.243	0.072
Sales and marketing information	8.85	2.013	0.001	12.509	0.005	2.494	0.286

Source: Authors Elaboration

In Figure 6, the data on the importance of the trend of the sub-competencies in the concept of business knowledge competence in ten years for human resources managers are shown. One Sample Kolmogorov-Smirnov Test was used to determine the order of importance of the tendency of the sub-competencies in the concept of business knowledge competence in terms of human resources managers within 10 years. Based on the analysis results, the following comments can be made:

Participants reported "human resources analytical metrics and indicators" as the most important issue regarding the sub-competencies of business knowledge competence. In other words, they stated that analytical indicators will be critically important in human resources field in the next decade. They emphasized "strategic agility" as the second most important issue while the 3rd most important issue was “systemic thinking”, and the 4th one was “managing the processes effectively” according to the responses of the participants. The 5th important issue is given as "sector, market and product knowledge". “National and global economic awareness”, “labour market knowledge” and “technical and technological knowledge” were determined as important issues, respectively. "Operational and logistics business knowledge" has been identified as a minor issue. As can be seen, sub-competencies of non-human-related external environment-related business information were determined to be less important, as well.

Participants identified "finance and accounting knowledge" as an insignificant competence, while non-essential competence was identified as "sales and marketing knowledge".

The Kruskal-Wallis test results are also given in Figure 6, and it revealed whether the tendency of the sub-competencies in the concept of business knowledge competence in ten years differs in terms of sectors for human resources managers. As a result, it has been determined that the answers given to the option "operational and logistics business information" are seen less important for the public sector. Apart from this, there are differences in the sectors regarding "sales and marketing information". The main reason for this can be given as the enterprises operating in the production and public sector are considered more important by the respondents, while the companies operating in the service and other sectors are considered less important. It has been determined that there is no difference between sectors regarding other competencies than these two, and all sectors provided similar answers.

The Kruskal-Wallis test results are also given in Figure 6 showing whether the tendency of the sub-competencies in the concept of business knowledge competence in ten years differs in the business activity field for human resources managers. Differences were only found in “finance and accounting” knowledge competence. The main reason of the difference can be due to the fact that regional businesses find it less important. It has been determined that there is no difference in the field of activity in other competencies than this competency as all sectors gave similar answers.

Figure 7. Human resources information contents for human resources managers in 10 years.

Investigation of the following areas planned to be invested in the next 10 years in terms of weight				Kruskal Wallis Test in terms of industry	Kruskal Wallis Test in terms of industry	Kruskal Wallis Test in terms of field of activity	Kruskal Wallis Test in terms of field of activity
Specifications	Average	Kolmogorov Smirnov Z Test	Significance Level	Chi-Square	Expressiveness	Chi-Square	Expressiveness
Strategic business knowledge	3.68	1.956	0.001	5.937	0.114	0.535	0.764
Skill management	3.42	1.917	0.001	8.665	2.108	3.951	0.138
Change management	3.67	2.005	0.001	2.001	0.571	4.565	0.101
Workforce planning	5.09	1.608	0.01	0.496	0.918	13.381	0.001
Compensation and benefits	6.01	1.773	0.003	6.148	0.104	7.786	0.021
Human resources development	5.03	1.346	0.052	4.76	0.191	1.126	0.568
Organizing work and labour relations	6.33	1.762	0.003	6.015	0.112	2.181	0.335
Continuous monitoring of human resources technologies	5.97	1.683	0.006	1.975	0.576	15.947	0
Establishment and operation of numerical metrics and analytics related to human resources	5.65	1.551	0.015	4.311	0.231	0.217	0.896

Source: Authors Elaboration

In Figure 7, data on the order of importance of human resources information contents for human resources managers are given. One Sample Kolmogorov-Smirnov Test was used to determine the order of importance of human resources information contents for human resources managers. Based on the figures, the following comments can be made:

Participants found the most important issue is “talent management” in terms of the contents of human resources information. They mentioned "change management" and "strategic business knowledge", respectively. As can be understood from the results, talent management will have an important place in terms of human resources in the next decade. Human resources managers regarded “human resources development” as the 4th important issue and “workforce planning” as the 5th important issue. As can be seen, these issues remained behind issues such as “talent management” and “change management”.

The issues that human resources managers deem neither important nor insignificant are "establishment and operation of numerical metrics and analytics related to human resources" and "continuous monitoring of human resources technology". As unimportant issues, "remuneration and fringe benefits" were reported while the least important issues were reported as "regulation of labour and labour relations". In other words, human resources managers stated that compensation, fringe benefits and labour regulation issues are not more important than any other issues.

For the period of ten years later, it has been determined that there is no difference in terms of the sector in terms of the importance of human resources contents for human resources managers. In other words, similar answers were given without separating the sector. The Kruskal-Wallis test results are also given in Figure 7, and ten years later, in terms of the importance of human resources contents for human resources managers, three issues have been found important in terms of their field of activity. These include "workforce planning", "wages and benefits" and "continuous monitoring of human resources technology". It is seen that international enterprises express different views on workforce planning and assign more importance to it. It is observed that regional businesses attach less importance to wages and benefits. Regarding continuous monitoring of human resources technology, it is seen that regional enterprises express different opinions. This time, regional businesses have stated that the issue is more important. It has been determined that there is no difference in terms of field of activity in other competencies other than these subjects, and all sectors have given similar answers.

Conclusion

Some important findings have been obtained in line with the above literature review and the results of the survey conducted with the participants from Turkey. According to the human resources practitioners from the surveyed enterprises in Turkey, there are no significantly different human resources challenges expected in the future compared to the difficulties already experienced today. While the human resources literature generally focuses on how human resources departments should be positioned in the future, why and how human resources should be included in the general strategies of the business, and what roles human resources managers should play, human resources practitioners have emphasized the importance of the recruitment of better and talented personnel. The main reason behind this difference can be explained with the general business writing logic of the human resources literature that tries to generalize the obtained data in a particular country to be able to create a model that will fit everywhere and every time. Also, human resources literature, human resources departments and managers generally try to create some discourses and models that will legitimize them in line with the idea of they should be effective in high-level decisions and have a strong position within the company. Therefore, such efforts on HR issues are a common occurrence to maintain the legitimacy and effectiveness of the human resources field by generalizing the data they obtain in a specific and limited area.

In connection with the above reason, another reason for the difference between practitioners and the literature is the fact that the macro environment in which each business is located can be different from each other. In the literature, during the model creation processes, environmental effects were either ignored or the concept of environment was examined in general and abstract. Therefore, when we move the analysis level from the organization to the macro level, this difference may become more meaningful. Therefore, the results of the survey conducted in this direction may become significant if human resources are not evaluated in terms of how they are positioned in the business organizations, but instead by considering the fact that the recruitment of qualified manpower and its retainment were the key functions of the human resources department of the businesses participating in the study from Turkey. Of course, it should be emphasized that this conclusion may show differences from one business to another.

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THE ROLE OF HUMAN RESOURCE IN ORGANIZATIONAL PERFORMANCE IN THE AUTOMOTIVE INDUSTRY

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Abstract
In the course of the research, we examined the impact of the selection and training system of a Hungarian automotive company on organizational performance, which together ensure the future development of the company. It contributes to the optimization of sales, purchasing and logistics processes, ensures customer satisfaction and the success of the company. In this fast-paced and globalized world, it is essential for companies to be aware that one of the most important factors of production is human resources themselves, whose proper selection and training are a key element in maintaining and developing economic competitiveness. Human resources play the biggest role in the operation of an economic organization. Process quality and process orientation reduce costs, increase profitability, and improve processes to always meet growing requirements. This is the basis of the quality strategy. Therefore, it consistently applies preventive quality assurance methods, learns from failures, eliminates the causes of mistakes without delays and transfers its experience to all areas of the company for preventive action. It is customer-oriented and strives for excellence in all areas, and thus makes it an obligation for everyone to aim for the highest level of customer service. Due to the special peculiarities and characteristics of the labor force, it cannot be compared to any of the production resources. Taking this as a basis, the human resource management used to be more of a functional purpose, while in recent decades human factors have become an essential source of competitiveness. The market operation and performance of an organization depends significantly on how we can select the most suitable workforce. We need to see what the strategic points that determine the role of HR are, and we are also looking for the answer in which direction the needs, expectations and professionalism given by the generational difference move the activities of human resources. The aim of the research is to get an answer to how the employees of one of the leading Hungarian players in the automotive industry perceive the importance of the selection and training of the workforce in maintaining and improving competitiveness. To this end, we used a semi-structured interview, with the help of which we evaluated the current selection and training processes in the light of competitiveness and made suggestions for the improvement and refinement of these processes.
KEY WORDS: competitiveness; optimization; training; selection; quality.

JEL classification: O10, O15

Introduction

Human resources are one of the most important elements of an organization and have a major impact on organizational performance. Human resources for sustainable competitive advantage sources and development promises to significantly improve business performance. We are able to manage human resources, ensure the effective training and retraining of available human capital to meet the conditions of competitiveness. In order to be able to respond to constant economic change, companies must place a great emphasis on the selection and training of their workforce. It is almost essential to use these economic tools to the highest possible degree in the economic life of the single organizations. In our opinion, investing in human resources within the firms is a crucial factor in maintaining competitiveness and should become a future strategic goal for companies.

Human resources are the only resources that can be renewed. It is not part of equity, it cannot be sold, but its capacity and competencies significantly affect the value of the company (Beardwell and Holden 1994). One of the main activities of HR, employee retraining and further training as an investment in human capital, is an important component of the corporate strategy, thus contributing to the achievement of business objectives. In addition, it has a positive effect on the direct (employee and employer) and indirect (labor market, vocational training institutions and teachers, professional bodies) of the enterprise. Effective strategic thinking emphasizes the need to secure, manage, and motivate human resources (Becker and Huselid 2006). The quality, efficient use, and development of this resource in knowledge-based organizations is of particular importance, as it is the only way for them to make full use of their technological capabilities and gain a competitive advantage in the market (Gooderham and Nordhaug 2010). Human resource management attaches great importance to communication, the conscious development of organizational culture, and the commitment of employees to the identification of tasks. After all, maximum performance can only be expected if the goals of the company and the individual meet and they come into effect. Employees should be seen as investments in human capital that can be achieved through continuous training and development, efficiency gains at the organizational level (Cohen and Prusa 2001). People as resources mean much more than the size and education of the workforce. They mean, among other things, people's values, work ethic, commitment to the company, relationships, and creativity (Csath 2004).

In the last decade, the role of human resources in the economy has significantly increased as a result of technological and social developments. The importance of strategic thinking is emphasized by the provision, management and motivation of human resources. The quality, efficient use and development of this resource in innovative, knowledge-based organizations is of particular importance (Poór et al. 2012). All of this is done so that companies can leverage their technological capabilities and gain a competitive advantage in the marketplace. The highest performance can be expected when the goals of the organization and the individual are in harmony. Modern organizations are obsessed with innovation. It seems that a collaboration-oriented managerial environment helps to find a balance between the interests of the organization, represented by innovation, and, on the other hand, the interests of employees, represented by the degree of their satisfaction (Borisov and Vinogradov 2020). The efficient use of human resources is facilitated by the personnel functions used in management, while individual and organizational goals are also considered (Brewster 2002). A close link must be established between these goals and aspirations. One of the most sensitive areas for corporate governance is human resource management. One of the most important characteristics of a human resource is that it has an independent, free will through which it can regulate its actions and, consequently, its performance (Schuler 2000). In addition, the company must have a clear view of the following aspects. Human resources have a given capacity and supply of power, they are acquired through the market, and their price is influenced by supply and demand conditions (De Silva 1997). The performance of human resources is maintained in the long run, and even through appropriate development programs and learning, their performance can be increased. The only resource that can be renewed (Bratton and Gold 1994). Developing the right motivation for human resources is a key part of the strategy. The organizational structure and system of the company are closely related to the human resource management strategy. As the developed strategy will be implemented in the context of organizational culture, it is important to clarify what the company's values, traditions and customs are (Chikán 2017).

Literature review

Human Resource Management

Human resource management solutions implemented in specific organizations in many countries are greatly influenced by historical background. The broader role of HRM is to provide a human resource of adequately trained, motivated and efficient employees to reach the objectives of the organization (Purcell et al. 2003). One of the core long-term goals of organizations is to ensure survival and growth. Companies strive for efficiency in a goal-oriented manner. This goal is pursued with the consent of the people, so taking into account the needs and goals of human capital is an important task. In intellectual capital, human capital has an essential meaning and its efficiency also depends on the perceived quality of life (Szewczak and Wozniak 2019).

The content of human resource goals may, of course, vary from organization to organization, but generally includes the following principles:

- Quality product
- High performance
- Controlled labor costs
- Competitive wages
- Low levels of fluctuation and absence
- Adequate working conditions that ensure employee job satisfaction and the opportunity for self-assessment
- Employing an adequate number of employees with the desired expertise and experience
- Compliance with laws and regulations, ensuring working conditions and workers' rights

The aims of HR move on a wide scale, from working in harmony with each other to serve a common goal. They promote the long-term success and competitiveness of the organization (Gooderham and Nordhaug 2010).

To do this, it is important to prioritize the following goals:

- Provide well-trained, well-motivated employees for the organization (Choi and Rainey 2013)
- Apply the skills and abilities of the workforce effectively
- To ensure the satisfaction and self-realization of employees as much as possible
- Communicate personnel policies and policies to the employee
- Help maintain ethical principles and practical behavior (Agu and Fekete-Farkas 2016)
- Manage change in a way that is mutually beneficial to individuals, groups, the company and the wider community
- Maintain and improve the quality of work in such a way as to make it desirable to have employees within the organization (Brewster 2007)

Selection

Labor demand, market supply and demand are the cornerstones of human resource management processes such as selection and corporate training based on it. The selection process is generated by a need. Labor demand is created by several factors:

- company development, expansion
- job vacancies
- new, state-of-the-art technology that requires a new, more skilled employee

It is therefore important to see the reasons for the need and to formulate the goals based on it.

- For what purpose is new workforce needed?
- Did the labor demand derive from within or outside the company?

When it comes to hiring new staff, the first step is for an organization to decide whether it wants to address the need for manpower through redeployment within the company or whether it wants to hire a new employee outside the company. This is one of the key issues in selection that is strategically crucial. The direction will be what management formulates in its long-term plans for the employment of the workforce (Poór 2013). It will adapt to corporate culture and adapt to market conditions and risks. Organizations often fill jobs by reallocating their own internal resources. This benefits the organization because it allows you to fill the job with a dedicated person who knows how the organization works, and it helps you accomplish the desired performance faster. It is also beneficial for the employee, because it usually means progress in their career, as it involves training, development and provides opportunities for self-realization (Chang and Huang 2005). In the case of external recruitment, appropriate methods are needed to locate and choose candidates. Various selection methods, tests and interviews are used to select the right candidate.

However, the suitability and effectiveness of these selection methods also need to be examined (Gooderham and Nordhaug 2010). Which option a company chooses is mostly a function of market factors. It can be traced back to the issue of risk management, cost-effectiveness. The redeployment of the workforce within the company is essentially based on the retraining and development of the existing workforce. In the study, we place more emphasis on selection outside the corporation. We believe that more interesting, more complex issues from a corporate strategic point of view are raised by recruiting from outside.

Selection, as a functional activity of HRM, reflects the human strategy and policy of the management (Arthur 1994). The first step in selection is recruitment, which can begin the selection process itself. Recruitment and selection among human resource management activities is a critical point because the right amount and composition of the workforce is able to implement the strategies and plans developed by companies (Collis and Montgomery 2008).

The choice is absolutely in the hands of the human class. The goal of the selection process is to find the most suitable candidate for the job that best fits the needs of the company (Glaister 2014) In addition to the general attractiveness advertised, labor recruitment is highly dependent on labor market conditions. If there is oversupply in the labor market, the company usually has to make an effort to get the labor force, while in case of oversupply, you can expect employees to look for a company directly. The methods can be varied and versatile:

- employment centers
- consulting companies
- temporary employment agencies
- job fairs
- tenders, advertisements

The choice is absolutely in the hands of the human resources department. It is advisable to choose several methods and advertising areas, to combine them. After all, according to the law of large numbers, the more people are informed about opportunities, the more people will be interested and apply.

Based on this, the company can choose from a larger number of employees, and a larger number increases the chances of finding the most suitable people to fill the advertised positions. This process is an extremely difficult task for selecting staff, as they have a short time to get to know and evaluate the candidate, as well as to make a decision that will be appropriate in all respects for the future of the company (Lawler and Boudreau 2018)

Parts of the selection process

- Application management

The received applications are subject to database registration and all candidates will be notified by post. Registered applications will be evaluated by the search officers and decided according to the requirements profile of the vacancies, which applications will be forwarded to the managers.

- Interview

If the leader would like to have a recruitment interview with the candidate, a notification will be sent by e-mail to the human resources department with three possible interview dates. The interview will be organized with the department that reported back the earliest, but if interested, two more classes can participate in the admission interview. The first feedback department has the opportunity to bid on the contract for the first time. If more than one department is interested, the candidate can decide which position offered they are most interested in. The recruitment interview will be documented and evaluated.

- Decision on admission

After conducting the recruitment interviews, the manager and the staff officer will decide which candidate to bid on. Prior to making the offer, the Human Resources Department will perform an audit of the candidate to be hired in accordance with the Central Internal Audit Standards. If the candidate is not on the terrorist register, a printed file must be attached to the application file. If he is on the register, the candidate must be rejected. The same rules apply to the selection of seconded staff as well as trainees. The contract offer is then prepared and made by the human resources department to the candidates after consultation with the supervisor. If the offer is accepted, the candidate will take part in a medical aptitude test and then take up the job at the agreed time (Hodges 2017).

Training

Today, we are witnessing global changes that are forcing companies to adapt to change, or demand to change themselves. All this has a significant impact on human resource development. The development of communication and the improvement of analytical and decision-making skills become of great importance. To meet the challenge of companies, consciously structured training programs are needed. Due to the globalization of business, there has been an increased need for access to expertise anywhere (Adler and Ghadar 1990). In order for a company to be successful in this environment as well, its educational programs must provide an opportunity for its employees to learn materials that are relevant to their position, even on the go. The global economy requires well-trained employees, corporate tasks are becoming increasingly complex, and employees thus need well-defined education.

The totality of training needs at the level of individuals and groups represents the development needs of the organization. Recently, it has been found among employees that their expectations for improving the quality of life and deepening the content of work have increased (Boxall and Purcell 2000). The way to comply with this is often relocation within the organization and there is a need for training if it is not the job that changes, but a new job according to the individual's desire to grow. The training needs of the groups stem from the direction of organizational strategy and the need for cultural change. The main factors that trigger the training may be:

- intensifying competition in both domestic and international markets
- acceleration in technological change and automation
- changes in the nature of the workforce
- time spent on management activities is reduced
- change of ownership, mergers, profile change

As companies adapt to changes in the environment, they create training systems to help their employees in the process of adaptation. The purpose of the training is for the individual to meet the current or future requirements of the organization and to be able to do their job effectively.

The most common training goals are:

- improving quality
- increasing in productivity
- preparing for the introduction of new technology
- increasing organizational flexibility
- increasing job satisfaction
- transforming the organizational culture
- reducing accidents at work
- minimizing costs

<u>The goals of the training basically indicate two directions:</u>

- they want to prepare employees for the future
- skills gaps are to be addressed

The money spent on development in an organization should not be interpreted as a cost but as an investment in human resources. This approach is no longer uncommon to companies in developed industrial countries (Gmür and Thommen 2007).

Parts of the training process

For the company, the qualifications of their employees ensure competitiveness. That is why further training, careful information and the integration of workers are of great importance. In line with the company's traditions and goals, it pays great attention to the development and training of its employees. Accordingly, its training guidelines for the corporate vision are as follows:

- The successful operation of a company depends on the qualifications and motivation of its employees.
- Professional qualifications and the associated responsibilities play a significant role in motivating employees in addition to pay.
- In addition to the ability of employees to perform, the tools used in education and training also make a significant contribution to the development of performance-enhancing skills.
- In-company training supports employees and departments, helping them to perform their current and future tasks effectively.
- In an ever-changing environment, they support the learning ability of their employees and develop their ability to act.
- The focus is on the client: they compile their training offer according to the constantly articulated needs, and they provide quality service through training counseling and continuous development of training programs, where it is especially important to transfer what has been learned into everyday work. The goals of the professional trainings are formulated by the company.

The following objectives are considered when assessing and planning training needs:

- Responsible and cooperative work
- Improving the quality
- Increasing customer orientation
- Optimizing process
- Reducing the cost of products and services
- Increasing the competitiveness of the company

The training demand is assessed and planned on the basis of a standard training matrix defined by the head of the department, defined for the areas of activity.

New employees entering administrative positions are placed in the given job on the basis of a “Training Plan” prepared by their supervisor. A copy of this shall be sent to the personnel department after completion for documentation in its personnel file.

The planning of further training should be carried out in the framework of employee interviews held once a year. Then, both the manager and the employee can live up to their suggestions. Following an agreement between the manager and the employee, the following situations may arise:

- The employee participates in the training to be held within the organization, enrollment in the course is done by the training department at the direction of the leader.
- The employee participates in external training, enrollment in the course is done by the department secretariat or the personnel department at the direction of the manager.

Conditions for the effectiveness of training

The efficiency of the trainings is a primary aspect for the companies, as they spend a lot of money on educating the employees and improving their knowledge.

Training is effective if:

- Fits in properly: Fits into the organization's human resources policy.
- Based on strategic considerations: Takes into account what skills the organization will be able to employ in the future.
- Relevant: Only the satisfaction of real needs is taken into account when determining the method and theme of the training.
- Problem-centric: Focuses on where there are gaps in knowledge or skills that do not allow for effective work.
- Activity- and result-oriented: By this we mean that when setting goals, we need to define how the participants in the training can utilize the acquired knowledge during the work processes.
- Performance-centric: This means that the performance improvement resulting from the training can be identified and measured.
- Continuous: We do not mean a one-time action, but a continuous process (Brewster et al. 2010).

Competitiveness

The competitiveness of firms is nothing more than the result of being able to develop and maintain special competitive advantages that are different from others. The basic question of competitiveness management is how the company chooses the racing track on which the company wants to compete (Chikán and Czakó 2009). This decision is made by examining two main groups of factors. One is what the company's capabilities and resources make possible. The other factor is the value system, philosophy and approach of the company’s management. The key factor is for the company to create more value for its customers than its competitors, which really matters how efficiently and innovatively it utilizes its resources (Wolff et al 2007). Nowadays, the human sector is playing an increasingly important role in maintaining competitiveness. His responsibilities may include knowledge management, the establishment and operation of corporate universities, building an organizational culture, and strengthening social capital within the company. Through its activities, it creates value and improves the company's competitiveness. The human function as a whole must be emphasized, it must be part of the strategy-making and implementation processes (Aiginger and Landesmann 2002). The contribution of human resource management to competitiveness covers several areas:

- Globalization: Globalization means new market opportunities, new products, new ideas, new methods and new competitors for companies. Global knowledge is needed to track rapid change. Without an excellent team of professionals and a flexible organization, implementation is unthinkable. Creating this requires effective human resource management work.
- Changing value chain: The value chain shows what values are generated and what costs are incurred within the company. Buyers are interested in getting as much value as possible as cheaply as possible. Companies therefore need to strengthen their customer orientation. The effective operation of human resource management is an important element of the value chain, supporting value creation, therefore its activities must also cover customers and suppliers. Its job is to ensure the smooth operation of connections within networks from a human perspective.
- Increase profits: Lasting success requires constant innovation, renewal, change and the search for new markets. All of this can only be successful in the right atmosphere, with the involvement and active participation of employees (Gallie and Zhou 2013)
- Organizational skills: Organizational skills are vital elements of competitiveness. These are the characteristics that set a company apart from its competitors. HR professionals play an important role in developing organizational skills. In addition to developing the individual skills of employees, they also need to find a way to turn those skills into organizational team skills.
- Change: Change needs to be managed as its success depends on the active participation of HR professionals. Strategic actions, good decisions made in time are the key issues for change.
- Technology: The rapid spread of technological advances is aided by newer advances in information technology that allow for the rapid flow of information. Technological results facilitate the work of human resource management.
- Acquisition and retention of professionals: Excellent professionals are the most important conditions for competitiveness, therefore the strategic task of human resource management is to acquire and retain them. Companies will need people who are team players, dare to take risks, are good problem recognizers and solvers (Feurer and Chaharbaghi 1994).

The HR field requires a high level of professional work, which at the same time relies on a sound theoretical foundation and practical experience. The impact of its work on company results can be measured, the most important of his tasks is value creation and increasing the company's intelligence capital. It is important to provoke debate in the greatest possible ways, thus contributing to the improvement of competitiveness, and to develop practices that can help a company become more competitive due to its employees (Csath 2010).

Research Methodology

The following research methods were applied: a scientific literature review, interview, comparative data analysis. The interviews were carried out with 25 HR experts from 30 March 2020 until 31 July 2020. The participation in the interview was based on the principle of volunteering and confidentiality.

The purpose of the research is to present the selection and training program of one of the key players in the Hungarian automotive industry and examine their role in organizational performance. Selection and training are essential to maintain long-term competitiveness, so the study focuses on analyzing these issues:

1. Where are jobseekers most likely to find out about the latest vacancies?

With the rise of the internet, online platforms are becoming increasingly popular. Today, the majority of job advertisements are found almost first-hand on job portals. Most advertise their open positions on these platforms. The current viral situation has also pushed businesses and workers online, into the digital world, which confirms that online platforms are the most popular today, and the first place where jobseekers look for information. The Internet makes job search quick, easy and accessible from anywhere.

2. In job advertisements, will the name of the advertised position be the first factor that gets the most clicks on online platforms?

In this area, the main focus is on jobs advertised online, which is one of the most popular job search channels, according to the survey. It is assumed that an advertisement will be clicked on if the job title in the advertisement is one that attracts the interest of the searcher. The job title of an employee performing the same job function may differ from one company to another. Even the advertisement itself has a bearing on the type of position advertised.

3. Do you need to develop employees to work more effectively?

Developing the personality of employees is in the interest of every company, even if it costs time and money. Because training is a great help to develop the individual, strengthen the team, and clarify common goals, which helps the company to work more efficiently and achieve better results. Leadership training helps superiors to get to know people, improves communication with them, strengthens team spirit and helps to understand common goals and plans. Overall, better communication also makes work more effective.

4. What does the effectiveness of training depend on?

The effectiveness of the training is a determining factor in terms of the effectiveness with which the additional information obtained from the training and its integration into work processes contributes to the improvement and development of the previous situation.

In the further part of the research, we present the results, describe the operation of the selection and training processes within the company and analyze their effectiveness by evaluating the interviews. The company’s goal is for properly selected employees to ensure that the firm remains long-term competitive and successfully adapts to the changing needs of the environment. The search profile of the given job and the needs, abilities and expectations of the applicant must be matched.

Today’s accelerating changes in the global environment pose huge challenges to companies in the field. The most significant changes occur in digital economy and have had an enormous impact on the development of the consultancy industry (Poór et al. 2019). The selection of candidates that meet professional and competence requirements and the provision of staffing needs are of great importance. In accordance with the selection criteria, the candidate will be presented to the Head of the relevant department once the establishment plan has been received by the personnel department. Colleagues working within the company can also apply for other positions within the company with which the company supports the careers of employees. The condition for these applications is that the employee has at least 2 years of professional experience. The intention to transfer must be indicated in writing to the Personnel Department on a form drawn up for that purpose and signed by the Head of Unit. A personal interview will only take place after that. If the employee participates in a successful interview, the transferring and receiving department heads agree on the date of the transfer, which cannot be longer than 3 months after the successful interview. The pre-selection of the various applications received, the interviewing of the selected candidates, and then the finding and employment of the remaining candidates from the remaining candidates that best meet the requirements of the position provide the whole process.

Results

The selection process and recruitment itself are an essential point in the development of the company. It can be said to be the cornerstone, as the implementation of processes depends on employees. The competitiveness of a company requires goals, a well-structured strategy, plans, implementation programs, but all of this requires people, individuals who invent, create and execute them. That is why the foundation of success lies in people, in their abilities and attitudes. Throughout its long and successful career, the company has gained recognition and awareness among people as one of the most significant players in the Hungarian automotive industry. In the context of competitiveness, it is important to find the best possible people for open positions. What requires two things is the application of the law of large numbers and the establishment of high standards. The company displays and recruits people in plenty of places. Job fairs, university affiliate programs where you consciously apply personal persuasion tactics. Fig. 1. shows how people found out about job opportunities, so we get an idea of what the most effective appearances are.

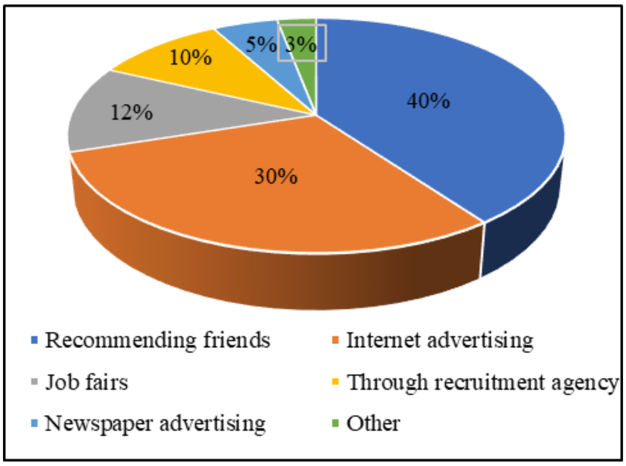

Fig. 1. Channels of job opportunities (n=25)
Source: authors' construction

The chart illustrates well that the greatest interest in job opportunities is achieved by the recommendation of acquaintances, namely this shows for the future that the company needs to build its strategy on the reference. It is clear from the chart that online job postings are also popular among applicants, as it can be said that this is the most easily accessible form of applying for a job. Job fair is the third most popular channel, making it more effective, because personal contact appears here. Communication is therefore a key element in ensuring that selection processes bring people to the company who, through their work, contribute to improving the company's competitiveness. Based on this conviction, we also examined what aroused the interest of individuals in each advertisement and conversation. The point is to raise awareness, of things that are attractive to young and older job seekers today. Fig. 2. shows which are the most attractive supply items today.

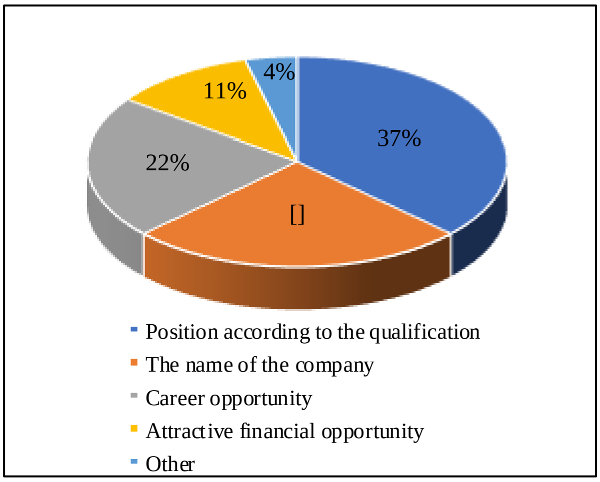

Fig. 2. The most attractive elements of advertisements (n=25)
Source: authors' construction

Of course, the more it is in line with a person's qualifications and experience, the more it will raise their interest. Applicants can move in a direction, looking primarily for ads that match their qualifications. Today, the name, profile and market position of the company are also very decisive, because from this people assume that they are applying for a job that is stable. Material factors are also important, as the income earned is important for everyone. On the other hand, there are other factors that may override this or may be more important than the financial benefit. Such is the increasingly popular "home office" option today, the accessibility of the company, the convenience aspects of the people. Standing on more than one foot alone is the foundation for later success, as being present in more places gives you more opportunities to find the most valuable people in the profession. Thus, recruitment as the first step in selection is the most important element, the strongest determining factor of competitiveness in terms of the selection process. From the pool of applicants, the company filters out those who are best suited to each position. It performs pre-screening by phone, you already select with this and only gives the best the opportunity to meet in person. The next essential point of selection is the job interview. The essence and success of a personal encounter is made up of several small elements that need to be addressed. Selection does not make a company competitive by organizing and conducting interviews, but by the quality at which it does so. The essence of competitiveness lies in how we are compared to others. Are we better than our competitors? Are we able to find the best, professionally trained, stable and balanced people?

Training results, examination of their effectiveness

In the following part we will get an answer to the efficiency of the trainings within the company. Processes alone are not enough, in addition to assessing needs and clarifying goals, the greatest emphasis is on implementation. Based on the responses received, we can say that 90% of people attach great importance to corporate training. There is a demand for it among the employees, they prefer the training programs of the company. You need to see how people feel about the importance of training, since such a program can be successful if employees are collaborative and open to professional development. We can make certain processes more efficient, thus raising the standard of quality, but overall, improving smaller processes will result in the company as a whole being able to grow, which will play a key role in maintaining competitiveness. The opinions of the respondents are illustrated in Fig. 3.

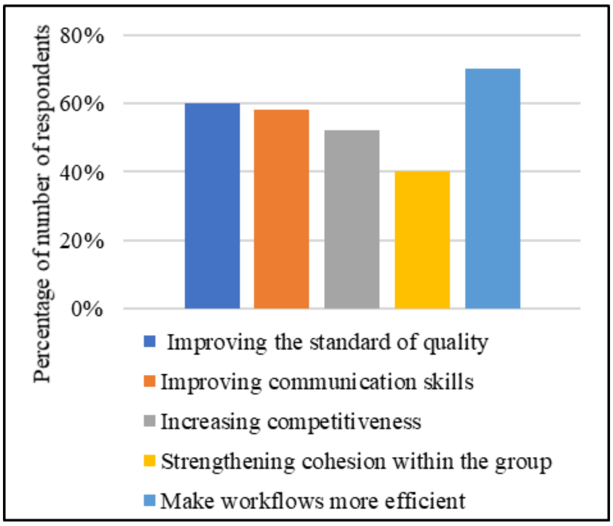

Fig. 3. The importance of staff development (n=25)
Source: authors' construction

We can see that the vast majority of respondents, more than 70%, believe that staff development is needed primarily to make work processes more efficient. 60% think it is necessary to raise the standard of quality. From this, it can be concluded that employees believe these two factors are the most important for a company to get ahead in the market. This is an important starting point, as we see that the employee knows that training is indeed needed and knows what factors play a role in terms of competitiveness. Based on the above data, we can say that employees clearly see the most important elements of competitiveness, so their attitude to training will be positive, they will be able to cooperate. The primary thing is for the company to be purposeful, to know what it wants to achieve, and to steer training processes in that direction. As a large domestic company, it generates complex tasks. Accordingly, it provides diverse, multi-layered training to its employees, as each area is endowed with different characteristics, plans and barriers. Needs are different, goals are different, and the organization sees this exactly and provides multiple types of training accordingly.

It is important to develop language trainings and computer skills. Due to the company's international relations system, knowledge of foreign languages is essential. The international relations enhance the company's competitiveness. In addition to communication in foreign languages, it is important to highlight training in corporate governance systems. Routine use of the SAP system facilitates the fast and precise implementation of processes, reduces the possibility of errors, improves the quality of work, thus making work more efficient in the long run.

As a result, the company as a whole is evolving. Properly oriented training does not work in itself. Success depends on several factors. In any case, the decisive factor is that the conduct of the trainings is one-sided, only striving for the rapid transfer of knowledge, or communicative and two-sided. People need to be able to give feedback. The company is increasingly striving for this, which may be key in the future because it cannot ignore the issues raised by employees. The essential points of the trainings will be shown to us by their effectiveness.

Training will be effective and will contribute to competitiveness if it raises the standard of work processes (Fig. 4.). If the employee is up-to-date, accurate, well-informed, has a better understanding of responsibilities, becomes more practical, the quality of his work improves, and at the same time he develops himself.

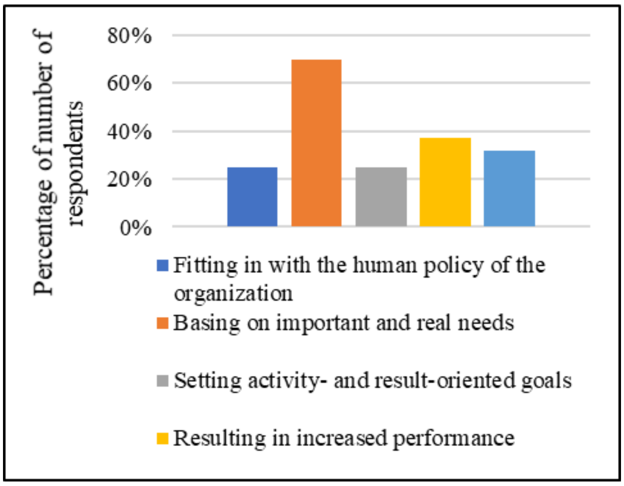

Fig. 4. What does the effectiveness of the training depend on? (n=25)
Source: authors' construction

The majority of respondents, 70%, say that training should be based on important and real needs in order to recoup the capital invested in training, while these figures are 37% and 32% for performance improvement and the continuous and permanent nature of training, respectively. Only 25% of respondents believe that training, activity and results-oriented goals are set, and only 20% believe that the effectiveness of education depends on the fit of the organization's human resources policy. For that reason, we can clearly state that it is only worthwhile for companies to invest significant sums in human capital training if there is a real demand for it and the company can capitalize on, thus increasing its competitiveness in the market.

Conclusions

Considering the research aspects according to which selection and training play a role in maintaining competitiveness, we can clearly say that when selecting an employee, a "search" process is started, which focuses on finding the most suitable employee for the given job, whose qualifications and professionalism allows it to engage in a company's rapidly evolving economic life. Due to continuous training, it will be an essential player in the company's processes and thus contribute to the preservation and continuous development of the competitive factors that appear in the competitive market. Based on the processing of the interviews, we can state that the company works with a well-thought-out, well-established selection and training system. We have to point out that most of the new employees who come into the organization are not hired by the company through the internet or job fairs, but through acquaintances who find out about the job opportunities, which in our opinion is a huge advantage over other multinational companies.

In terms of job vacancies, advertising forums should be better selected, the main thing of which is that the ad should be advertised based on the needs, namely personalized. It will not be of the same interest to a woman as to a man, a recent graduate, or just a leader. The economic difficulties caused by the pandemic indicate that companies are taking advantage of the situation. On the market demand side, people are more receptive because they are less able to choose between job opportunities. At the same time, it can be the best opportunity for a company to stand out and not follow the kind of behavior that the majority of companies have adopted today. Regarding training programs, in addition to the day-to-day work of employees, in order to remain competitive, they must meet the requirements dictated by the company, so they have to attend a number of trainings that do not always achieve the desired effect due to congestion.

Improving the effectiveness of these trainings could be reached by increasing the motivation of employees. In order to accomplish these goals, the company must create the opportunity for trainings to attain the greatest impact among employees, thus using this professional knowledge to contribute even more to the maintenance of organizational performance.

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THE PERFORMANCE OF THE LEADERSHIP TRAITS OF FEMALE LEADERS IN CHINESE INTERNET PROMOTION SERVICE INDUSTRY

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Abstract
With the economic globalization, the development of Chinese enterprises and employees' demand for leadership performance of leaders is constantly changing. And the leadership of female leaders or female characteristics has been gradually proved to be more in line with the future development of the enterprise. Due to the continuous growth of the number of female leaders and the continuous recognition of their leadership abilities, it is also important to study the leadership traits of female leaders or the changes in leadership traits brought about by the changes in their personal attributes. The research object of this paper is the female leaders of the Internet promotion service industry in Guangdong Province, China. Independent-Samples T-Test and One-Way ANOVA in the SPSS software are used to analyze whether the personal attributes of female leaders have an impact on the performance of leadership traits, and which traits are affected. The results show that 4 of the 8 personal attributes studied in this paper have an impact on the performance of leadership traits, and 14 of the 34 leadership traits studied are affected by different personal attributes of female leaders. This research can provide a reference for organizations to formulate relevant policies, optimize the structure of managemnet and give female leaders the opportunity to fully demonstrate their strengths. In addition, female staff should be treated more fairly in human resources recruitment and promotion. The behavior of organizations to reduce gender bias can promote women's better career development.
KEY WORDS: female leaders; leadership traits; leadership performance; personal attributes.

JEL Classifications: M12, M51, J16

Introduction

The frame of reference for treating gender inequality has changed with the transformation of China from a state-controlled economy to a competitive market system, which has led to the marketization and personalization of gender equality responsibility at work (Tatli et al. 2017). People's expectations and definitions of gender roles and leadership roles change with the continuous change of social culture and organizational environment (Yan et al. 2018). Chen et al. (2018) propose that the rise of female business leaders in China is mainly due to institutional reform, which refers to two social movements in China, namely, the gender equality movement and the one-child policy. Early Chinese culture and social norms made women far from realizing their potential, but with the passage of time, great changes have taken place in Chinese attitudes towards gender. Nowadays, Chinese women are not only active in social and cultural activities, they are also involved in the corporate sector and enter the top management of the enterprise (Ullah et al. 2020).

As in recent years, with the rapid development of higher education in China, women's access to higher education has been improved. There were 1.36 million female graduate students in higher education in 2018, accounting for 49.6% of all graduate students, an increase of 1.8% over 2010. And there are 14.87 million female students in colleges and universities, accounting for 52.5%, an increase of 1.6% over 2010 (Natiocnal Bureau of Statistics of China 2019). Moreover, with the improvement of the education level of Chinese women, likewise, the working population of women also increases accordingly. They accounted for 43.7 percent of the total employed population in 2018, an increase of 0.2 percent over the previous year (National Bureau of Statistics of China 2019). For the management of the enterprise, according to the Grant Thornton Women in Business report 2020, the proportion of women in the world's senior management ranks highest in 2019 and 2020, both at 29% (Grant Thornton 2020). The region with the highest percentage of women in senior management positions is Africa, at about 38%. In contrast, the Asia-Pacific region has the lowest rate, at 27% (Grant Thornton 2020). However, compared with most other countries, Chinese women are more likely to become top managers (Ullah et al. 2020). Among the female working population in China, women actively participate in business management. In 2018, the proportion of female directors on corporate boards was 39.9%, and that of female supervisors on the board of supervisors was 41.9%. It increased by 0.2% and 0.3% respectively over the previous year, and by 7.2% and 6.7% respectively over 2010 (National Bureau of Statistics of China 2019). Therefore, there is no doubt that more and more women are serving as leaders in organizations (Yan et al. 2018).

According to the increasing number and gender proportion of female leaders mentioned above, it is necessary to study the performance of the leadership traits of Chinese female leaders. As we all know, not only employees have different work performance due to different personal attributes, but also leaders, they are more manifested in the performance of leadership traits and styles. This paper studies whether the personal attributes of Chinese female leaders have an impact on the performance of leadership traits, including which attributes are influential and which traits are affected. Here, the personal attributes tested included the female leader's age, psychological gender, marital status, educational background, position level, and whether to take care of the child and the elderly. The tested leadership traits come from the summary of the literature, that is, 34 representative leadership traits are obtained.

Moreover, the research data of this paper are from the female leaders of the Internet promotion service industry in Guangdong Province, China, in the form of an electronic questionnaire. And the collected data is implemented by SPSS software. After the data analysis, the results show that female leaders' psychological gender, marital status, years of work and whether to take care of the elderly have an impact on their leadership performance, while age, educational background, position level and whether to take care of the child have no effect on their leadership performance. In addition, there are five leadership traits that are particularly affected, namely, willingness to share successful experiences with subordinates, having a strong foresight, having influence on others, and the ability to control their emotions and behavior.

This study first reviews the literature of female's leadership roles, attribute characteristics of female leadership and theoretical background of leadership traits. Secondly, the research description and methodology are expressed in detail. Here, the study uses the Independent-Samples T-Test and One-Way ANOVA tools to analyze the data and get the results. After that, the results are used to verify the previously proposed hypotheses and discussed in combination with previous studies. Then, conclusions, suggestions and limitations are presented in the last section.

Literature review

Female roles on leadership

Although leadership is one of the most studied areas in social sciences, it is still a hot topic for scholars considering that it is recognized as playing a vital role in human well-being and achievement (Skarbalien & Minelgait 2017). One the one hand, Karkc and Eagly (2010) argue that the most obvious reason why men hold more leadership positions than women is that the division of labor determines that women take on more housework responsibilities, which limits their participation in work outside the family. On the other hand, both in China and around the world, women face a double burden, requiring them to assume family and work roles (Liu 2013). For most women, the road to promotion in the workplace involves a tradeoff between family and employment (Kark & Eagly 2010). In addition, due to cultural stereotypes of gender and norms that may reward male more than female, female tend to face a narrower leadership path in the workplace (Ely et al. 2011). The gender roles in this stereotype affect not only women's own characteristics, but also other people's attitudes towards them (Liu 2013). Such as, descriptive stereotypes of women may make people wonder whether they are likely to succeed in leadership roles, which are traditionally male gender types (Denise 2020). Generally speaking, the disharmony between women's own characteristics and the requirements of leaders' roles is the main reason for the prejudice against female leaders (Eagly & Karau 2002).

Carli and Eagly (2016) 's research show that it is difficult for women to get the same proportion of leadership positions as men because of some subtle obstacles. Among them, the gender stereotype is the one that put women at a disadvantage in the job market or promotion opportunities, thus undermining their ambitions (Liu 2013). That is, leadership roles that are highly male-dominated or culturally masculine in demand pose particular challenges for women because they are incompatible with expectations of women (Cheung & Halpern 2010; Eagly 2007). Although biased attitudes do not necessarily lead to discriminatory behavior they may hinder women's access to leadership positions and generate discriminatory evaluations when they hold such positions (Eagly 2007). Likewise, Denise (2020)' s research supports the view that gender stereotype is one of the mechanisms that explain people's different evaluations of male and female leaders.

Rhee and Sigler (2015)'s research shows that gender is a powerful influencing factor when it comes to perceptions of leadership, effectiveness and preference. Because of the inherent expectations of women's gender roles, female leaders are expected to be communal (i.e., kindness, concern, warmth, tenderness, etc.), and for the inherent expectations of most leadership roles, they are also expected to be agentic (i.e., confident, aggressiveness, self-oriented, etc.) (Eagly 2007; Wang & Shirmohammadi 2016). The communal leadership style actually adopted by many female leaders emphasizes democratic relationships, participatory decision-making, delegation and team skills (Eagly & Johnson 1990). Liu (2013) proposes that compared with the aggressive style, personal heroism, short-term benefits and quick decision-making of male executives, Chinese female executives are better at taking a defensive position, building a strong team, taking a long-term view and thinking as a whole. In addition, Kolpakov and Boyer (2021) conclude that women pay more attention to understanding the unique characteristics of the people they work with, such as the emotional state or cultural background of others. Men also focus on general aspects of relationship leadership but pay more attention to social skills and overall relationships.

The attribute characteristics of female leadership

In the research on female leaders based on the perspective of gender roles, researchers are changing their focus from two traits (femininity and masculinity) to three or four traits. That is, femininity, masculinity, androgyny (both femininity and masculinity are high) and undifferentiated (both femininity and masculinity are low) (Bem 1974; Cann & Siegfried 1990; Moss & Kent 1996; Yan et al. 2018). Kolpakov and Boyer (2021)' s research shows that both male and female executives adopt many leadership styles that are usually associated with the concept of "masculine" leadership, women who show masculine personality traits are more competitive than feminine personality traits (Drydakis et al. 2018).

Moreover, Kirsch (2018)'s study of senior executives shows that female executives have less in common with other non-executive women, but are more similar to men, mainly because they are more consistent with their masculine leadership style. Although the organization claims to be gender-neutral, expectations of leaders reflect a masculine style, which is typically characterized by result orientation, belligerence, strength and toughness (Ellemers et al. 2012). Mumford et al. (2007) point out that most of the skills required by lower-level leadership roles are "cognitive" skills such as effective communication, active learning and critical thinking. Recent research shows that gender-neutral people are more consistent with lower-level leadership positions, while masculine and feminine leaders may not have a gender advantage (Paustian-Underdahl et al. 2014). However, the expectation of masculine applies to senior management positions, where masculine norms dominate the structure of the workplace (Ellemers et al. 2012). Eagly and Karau (2002) also argue that masculinity is more suitable for higher status and senior leadership positions, because masculine and agentic are expected behaviors in high positions, so the role incongruity of women in these positions has been increased. Furthermore, there is a need for more relational and transformative leadership behaviors in middle-level leadership positions, such as promoting cooperation and motivating and developing subordinates. Here, women are considered to be more suitable for this behavior than men, that is, women may be seen as more effective than men in middle management (Eagly & Karau 2002). In addition, female senior and middle leaders received more positive reviews than male senior and middle leaders, because senior women were considered to face higher standards than their male counterparts or lower-level female leaders (Kolpakov & Boyer 2021; Paustian-Underdahl et al. 2014; Rosette & Tost 2010).

Meanwhile, compared with comparable women without children, women with children were rated as less competent and had a lower starting salary. For very successful women, they have to face choices, choose their children or work (Cheung & Halpern 2010). Dye (2005) 's report shows that almost half of female executives are childless, and almost half of all women earning more than $100,000 a year in the United States are childless. However, female managers in China do not seem to be too troubled by work-family conflicts, as grandparents in China are willing to help with housework and child care, giving women more time to focus on their work (Liu 2013). The support of families and partners is considered to play an important role in the achievements of these women (Kawahara et al. 2008). In addition, for most contemporary female leaders, an important way to succeed is through education. Women get a higher level of education and build their sense of self-efficacy to provide upward mobility (Cheung & Halpern 2010).

The theoretical background of leadership traits (behaviours)

According to *the leadership Quarterly*, it was not until the last decade of the 20th century that people began to show a strong interest in leadership trait models (Lowe & Gardner 2000). However, the characteristics of leadership are difficult to define, and so far there is no very clear definition. Here, Digman in 1989 and Goldberg in 1990 defined academic research on leadership traits as a research behavior classified around "big" factors. Leadership traits measure only the most prominent aspects of personality. (Ashton et al. 2004; Digman 1989; Goldberg 1990). Hereinafter referred to the literature of the following two scholars on the traits of leadership.

Maxwell (2007) proposed 21 leadership traits that a leader should possess. He believes that leaders who want people to follow him should abide by his 21 rules. Moreover, he argues that influence is the measure of leadership, and trust is the foundation of leaders. Leaders should constantly learn and maintain enthusiasm so that they can have a keen intuition to set the direction for the development of the team. Then, do not easily give up the opportunity to work with team members and be fully prepared to seize the opportunity. In this process, leaders need to maintain the orderly development of the team and know how to set an example for team members. Care, respect and train team members. The ultimate goal of all these actions is to build a legendary team.

Kouzes and Posner (2017) put forward "The Five Practices of Exemplary Leadership" in their book, including "Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act and Encourage the Heart". At the same time, they also proposed 20 leadership traits in the book, including "Honest, Competent, Inspiring, Forwarded-looking, Intelligent, Broad-minded, Dependable, Supportive, Fair-minded, Straightforward, Cooperative, Ambitious, Caring, Determined, Courageous, Loyal, Imaginative, Mature, Self-Controlled and Independent". In addition, they surveyed the seven most popular leadership traits of leaders that people thought they would follow between 1987 and 2017, during which time 100,000 people answered the survey. As a result, there were four traits that always got more than 60% of the vote: Honest, Competent, Inspiring and Forward-looking.

Research description and methodology

Theoretical Framework

This paper focuses on testing whether the personal attributes of female leaders have an impact on the performance of leadership traits. The specific attribute types and three types of leadership traits are shown in Figure 1.

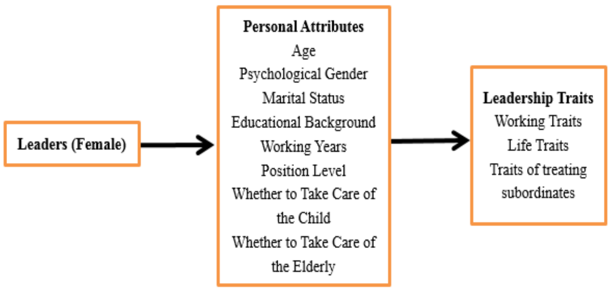

Fig. 1. The Model of Theoretical Framework

Meanwhile, combined with the relevant leadership trait theories proposed by Maxwell (2007) and Kouzes and Posner (2017), 34 representative leadership traits are collected from three aspects (work, life and treatment of subordinates) in this study, as shown in Table 1.

Table 1. Specific variables of leadership traits

Leadership traits		
Working traits	**Life traits**	**Traits of treating subordinates**
▪Obey social ethics ▪ Obey the law ▪Obey regulations ▪Learn new skills ▪Have influence on others ▪Have a strong foresight ▪Be passionate about working ▪Treat everything honestly ▪Believe that women can do the same as men ▪Be good at innovating during the work ▪Have professional knowledge for the current leadership positions ▪Have professional skills for the current leadership positions	▪Be brave ▪Be friendly ▪Be sensitive ▪Act decisively/sharp ▪Have a strong intuition ▪Good listener ▪Can control emotions ▪Can control behaviors ▪Can bear great pressure ▪ Career supported by family	▪Be a democratic leader ▪Be impartial ▪Prefer to work with a team ▪Set a good example for the team ▪Team members trust each other ▪Delegate authority to subordinates ▪Be good at seeking out subordinates' advantages ▪Do not take credit for work that was done by subordinates ▪Be willing to take responsibilities for the team ▪Treat subordinates like family members ▪Care about teammates' career development ▪Enjoy sharing successful experiences with subordinates

Source: Own construction (2021) based on Maxwell (2007) and Kouzes and Posner (2017)

Hypothesis

H1: Age has a significant impact on the performance of female leaders' leadership traits.

H2: Psychological gender (very masculine, a bit masculine, neutral, a bit feminine and very feminine) has a significant impact on the performance of female leaders' leadership traits.

H3: Marital status has a significant impact on the performance of female leaders' leadership traits.

H4: Working years has a significant impact on the performance of female leaders' leadership traits.

H5: Education background has a significant impact on the performance of female leaders' leadership traits.

H6: Position level has a significant impact on the performance of female leaders' leadership traits.

H7: Whether need to take care of the child has a significant impact on the performance of female leaders' leadership traits.

H8: Whether need to take care of the elderly has a significant impact on the performance of female leaders' leadership traits.

Data Collection and analytical method

The data of this study were collected in the form of electronic questionnaires from employees of first-tier, second-and third-tier agents of Internet advertising services in Guangdong Province, China. From September 2020 to December 2020, a total of 121 valid responses of female leader from about 20 companies were collected. Of these, almost 40% of the responses came from first-tier mainstream media agents, while the remaining 60% came from second-and third-tier mainstream media agents.

This study was designed based on the leadership trait theory put forward by previous scholars, combined with the purpose and hypothesis. The questionnaire used in this study consists of two parts. The first part is the demographic information of female leaders, including age, psychological gender, marital status, educational background and so on. The second part examines the performance of 34 representative leadership traits listed in Table 1 from three aspects: work, life and treatment of subordinates. Here, all 34 leadership traits were asked and designed into 5 points Lickert Scale: 5- totally agree, to 1- totally disagree.

In this study, SPSS (version 26.0 IBM Corp., Armonk, NY, USA, 2019) software was used to analyze the data and the process of data analysis was divided into two sections. The first section is to describe the demographic information of female leaders and use Descriptive Statistics tool to describe the personal attributes of female leaders. Then, the second section is to check whether the personal attributes of female leaders have a significant impact on the performance of leadership traits. Here, Independent-Samples T-Test and One-Way ANOVA tools were implemented to analyze the data. Independent-Samples T-Test analysis is used to compare two different groups of participants, while One-Way ANOVA is used to analyze participants in more than two groups (Pallant 2011).

Results of Research

Reliability of the data

Here, Cronbach's alpha test was used to test the reliability of the scale. If the Cronbach alpha coefficient of the scale is greater than 0.7, it is considered acceptable (Devellis 2016). As shown in Table 2, the Cronbach's alpha reliability coefficient of the whole structure is 0.911, which shows that the data is highly reliable and suitable for further analysis.

Table 2. Cronbach's Alpha of Reliability

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.911	0.924	34

Differences in leadership traits of female leaders with different attributes

The personal attributes of female leaders, such as age, psychological gender, marital status, educational background, working years and position level, are divided into more than two groups, so One-Way ANOVA is used to compare them. Here, whether to take care of the child and the elderly, these two attributes are divided into two groups, thus Independent-Samples T-Test is applied.

Personal attributes that have a significant impact on the performance of leadership traits

Tables 3, 5, 7 and 9 show that the psychological gender, marital status, working years and whether to take care of the elderly of female leaders have an impact on the performance of at least four leadership traits, so we judge that these personal attributes have an impact on the performance of female leaders' leadership traits.

Specifically, Table 3 shows that the psychological gender of female leaders has an impact on five leadership traits ($p < 0.05$), namely, having influence on others, treating everything honestly, having professional skills for the current leadership positions, being willing to take team responsibility and enjoy sharing successful experiences with subordinates.

Table 3. One-way ANOVA of leadership traits between psychological gender of female leaders

ANOVA						
Leadership traits	**Grouping**	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Have influence on others	Between Groups	7.058	4	1.765	3.212	0.015
	Within Groups	64.286	117	0.549		
	Total	71.344	121			
Treat everything honestly	Between Groups	5.158	4	1.289	2.819	0.028
	Within Groups	53.506	117	0.457		
	Total	58.664	121			
Have professional skills for the current leadership positions	Between Groups	6.823	4	1.706	2.501	0.046
	Within Groups	79.808	117	0.682		
	Total	86.631	121			
Be willing to take responsibilities for the team	Between Groups	6.226	4	1.557	3.549	0.009
	Within Groups	51.315	117	0.439		
	Total	57.541	121			
Enjoy sharing successful experiences with subordinates	Between Groups	79.711	4	19.928	9.783	0.000
	Within Groups	238.321	117	2.037		
	Total	318.033	121			

In addition, Table 4 shows the mean value of the psychological gender of female leaders on these five leadership traits. All female leaders have a strong sense of agreement with the two traits of treating everything honestly and willingness to take responsibility for the team, that is, the average of all psychological genders is above 4. Moreover, female leaders with very masculine psychological gender strongly agree that they have influence on others, treat others honestly, have the professional skills of the current leadership position, and are willing to be responsible to the team, with all averages greater 4.5. However, neutral and very feminine female leaders are relatively weak in these traits. On the contrary, very feminine and neutral female leaders are more willing to share successful experiences with subordinates, but very masculine female leaders are not willing to do that with the lowest average, 1.09.

Table 4. Mean value of leadership traits between psychological gender of female leaders

Mean					Leadership traits
Very > masculine	**A bit > masculine**	**A bit > feminine**	**Very > feminine**	**Neutral**	Have influence on others
4.45	4.11	3.82	3.73	3.63	
Very > masculine	**A bit > masculine**	**Very > feminine**	**A bit > feminine**	**Neutral**	Treat everything honestly
4.82	4.22	4.15	4.11	4.04	
Very > masculine	**A bit > feminine**	**A bit > masculine**	**Neutral >**	**Very feminine**	Have professional skill for the current leadership positions
4.55	3.93	3.87	3.71	3.71	
Very > masculine	**Neutral >**	**A bit > feminine**	**A bit > masculine**	**Very feminine**	Be willing to take responsibilities for the team
4.91	4.54	4.29	4.28	4.15	
Very > feminine	**Neutral >**	**A bit > feminine**	**A bit > masculine**	**Very masculine**	Enjoy sharing successful experiences with subordinates
3.95	3.29	3.18	2.56	1.09	

Regarding marital status, it has the greatest impact on the performance of female leaders' leadership traits among all the attributes. That is, the p-value of seven leadership traits is less than 0.05. These traits are having a strong foresight, being able to control their emotions and behaviors, being a democratic leader and delegate authority to subordinates, being good at discovering the strengths of subordinates and being willing to share successful experiences with subordinates.

Table 5. One-way ANOVA of leadership traits between marital status of female leaders

ANOVA						
Leadership traits	**Grouping**	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Have a strong foresight	Between Groups	4.629	2	2.314	3.935	0.022
	Within Groups	70.002	119	0.588		
	Total	74.631	121			
Can control emotions	Between Groups	9.308	2	4.654	5.730	0.004
	Within Groups	96.659	119	0.812		
	Total	105.967	121			
Can control behaviors	Between Groups	5.126	2	2.563	3.645	0.029
	Within Groups	83.670	119	0.703		
	Total	88.795	121			
Be a democratic leader	Between Groups	3.886	2	1.943	4.151	0.018
	Within Groups	55.688	119	0.468		
	Total	59.574	121			
Delegate authority to subordinates	Between Groups	6.667	2	3.334	3.943	0.022
	Within Groups	100.612	119	0.845		
	Total	107.279	121			
Be good at seeking out subordinates' advantages	Between Groups	4.435	2	2.218	4.760	0.010
	Within Groups	55.442	119	0.466		
	Total	59.877	121			
Enjoy sharing successful experiences with subordinates	Between Groups	88.215	2	44.108	22.839	0.000
	Within Groups	229.817	119	1.931		
	Total	318.033	121			

From Table 6, we can conclude that married female leaders are more willing to share successful experiences with subordinates, but divorced or widowed female leaders show very low agreement with this trait, with a mean value of 1.52. However, divorced or widowed female leaders seem to identify more with the performance of the other six leadership traits and their mean value all above 4. Here, single female leaders show a moderate sense of identity with all seven traits, with an average of between 3 and 4.

Table 6. Mean value of leadership traits between marital status of female leaders

Mean			Leadership traits
Divorced/widowed >	**Single >**	**Married**	Have a strong foresight
4.24	3.81	3.74	
Divorced/widowed >	**Married >**	**Single**	Can control emotions
4.52	3.89	3.78	
Divorced/widowed >	**Single >**	**Married**	Can control behaviors
4.32	4.00	3.79	
Divorced/widowed >	**Married >**	**Single**	Be a democratic leader
4.56	4.20	4.06	
Divorced/widowed >	**Married >**	**Single**	Delegate authority to subordinates
4.20	3.80	3.53	
Divorced/widowed >	**Married >**	**Single**	Be good at seeking out subordinates' advantages
4.52	4.21	3.97	
Married >	**Single**	**> Divorced/widowed**	Enjoy sharing successful experiences with subordinates
3.70	3.44	1.52	

In terms of working years, the p-value of having influence on others, having a strong foresight, being sensitive and being willing to share successful experiences with subordinates are all less than 0.05 in Table 7. Therefore, the work years of female leaders has an impact on the performance of these four leadership traits.

Table 7. One-way ANOVA of leadership traits between working years of female leaders

ANOVA						
Leadership traits	**Grouping**	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Have influence on others	Between Groups	7.617	3	2.539	4.701	0.016
	Within Groups	63.727	118	0.540		
	Total	71.344	121			
Have a strong foresight	Between Groups	8.227	3	2.742	4.873	0.012
	Within Groups	66.404	118	0.563		
	Total	74.631	121			
Be sensitive	Between Groups	5.905	3	1.968	3.039	0.017
	Within Groups	76.431	118	0.648		
	Total	82.336	121			
Enjoy sharing successful experiences with subordinates	Between Groups	61.988	3	20.663	9.523	0.002
	Within Groups	256.045	118	2.170		
	Total	318.033	121			

Moreover, as shown in Table 8, female leaders with less than five years of work experience think they have influence on others, have a strong foresight and be sensitive, but those with more than five years of work experience do the opposite. In addition, female leaders who have worked for more than five years are more willing to share their successful experiences with others. And with the increase in the number of years of work, the greater the willingness to share successful experiences with subordinates. This is because the increase in working years can increase the accumulation of successful experience of female leaders, so that they are more qualified and confident to share it with subordinates.

Table 8. Mean value of leadership traits between working years of female leaders

Mean				Leadership traits
Below 2 years >	**3-5 years >**	**Above 10 years >**	**5-10 years**	Have influence on others
4.50	3.89	3.75	3.69	
Below 2 years >	**3-5 years >**	**5-10 years >**	**Above 10 years**	Have a strong foresight
4.50	3.95	3.70	3.63	
3-5 years >	**Below 2 years >**	**5-10 years >**	**Above 10 years**	Be sensitive
4.32	4.29	3.96	3.69	
Above 10 years >	**5-10 years >**	**3-5 years >**	**Below 2 years**	Enjoy sharing successful experiences with subordinates
4.25	3.59	2.61	1.93	

The last attribute that has an impact on the performance of female leaders' leadership traits is whether they need to take care of the elderly. From the Independent Sample Test in Table 9, the Sig. (2-tailed) value of four leadership traits is less than 0.05, including acting decisively, being able to control their emotions and behavior, as well as being willing to share their successful experiences with subordinates.

Table 9. Independent-Samples T-Test of leadership traits between whether to take care of the elderly for female leaders

Independent Samples Test						
		Levene's Test for Equality of Variances		t-test for Equality of Means		
Leadership traits	**Grouping**	**F**	**Sig.**	**t**	**df**	**Sig. (2-tailed)**
Act decisively/sharp	Equal variances assumed	2.276	0.134	2.027	120	0.045
	Equal variances not assumed			2.075	98.849	0.041
Can control emotions	Equal variances assumed	0.105	0.747	2.186	120	0.031
	Equal variances not assumed			2.181	91.570	0.032
Can control behaviors	Equal variances assumed	0.420	0.518	2.190	120	0.030
	Equal variances not assumed			2.231	97.543	0.028
Enjoy sharing successful experiences with subordinates	Equal variances assumed	9.848	0.002	-2.249	120	0.026
	Equal variances not assumed			-2.168	82.198	0.033

Table 10 shows that female leaders who need to take care of the elderly believe that they act more decisively and can control their emotions and behaviors. Because caring for the elderly requires sharpness and patience, it further exercises their ability to control their emotions and behavior. But they are reluctant to share their successful experiences with subordinates.

Table 10. Mean value of leadership traits between whether to take care of the elderly for female leaders

Mean		Leadership traits
Yes >	**No**	Act decisively/sharp
4.13	3.81	
Yes >	**No**	Can control emotions
4.22	3.84	
Yes >	**No**	Can control behaviors
4.18	3.83	
No >	**Yes**	Enjoy sharing successful experiences with subordinates
3.43	2.76	

Personal attributes that have no significant impact on the performance of leadership traits

As can be seen from Table 11, the age of female leaders only affects the performance of two leadership traits: foresight and willingness to share successful experiences with subordinates ($p < 0.05$), while educational background, position level and whether to take care of the child have an impact on the performance of only one leadership trait (namely, having foresight, being willing to share successful experiences with subordinates and not taking credit for work that was done by subordinates, respectively). Thus, we judge that these attributes do not have a significant impact on the performance of leadership traits.

Table 11. Leadership traits between ages, education background, position levels and whether to take care of the child of female leaders

ANOVA (Age)						
Leadership traits	**Grouping**	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Have a strong foresight	Between Groups	5.213	3	1.738	2.954	0.0354
	Within Groups	69.418	118	0.588		
	Total	74.631	121			
Enjoy sharing successful experiences with others	Between Groups	52.167	3	17.389	7.718	0.0001
	Within Groups	265.866	118	2.253		
	Total	318.033	121			
ANOVA (Education background)						
Have a strong foresight	Between Groups	4.235	2	2.117	3.579	0.031
	Within Groups	70.397	119	0.592		
	Total	74.631	121			
ANOVA (Position levels)						
Enjoy sharing successful experiences with subordinates	Between Groups	25.321	2	12.660	5.147	0.007
	Within Groups	292.712	119	2.460		
	Total	318.033	121			

Independent Samples Test (Whether to take care of the child)						
		Levene's Test for Equality of Variances		**t-test for Equality of Means**		
Leadership traits	**Grouping**	**F**	**Sig.**	**t**	**df**	**Sig. (2-tailed)**
Do not take credit for work that was done by subordinates	Equal variances assumed	0.71	0.40	-2.01	120.00	0.047
	Equal variances not assumed			-1.99	103.39	0.050

Although these attributes do not have a significant impact on most of the leadership traits of female leaders, traits with a p-value of less than 0.05 can also have reference value. That is, female leaders under the age of 30 think they are more far-sighted. However, those older than 31 are more willing to share successful experiences with subordinates. When it comes to educational background, female leaders with higher educational background are more likely to identify themselves with strong foresight. Here, middle managers are more willing to share successful experiences with subordinates, while senior managers are reluctant to do so. Lastly, female leaders who do not need to take care of the child are less likely to take the credit of their subordinates.

Table 12. Mean value of leadership traits between ages of female leaders

Mean (Age)				Leadership traits
Below 24 years >	**25-30 years >**	**Above 36 years >**	**31-36 years**	Have a strong foresight
4.22	3.90	3.83	3.64	
Above 36 years >	**31-36 years >**	**25-30 years >**	**Below 24 years**	Enjoy sharing successful experiences with subordinates
4.33	3.77	3.02	2.09	
Mean (Education background)				
Master or above >	**Bachelor >**	**Junior college or below**		Have a strong foresight
4.26	3.86	3.71		
Mean (Position levels)				
Middle managers >	**Junior managers >**	**Senior managers**		Enjoy sharing successful experiences with subordinates
3.61	3.22	2.30		
Mean (Whether to take care of the child)				
No >	**Yes**			Do not take credit for work that was done by subordinates
4.37	4.08			

Discussion

The main purpose of this study is to examine whether the personal attributes of female leaders have an impact on the performance of leadership traits. Here, the personal attributes tested included age, psychological gender, marital status, educational background, working years, position levels, whether to take care of the child and the elderly. And the corresponding assumptions are H1 to H8. Through the analysis of SPSS software, the psychological gender of female leaders has an impact on the performance of five leadership traits. Then, marital status has an impact on the performance of seven leadership traits. Meanwhile, working years and whether to take care of the elderly have an impact on the performance of four leadership traits respectively. Therefore, we conclude that H2, H3, H4 and H8 are supported. In addition, the age of female leaders has an impact on the performance of the two leadership traits. Educational background, position level, and whether to take care of the child all have an impact on only one leadership trait. Then, we consider that these attributes of female leaders do not have a significant impact on the performance of most leadership traits, so H1, H5, H6 and H7 are not supported.

By summarizing all the leadership traits affected by attributes, we find that female leaders' attributes have the greatest impact on the willingness to share successful experiences with subordinates, followed by having a strong foresight. Here, Liu (2013) also emphasizes that Chinese female executives should take a long-term view and think as a whole. Moreover, female leaders' attributes have a similar impact on leadership traits that have influence on others, could control their own emotions and behaviours. Self-control refers to the degree of impulse control, the sense of responsibility and the ability to adjust external pressure (McKenna et al. 2020). Brescoll (2016) points out that compared with men, women are less likely to control their emotional exposure, so it is difficult for women to control their thoughts and behaviours caused by emotions. However, the results of this paper show that not all women are difficult to control their emotions and behaviours, female leaders with specific attributes can do the controlling. Lastly, the personal attributes of female leaders also have an impact on the following leadership traits, but to a lesser extent: treating everything honestly, having professional skills for the current position, being willing to take responsibility for the team, becoming a democratic leader, delegating authority to subordinates, being good at discovering subordinates' strengths, being sensitive, acting decisively and do not take credit from subordinates. These leadership traits are consistent with Eagly and Johnson (1990)'s view that the communal leadership style actually adopted by many female leaders emphasizes democratic relationships, participatory decision-making, delegation and team skills. In addition, women pay more attention to understanding the unique characteristics of the people they work with, such as emotional state or cultural background (Kolpakov & Boyer 2021), which is more helpful for them to discover the strengths of their subordinates.

From the analysis of specific attributes, the psychological gender is feminine or neutral, and married female leaders who have worked for more than five years and do not need to take care of the elderly are more willing to share their successful experiences with subordinates. Meanwhile, they are over 30 years old and in middle management positions. Chinese female leaders who have worked for more than 5 years or over the age of 30 have accumulated relatively rich successful experience, so they have the confidence to share their successful experience with their subordinates. But divorced or widowed women in China often feel a sense of inferiority, because the Chinese stereotype makes people think that having a happy marriage can determine the woman's success. So even if other attributes are the same, women in marriage are more confident to share their successful experience. Eagly and Karau (2002) also point out that in middle-level leadership positions, there is a need for more relational and transformative leadership behaviours. Such as, promoting cooperation, motivating and developing subordinates, so sharing their successful experiences with subordinates can well achieve this goal. What's more, female leaders who are divorced or widowed under the age of 30 and who have a master's degree or above, as well as have less than five years of work experience think themselves having a strong foresight. Chinese female leaders under the age of 30 and with less than 5 years of work experience are still young and have fresh ideas and passions. They are more inclined to plan for the future and be full of expectations. Especially for those with master's degree or above, they have a broader vision and pay more attention to the long-term interests of the future rather than short-term interests. In terms of their own influence on others, female leaders who are psychologically masculine and have less than five years of work experience are more likely to agree with this view. This is in line with the self-confident and self-oriented characteristics of masculine and young leaders. In addition, female leaders who are divorced or widowed and need to take care of the elderly are more able to control their emotions and behaviours. As we mentioned, caring for the elderly requires patience and control of emotions and behaviours. While, divorced or widowed female leaders have bad emotional experiences, and they also have more life experiences and perceptions, thus relatively able to do the controlling. Brackett et al. (2011) additionally disclose that effective relationship building, engagement, management and leadership will be greatly enhanced by respecting and managing the emotional experiences of yourself and others.

Likewise, those traits whose personal attributes of female leaders have little influence on the performance of leadership traits can also be used as a reference. That is, female leaders whose psychological gender is masculine are more willing to treat everything honestly and feel more confident that they have the professional skills needed for the current leadership position. And more, female leaders who are more willing to take responsibility for the team tend to be very masculine and neutral. Here, divorced or widowed female leaders are more likely to identify themselves as democratic leaders and are good at discovering the strengths of their subordinates, as well as delegating authority to them. In addition, female leaders with less than five years of work experience will be more sensitive, and those who need to take care of the elderly will act decisively. While those who do not need to take care of their children will not take the credit from their subordinates.

Conclusions, Recommendations and Limitations

Nowadays, as more and more women participate in work and hold leadership positions, personal attributes, leadership traits and leadership style of female leaders gradually attract the attention of the public. This paper studies the performance of female leaders with different attributes on leadership traits, which is helpful for enterprises to better understand them. Then promote more critical thinking to treat female leaders, give them the opportunity to fully demonstrate their strengths and constantly optimize the management structure of organizations. Meanwhile, it will help Chinese women to have a deeper understanding of their leadership potential and abilities, so as to face the challenges of the workplace more calmly and confidently. In addition, the development of female leaders requires a collaborative effort from multiple stakeholders and will benefit Chinese national policy makers, organizational leaders and human resources development practitioners.

In order to maximize the potential of human beings and organizations in society, we must guard against gender bias and change our perception of women's leadership and effectiveness. Therefore, the first task in correcting gender-related issues such as inequality and discrimination are to raise awareness and appreciation. Here, enterprises should strengthen their understanding and appreciation of women's unique qualities and leadership styles. In addition, the study shows that the performance of female leaders' leadership traits varies according to their psychological gender, marital status, work years and whether to take care of the elderly. This additionally reminds organizations not to treat female leaders with a single and stereotyped impression, but to regard women with different attributes and backgrounds with more respect and understanding. What's more, gender-balanced policies and practices adopted by organizations can play a key role in removing many obstacles to the development of women's careers. For example, hiring and promoting women based on their qualifications and performance, publicly recognizing and rewarding the qualities and abilities shown by female leaders, paying attention to the personal attributes of women, and developing family-friendly policies to help female leaders balance the dual roles of family and work.

This study will further support future research on women and leadership, including gender differences, diversity of attributes, and social and cultural perceptions of woman's leadership in different countries. The results will not only reflect the leadership traits of female leaders in the Internet promotion service industry in Guangzhou Province, China, but can also be extended to different industries in other parts of China or other countries.

In addition, there is no doubt that this study has limitations. The research only surveyed female leaders in one industry in Guangdong Province, China, so the results can be used as a reference for the region but cannot represent the common characteristics of national or global female leaders. Therefore, future research can extend the research object to different industries in other parts of China or other countries. Moreover, the study can include customs, social norms and cultural norms of different regions and countries to understand female leaders from a broad perspective as well.

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MEDIATION – CURRENT STATE OF USE IN THE REPUBLIC OF NORTH MACEDONIA

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Abstract
Mediation is a flexible, non-binding dispute resolution method in which a neutral (impartial) third party (mediator) helps two or more disputes to reach a voluntary, negotiated settlement of their disputes. Mediation, emerging strongly as an alternative method of dispute resolution (with the help of neutral third party), has made litigation today not to be treated as the only option for dispute resolution between individuals and businesses. As a means for resolving disputes it has found application especially in business, labor, family, insurance, consumer and construction disputes. The cost, speed and expertise of resolving disputes are some of the key factors that attract individuals, businesses, organizations but also state bodies and institutions to support and promote mediation in this era of globalization and life and activity exposed to the dynamics of contemporary developments. Added to this, however, is the acceptance in the vast majority of cases of dispute resolution reached by both parties to the dispute, but also the privacy and confidentiality of the resolution of their case. Despite the fact that mediation internationally has already been seriously established in the area of dispute resolution, in the Republic of North Macedonia, the legal framework and implementation in practice is at the forefront. For this reason, in addition to the empirical, descriptive and normative treatment, the author through the methods of analysis, synthesis and statistical method processes the official results of the Ministry of Justice to give a clear picture of the trends of the use of mediation in dispute resolution over a period of 5 years (2016-2020) in the Republic of North Macedonia.
KEYWORDS: Mediation; neutral; third party; legal framework; practice.

JEL: O17, P48, L84

Introduction

Alternative dispute resolution (ADR) is not a new phenomenon for dispute resolution, on the contrary, it was present even before the litigation was developed. Historically, the view has prevailed that the disputing parties are directly involved in the dispute and that it is in their interest to settle the dispute (Fazlia & Shabani, 2019). Mediation as one of the most discussed alternative ways of resolving disputes is in fact a structured negotiation process where the parties in a dispute voluntarily meet to discuss their dispute with the help of an independent and accredited mediator. The mediator's role is to act as an independent and disinterested third party and encourage the parties to talk and to move towards a possible agreed settlement (Andrews, 2012). Mediation is a key form of ADR. Alternative here means an alternative to having a decision imposed by a judge in court. Mediation is a consensual process, based on self-determination that involves the participants in the dispute, together with their lawyers, advisers, or supporters, if they have any, meeting with a neutral third person. The mutual aim is to find a resolution to the dispute or problem that the participants face (Dinge & Kelbie, 2013). Given the advantages of informality, speed and ability to take both parties' interests into account, it makes sense for mediation to replace legal solutions where possible (Liebermann, 2000). In addition, one more reason that pushes the parties to decide to choose mediation to resolve their disputed issues is the confidentiality that this method offers. The scope of confidentiality in mediation ultimately revolves around the tension between (1) private agreements express or implied to keep information private and secret and (2) the traditional appetite for disclosure and transparency in legal proceedings. As such confidentiality refers to something known only to a limited few and not publicly disseminated and is indicative of something private, secret, intimate and/or hidden (Rovine, 2009). Parties usually turn to mediation when they have run out of better ways to resolve a dispute. They may have concluded that litigating may produce a disappointing result, consuming a disproportionate amount of time, energy and money. They have likely reached a point where negotiating without help is not taking them forward. Communication has become blocked or even broken down entirely (Macmillan, 2012). That's why Amy L. Smith and David R. Smock have found widespread support in their finding that mediation is an art form, incorporating intuition, subtlety, and vision (Smith & Smock, 2008). Lukasz Rozdeiczer and Alejandro Alvarez de la Campa, on the other hand, focus on treating mediation as science and art. The science of mediation consists of many academic disciplines, such as: legal theory, game theory, economics, and psychology. The greatest challenge in introducing mediation is the art of applying this broad and interdisciplinary body of knowledge to the dispute resolution system in a given country and later to a particular dispute (Rozdeiczer & Campa, 2006). By voluntary participating in the mediation process, fear and anxiety of parties are greatly reduced. During mediation parties are encouraged to identify and explore options to resolve their dispute. The mediator is a neutral observer who is not emotionally related either to disputing parties or to the subject matter and can get through to the heart of the matter in order to open up discussions as to how to resolve the dispute. For this reason, the mediator cannot make a decision regarding the outcome and supports the parties to reach their own agreement. One of the most distinguishing features of mediation, compared to other processes, is that i tends to involve the disputing parties directly in the resolution of their disputes. Above all, the growing interest in mediation reflected the idea of democratizing the judiciary and removing the problems of the community from the exclusive control of the courts, lawyers and other ‘experts’. In the vast majority of forms of mediation, disputing parties sit at the negotiating table with or without their attorneys, and participate fully in developing solution to their problems (Frenkel & Stark, 2018). Rather than resort to litigation where there is a clear winner and a clear loser, the mediator strives to guide the disputing parties to work toward a resolution that is agreeable to everyone. In this way the mediator evens out the playing field and everyone walks away a winner in some respect. When mediation is successful, the parties leave the process feeling validated and satisfied.

The past thirty years have seen an explosive increase in the use of meditation. Originally closed to specific, such as labour relations, mediation today is the process that applies to almost all types of disputes or transactions that can be found in society – from small claims to those worth millions; from family, social, education, to environmental, public policy and interstate affairs (Frenkel & Stark, 2018). Admissibility refers to the willingness of disputing parties to welcome, accept, tolerate or at least not object the involvment of a third party that assists them in resolving disputes. This simply means that the parties are willing to listen ad seriously consider his suggestions regarding the process in order to resolve their differences (Moore, 2014). Mediating parties nearly always have the choice of continuing the dialogue or withdrawing. Importantly, the mediator has no power to impose a solution upon the parties, although [in some cases] a mediator has the power to propose solutions. The resolution of the dispute can only result from an agreement between the parties. This is why a party cannot be blamed for not reaching an amicable settlement through mediation (Stipanowich, 2004). If both parties agree to observe the outcome, their signature to the agreement makes it legally binding and can be enforced in the same way as adjudicated/arbitrated decisions.

Measures taken by North Macedonia to establish mediation as a successful alternative dispute resolution

Despite the existence of separate legislation on mediation (Law on Mediation, 2006) and the establishment of the Mediation Chamber, the use of mediation in our Macedonian practice, however, has been addressing serious challenges, instead of making any progress. Analyzes showed that it did not achieve the goal it set, i.e. it did not come up with an important tool, it had very little presence and efficiency. the Government has been analyzing the causes of these conditions for a long time, while also researching and analyzing how and with that improvements the conditions can be improved. In fact, in the justification provided by the Ministry of Justice for the need to adopt the new law on mediation, it provided the data from Registry of Evidence of Mediation Procedures, which provide evidence that the number of mediations registered as of June 2013 was only 22, despite the existence of 156 mediators registered at that time. In order to improve this situation regarding the use of mediation, several steps were taken.

First, the new adopted Law on Mediation (2013) sets out the obligation for the court to instruct the parties to resolve the dispute through mediation at each stage during the course of the first instance litigation: “The court, during the course of the first instance proceedings, advises the parties to settle the dispute in the mediation procedure and notes this in the minutes of the hearing. The judge, with the consent of the parties to the dispute, at any stage of the judicial procedure, may terminate the proceedings and instruct the parties to mediation” (Article 29, Law on Mediation, 2013).

Second, by adopting the Law on Changing and Amending the Law on Contentious Procedure a change of Article 461 has been made with Article 47 of the consolidated text of the Law on Contentious Procedure (2005) which reads as follows: “In the commercial disputes, when it comes to financial claim the value of which does not surpass a sum of 1.000.000 denars and upon which the procedure is initiated with a complaint in front of a court, the parties are obliged, before submitting the complaint, to try to solve the dispute by mediation. When filing the complaint, the plaintiff is obliged to submit a proof issued by a mediator that the attempt to solve the dispute with mediation has failed. The complaint to which the proof stated in paragraph (2) of this Article is not attached will be rejected by the court”. This implies that, despite the fact that the EU and most of the states have chosen to initially opt for a voluntary approach to mediation, North Macedonia, in order to promote the use of mediation, has recently introduced mandatory mediation in cases of certain monetary disputes.

Third, alternative dispute resolution is also supported by the Company Law (2004) (Article 41), which stipulates that a companies, being a community of private individuals, i.e. members or shareholders of the company may agree to initially attempt to resolve disputes related to the company agreement or charter by settlement including mediation and negotiation. If, however, the disputes may not be resolved by means of settlement, members or shareholders may, if they so agree, resolve the disputes by means of arbitration. The legislator to prioritize and promote such dispute resolutio opportunities by members and shareholders of business entities outside state courts has been determined so that, as far as possible, their dispute within the entity are resolved in good faith and in an exttrajudicial manner by third-party help, all in the spirit of a market economy (Fazlia & Shabani, 2019). According to the Government, these law solutions make major and substantial reforms to the justice system, a reform that will help the mediation gain its visibility and presence in resolving disputes between the business entities, but also a reform that will relieve the courts of the sheer number of cases that will primarily help entities, citizens and legal entities.

Fourth, the great novelty is the anticipation of a new role of mediator, with a dominant characteristic of mediator quality, expertise, and ability. He as a central figure in the process with his credibility should become synonymous with recognizing mediation as an efficient, effective and effective legal tool and thereby give great visibility to mediation. As a result, mediator will be able to become a physically fit person who passes the mediation exam and is gained a license. The issued license is valid for five years and may be extended or revoked depending on the results of the evaluation of the mediator’s quality of work (Article 46, Law on Mediation, 2013).

Fifth, due to the development of mediation, the Government envisages part of the mediation costs: where the mediation procedure is not mandatory under the separate law, if it was conducted prior to the commencement of court proceedings, one of the parties to the mediation procedure is a natural person, and the mediator reported the mediation case as completed in the Mediation Procedure Records Register, and presented a cost estimate on a prescribed form for the costs of the mediation procedure and the mediator's award. The beneficiary of the subsidy is the mediator, while the necessary funds for subsidizing the mediation are provided and paid annually by the Ministry of Justice within its own budget (Article 28, Law on Mediation, 2013).

Sixth, a new body is introduced which has a central role in mediation, namely the Board for Providing, Monitoring and Assessing the Quality of Mediation-related Activities. The Board is composed of 10 members appointed by the Government (Article 57, Law on Mediation, 2013). The Board, on the basis of the principle of autonomy and expertise, inter alia, performs the following: a) establishes the eligibility requirements for a completed mediator training certificate, b) forms the basis of questions for taking a mediator exam; c) determines exam sessions and the manner of passing the exam for mediators, d) organizes and conducts the exam and issues exam certificates, e) issues mediator licenses and mediator trainers, f) accredits mediator training programs (Article 59, Law on Mediation, 2013).

Seventh, the Ministry of Justice created a Mediation Promotion Plan, consisting of public promotion, campaigns in national courts, training for civil servants, media campaigns and the like. The Plan also contained guidelines to stimulate the frequent use of mediation by public bodies by encouraging these bodies to resolve disputed situations between them through mediation.

Eighth, the next important step was the establishment of the Mediation Center within the Association of Chambers of Commerce of North Macedonia in 2019. This center was opened following the example of European countries, where there are mediation centers within the chambers to promote the principle of access to justice for all, as well as to meet international standards. The Center aims to regularly organize lectures, presentations, workshops and trainings for business community representatives who wish to apply mediation as a dispute resolution procedure. Moreover, the Center is intended to represents official place where the mediator will introduce the representatives of the public and private sectors, as well as the citizens with the mediation.

Finally, the signing of the United Nations Convention on International Settlement Agreements Resulting from Mediation (2018) by North Macedonia is an important step. The Convention was signed on August 7, 2019 in Singapore. So far, agreements resolving international trade disputes that were reached through mediation have no safeguards and guarantees for cross-border enforcement. The Convention, known as the Singapore Mediation Convention, will provide for enforcement and compliance with mediation agreements, providing companies and international investors with greater legal certainty that will increase international trade. 46 states signed it. In accordance with Article 14 (1), the Convention shall enter into force six months after the deposit of the third instrument of ratification, acceptance, approval or accession.

Current state of use of mediation in North Macedonia

An important step in the concretization of the mediation institute and its promotion for the purpose of its wider and more frequent use was its detailed definition in the Law on Mediation. Mediation is defined as any mediation, regardless of its name, the resolution of dispute in the mediation process in which the parties to the dispute are allow it to resolve the dispute by negotiation, peacefully using one or more licensed mediators to achieve mutually acceptable solution expressed in the form of a written agreement (Article 2, Law on Mediation, 2013). It applies in particular to property, family, labor, commercial, consumer, insurance, education, environmental, discrimination, and other disputes where mediation corresponds to the nature of the disputed relationship and can help to dismiss them (Article 1, Law on Mediation, 2013).

Within the framework of the measures taken by the Government is the publication of the register of licensed mediators on the official website of the Ministry of Justice. This step was taken in order to make the persons who put their professional mediation service at the disposal of the interested parties as transparent as possible. The register in question contains the name and surname of the broker, the address of residence, contact information (telephone number and e-mail address), license number, license issuance date and license validity date. As of February 2020, the list contains 45 licensed active mediators.

In North Macedonia, unfortunately, there is no electronic database or website where information on the mediation procedures performed will be continuously presented, published and updated. The only way to access such information is by direct inspection of the Registry for Identification of Mediation Procedures where disputes that have been resolved through mediation are identified. This register is managed by the Ministry of Justice, while its data is populated by mediators who are legally required (Article 21, Law on Mediation, 2013) to submit each proceeding, stating whether the procedure is completed by reaching an agreement between the parties to the dispute or failed and was completed without reaching an agreement.

Mediators love to speak of their settlements. They prove their success as mediators. Some boast of settlement rates in terms of percentage of cases settled – 70% ... 80% ... even 95%! This business of competitive rating is not entirely vacuous. After all, the aim of the mediation is to achieve a settlement (Macmillan, 2012). Based on the Registry for Identification of Mediation Procedures, submitted by licensed mediators, the number of disputes settled through mediation from 2016 (as of now there is current evidence that relies on Law on Mediation) to 2019 indicates that there is an increasing interest in using mediation as a dispute resolution tool.

Table 1 presents the data showing that out of the total number of cases treated in this study, i.e. 1930 cases, there were a total of 655 (34.5%) cases completed without agreement and 1265 (65.5%) cases completed by agreement. Relevant data are also presented graphically in graph number 1.

Table 1 – Disputes completed by and without agreement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No agreement	665	34.5	34.5	34.5
	By agreement	1265	65.5	65.5	100.0
	Total	1930	100.0	100.0	

Source: *Ministry of Justice (Republic of North Macedonia)*

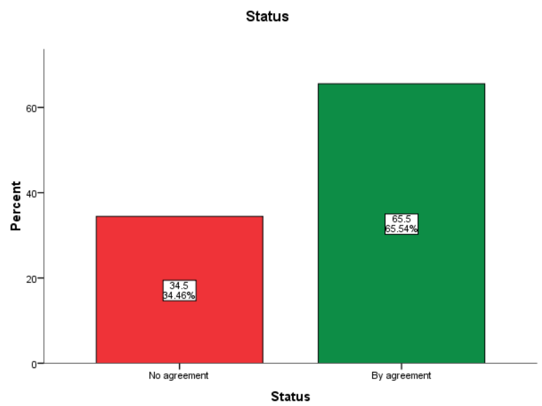

Chart 1 - Disputes completed by and without agreement

Table 2 presents data showing the differences of all types of disputes from 2016 to 2020, by their closure status by agreement and without agreement. In 2016 there were 38 disputes completed without agreement, while 26 disputes ended by agreement of 64 disputes in total. Unlike, in 2017 there were 80 disputes completed without agreement and higher number of disputes completed by agreement - 902. In 2018 there were 156 disputes completed without agreement and 137 completed by agreement of 293 disputes in total. In 2019 there were 156 disputes completed without agreement and 72 disputes completed by agreement, out of 231 disputes. In 2020 there were 232 cases completed by agreement and 128 disputes without agreement, out of a total of 360 cases.

Differences between the years of disputes by their status of the final epilogue result in statistically significant differences $p<0.01$. The data in Table 2 are also presented graphically in Charts 2-7.

Table 2 – Data of differences of all types of disputes from 2016 to 2020

		Status		Total
		No agreement	By agreement	
Year	2016	38	26	64
	2017	80	902	982
	2018	156	137	293
	2019	159	72	231
	2020	232	128	360
Total		665	1265	1930

Source: *Ministry of Justice (Republic of North Macedonia)*

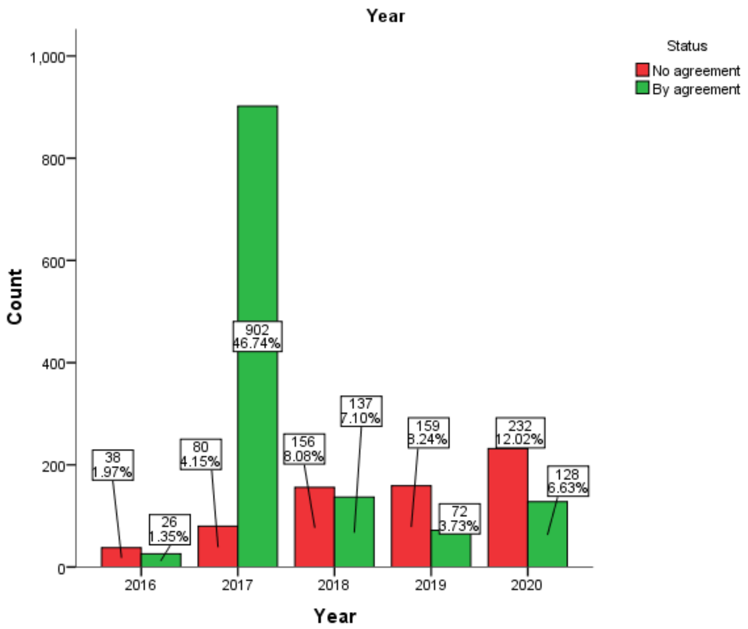

Chart 2 - Disputes completed through mediation over the years

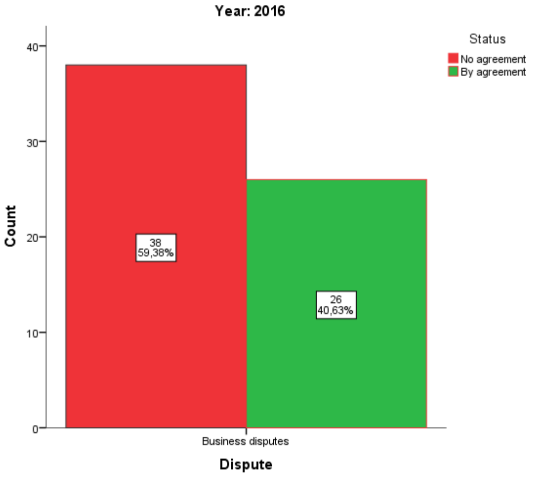

Chart 3 – Disputes completed in 2016

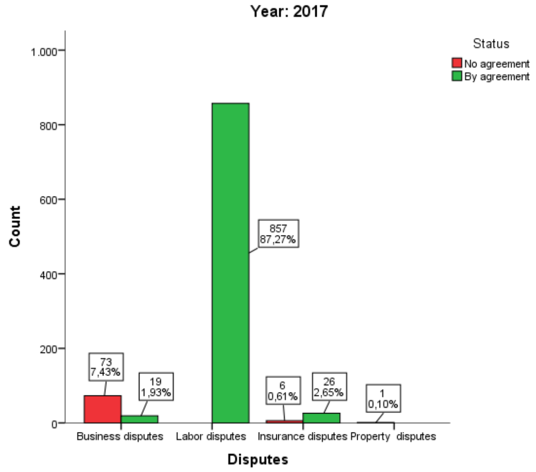

Chart 4 – Disputes completed in 2017

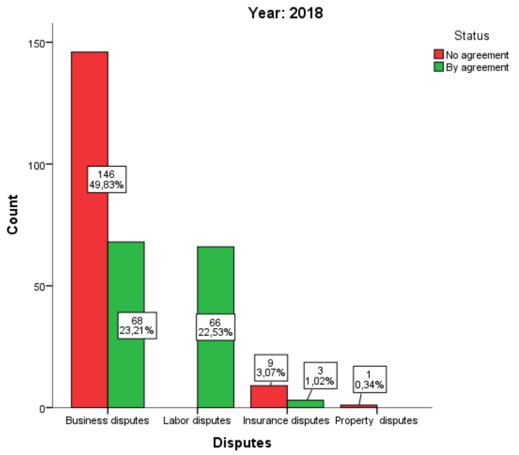

Chart 5 – Disputes completed in 2018

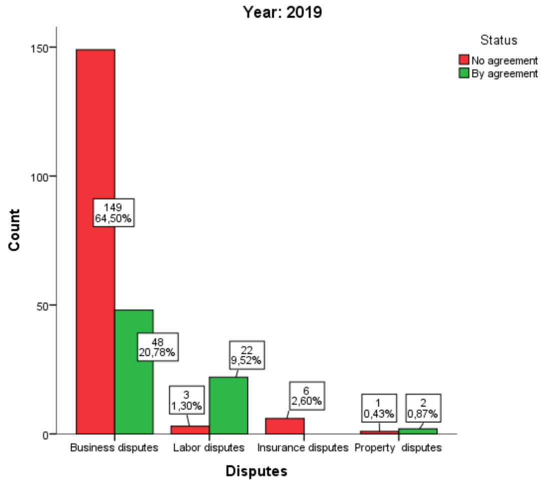

Chart 6 – Disputes completed in 2019

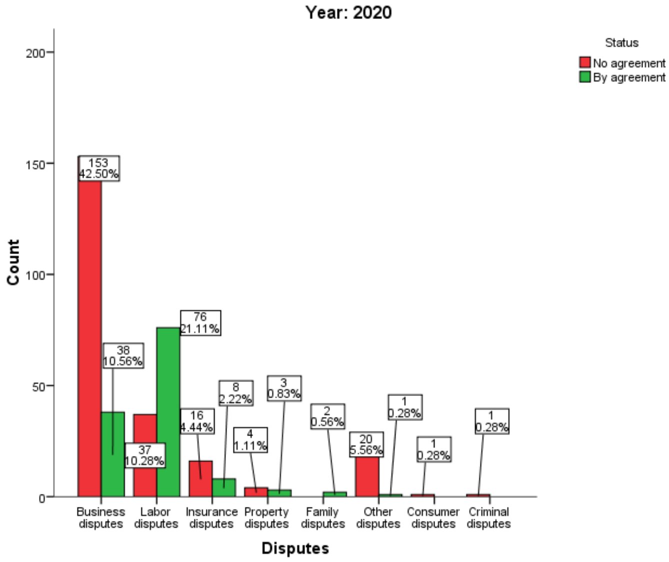

Chart 7 – Disputes completed in 2020

Table 3 presents the data showing the differences reported by licensed mediators about conducted mediation procedures, of which 559 cases ended without agreement and 199 cases ended by agreement, from 758 cases in total.

- 559 business cases ended without agreement and 199 cases by agreement, from 758 cases in total;
- 40 labor cases ended without agreement and 1021 cases by agreement, from 1061 cases in total;
- 37 insurance cases ended without agreement and 37 c ases by agreement, from 74 cases in total;
- 7 property cases ended without agreement and 5 cases by agreement, from 12 cases in total;
- all 2 family cases ended by agreement;
- 1 consumator case ended without agreement, from 1 case in total;
- 1 criminal case ended without agreement, from 1 case in total;
- 20 from the category ‘other’ ended without agreement and 1 by agreement, from 21 cases in total.

Statistical differences of disputes types and settlement status were statistically significant at sig=0.00. The difference in the status of the epilogue of resolving disputes of various natures is more pronounced in labor disputes which are distinguished for settlement by agreement, while in business disputes the dominance of settlement without agreement is observed. The same data is shown graphically in Chart 8.

Table 3 – Data from mediation procedures in business, labor, insurance, property, family, consumer, criminal and other disputes

		Status		Total
		No agreement	By agreement	
Disputes	Business disputes	559	199	758
	Labor disputes	40	1021	1061
	Insurance disputes	37	37	74
	Property disputes	7	5	12
	Family disputes	0	2	2
	Consumer disputes	1	0	1
	Criminal disputes	1	0	1
	Other disputes	20	1	21
Total		665	1265	1930

Source: *Ministry of Justice (Republic of North Macedonia)*

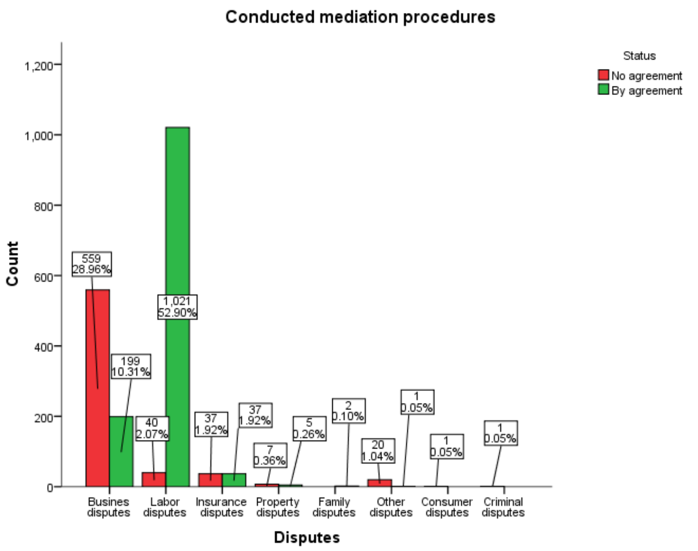

Chart 8 - Mediation procedures in business, labor, insurance, property, family, consumer, criminal and other disputes

Finally, Table 4 shows the differences of all types of disputes out of 1930 disputes, from 2016 to 2020, showing that in 2016 there were only 64 disputes, all based on business matters. In 2017 there were 92 business, 857 labor, 32 insurance and 1 property dispute. In 2018 there were 214 business, 66 labor, 12 insurance and 1 property dispute. In 2019 there were 197 business, 25 labor, 6 insurance and 3 property disputes. In 2020 there were 191 business, 113 labor, 24 insurance, 7 property, 2 family, 1 consumer, 1 criminal and 21 other disputes These differences were statistically significant at sig=0.00.

Table 4 – Differences of all types of disputes from 2016 to 2020

				Count	Column N %
Year	**2016**	Disputes	Business disputes	64	100,00%
			Labor disputes	0	0,00%
			Insurance disputes	0	0,00%
			Property disputes	0	0,00%
	2017	Disputes	Business disputes	92	9,37%
			Labor disputes	857	87,27%
			Insurance disputes	32	3,26%
			Property disputes	1	0,10%
	2018	Disputes	Business disputes	214	73,04%
			Labor disputes	66	22,53%
			Insurance disputes	12	4,10%
			Property disputes	1	0,34%
	2019	Disputes	Business disputes	197	85,28%
			Labor disputes	25	10,82%
			Insurance disputes	6	2,60%
			Property disputes	3	1,30%
	2020	Disputes	Business disputes	191	53,06%
			Labor disputes	113	31,39%
			Insurance disputes	24	6,67%
			Property disputes	7	1,94%
			Family disputes	2	0,56%
			Consumer disputes	1	0,28%
			Criminal disputes	1	0,28%
			Other disputes	21	5,83%

Source: *Ministry of Justice (Republic of North Macedonia)*

Conclusion

Mediation participation as an alternative method of resolving disputes in the Republic of North Macedonia, according to official data from the Ministry of Justice, continues to remain low. The fact of longevity in Macedonian practice has undoubtedly contributed to such a state of mediation. More specifically, this method of resolving disputes has not been implemented for more than 2 decades, while only since 2006 it is regulated by a special law. In order to increase the level of use of mediation and in the spirit of supporting and promoting mediation, the Government of North Macedonia has taken several concrete actions: adoption of the new law on mediation, amending and supplementing the law in force on the contentious procedure and the law on companies in favor of mediation, remodeling the role of mediator, ensuring the coverage of mediation costs by the Government, introduction of a new body (the Board for Providing, Monitoring and Assessing the Quality of Mediation-related Activities), and the creation of the Mediation promotion Plan. Statistics show that 2016, when the register of implemented mediation procedures is maintained, marks the year with the lowest number of mediation procedures, while 2017 with the highest number compared to other years. Statistics show that 2016, when the register of implemented mediation procedures is maintained, marks the year with the lowest number of mediation procedures, while 2017 with the highest number compared to other years. From the point of view of types of disputes, labor disputes lead, followed immediately by business disputes, insurance disputes and property disputes. It is expected that criminal disputes will be at the bottom of the list, as disputes less suitable for resolution through mediation.

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STUDENTS' ENTREPRENEURIAL ORIENTATION AND PLANS OF SETTING UP BUSINESS - THE IMPORTANCE OF EDUCATIONAL SYSTEM

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Abstract

As there is a common opinion in literature that entrepreneurship can be taught, the role of education system in providing the knowledge and skills necessary for future entrepreneurs is undeniable. The growing need for entrepreneurial knowledge, skills and actions in both professional and private life becomes more imperative, and education plays an important role in creating an entrepreneurial society and business culture. The number of educational programs in entrepreneurship at all levels of education systematically grow worldwide. Entrepreneurship education should develop entrepreneurial individuals and aspiration by equipping people with the appropriate knowledge and skills to initiate and sustain enterprises. Entrepreneurship education has a positive impact on the development of the entrepreneurial spirit of youth, its intentions towards starting own business, higher employability and finally more significant role in society. Entrepreneurial intention initiates entrepreneurial actions. Entrepreneurial intention shows the objective of an individual to choose entrepreneurship as a professional career. Within organization, entrepreneurial intention are the basis for entrepreneurial orientation of the whole company. Entrepreneurial orientation can be described as a individual's natural inclination or attitude towards entrepreneurship. From this point of view, it can be developed and strengthen during the upbringing, especially within the educational system. It is analyzed within strategic management of enterprise. Creating entrepreneurial attitudes and behaviors brings benefits not only to individuals, but also translates into the economic results of enterprises, and in a broader perspective, contributes to the economic development of a given country. As the entrepreneurial orientation is a multi-dimensional construct of a complex nature, actions and attitudes should be studied and compared in relation to each dimension of the construct. Construct could be described as multidimensional when we are dealing with several separate but related dimensions, treated as one coherent theoretical concept. The dimensions of entrepreneurial orientation most often mentioned in the literature include: proactivity, organizational autonomy, competitive aggressiveness, internal innovation and risk taking. This paper is a research article in character. The main aim of the article is to investigate the correlation between entrepreneurial attitudes and entrepreneurial intentions of students, understood as a declaration of willingness to start their own business. The article presents the results of a survey among 250 students in Poland, conducted in the first quarter of 2021. Entrepreneurial attitudes of students were examined as elements of entrepreneurial orientation, and were assessed in 5-point Likert scale. To data analysis, the descriptive statistics were used, and Gamma correlation coefficient to analyze the correlation between non-parametric variables. The study confirmed a positive relationship between the potential for entrepreneurial orientation and the intentions to start a business.

KEY WORDS: business projects; education; entrepreneurial orientation; entrepreneurship; management.

Introduction

Entrepreneurship is a process of creativity and innovation where there is potential to add value to products, create jobs, increase productivity, improve competitiveness and diversify markets, improve social welfare, and further economic development (Esfandiar et al., 2019). Individual entrepreneurship is believed to change the mindset and empowerment to promote economic development through job creation and global economic integration. Hence, in order to successively increase the number of entrepreneurs in a market economy, scientists and decision makers should be aware of the entrepreneurial intentions of potential entrepreneurs, as well as the factors favoring their entrepreneurship (Dao et al., 2021).

Entrepreneurship training and education is recognized as a solid strategic tool for regional development (Galvão et al., 2018). Entrepreneurship education courses are indicated among the most frequently indicated creators of entrepreneurial intentions (Tantawy et al., 2021), which not only provide students with entrepreneurial skills and abilities, but above all lead to increasing students' awareness of entrepreneurship as a career option (Fretschner, Lampe, 2019).

When undertaking a business, entrepreneurial intentions are considered a good predictor of future entrepreneurial behavior (Rauch, Hulsink, 2014). Entrepreneurship is often viewed as a process, so intention becomes a natural precursor to entrepreneurial activity (Ismail et al., 2015). Consequently, most studies on the impact of entrepreneurship education assess whether courses or programs strengthen the entrepreneurial intentions of participants (Ewijk, Belghiti-Mahut, 2019).

Paper is aimed to investigate the dependence between entrepreneurial attitudes and entrepreneurial intentions of students, understood as a declaration of willingness to start their own business. The novelty of the research is visible in relation to the selected population, in this case students in Poland, and to study this population with an original research tool.

This paper is organized in five sections: introduction; literature review on entrepreneurial orientation; methodological framework for the empirical research; research results; and conclusions.

Entrepreneurial orientation and its creation within education system – theoretical background

Entrepreneurial orientation (EO) can be defined as a individual's natural inclination or attitude towards entrepreneurship (Ngah et al., 2016). EO is an important management concept that reflects the organizational decision-making attitude regarding key activities at the enterprise level, strategic practices and management philosophy in the search for new opportunities for dynamic development and renewal (Wales et al., 2013). Scientists generally adopt EO as a tool to measure a firmy's propensity for entrepreneurship (Lages et al., 2017). The organizational design of EO manifests itself in such a way that entrepreneurial attitudes and behaviors permeate the organization at all its levels, and the way it is implemented in enterprises can affect its ability to drive economic performance. Research in this area significantly contributed to the outlining of the omnipresence of EO as an organizational phenomenon (Wales et al., 2011).

EO is a multidimensional construct and in this case we are dealing with several separate but related dimensions, treated as one coherent theoretical concept. Although the number of dimensions of EO varies across the literature, the most common approach is to adopt a five-dimensional structure of EO consisting of proactivity, autonomy, competitive aggressiveness, innovation and risk taking (Lumpkin et al., 2009).

Entrepreneurial intentions drive towards the goal of starting a business, creating a planned behavior. Becoming an entrepreneur involves engaging in a well-thought-out process aimed at making an idea come true through all activities from its creation to its full implementation. Entrepreneurial intention indicates the effort an individual is willing to make to implement such an entrepreneurial behavior. Research indicates that, compared with many individual and situational variables, entrepreneurial intentions have been shown to be the most effective predictors of planned behavior (Krueger et al., 2000) as they guide future actions and influence an individual's choices.

Knowledge and skills are the base that allows an individual to perform certain activities. Hence, an individual with acquired entrepreneurial knowledge and skills strives to start a business in an easier way (Kautonen et al., 2013). In general, being capable of carrying out certain entrepreneurial activities, or even being interested in entrepreneurial activities, requires demonstrating the ability to act as intended and engage in business. All these activities take place before the actual start of the project.

The decision to become an entrepreneur is influenced by a wide range of factors, including family background, experience, education, etc. Acquiring knowledge is considered a fundamental value for people wishing to be successful. There is a common opinion in literature that entrepreneurship can be taught (Kuratko, 2005), and the attributes of entrepreneurship can be acquired through educational programs. There is a direct link between entrepreneurship education and entrepreneurial intentions, and, consequently, entrepreneurship acts. Effective entrepreneurial education develops a stronger intentionality in relation to entrepreneurship and shows a more positive attitude to undertaking entrepreneurial activities of various nature, both as establishing a separate company, but also as undertaking entrepreneurial challenges within the organization (internal entrepreneurship). Basically, having knowledge about setting up and managing a business has a positive impact on the business intentions of students (Gieure et al., 2020).

Entrepreneurship education focuses on the comprehensive aspect of starting or running a new venture. This can take the form of an entrepreneur starting a business, innovation (start-up), new business development, small business management, opportunity recognition techniques and steps to start a new venture. However, the role of entrepreneurship education, which aims to instill entrepreneurial behavior and attitudes as generall skills, and embedded entrepreneurship education, where aspects of entrepreneurship are part of other multi-subject courses, should be emphasized (Pittaway, Edwards, 2012).

Method

Main aim of the conducted research was to investigate the correlation between entrepreneurial attitudes and entrepreneurial intentions of students, understood as a declaration of willingness to start their own business.

The research involved conducting an empirical survey among 250 students in Poland. The study was not representative, therefore the conclusions of the study should be treated as preliminary conclusions, indicating the regularities and directions of further research.

The study used a questionnaire in which the entrepreneurial attitudes of students were examined as elements of entrepreneurial orientation and the willingness of respondents to start their own business. In order to assess them, a 5-point Likert scale was used. To assess the potential of entrepreneurial orientation among students, four questions were asked to assess each dimension of EO: proactivity (P), autonomy (A), competitive aggressiveness (CA), innovation (I) and risk taking (R), and the response values were then summed up.

Gamma correlation coefficient was used to analyze the correlation between non-parametric variables.

Results

In order to assess the potential of students in the field of entrepreneurial attitudes and behaviors, an analysis of their approach and outlooks in 5 areas representing EO described in the literature was made.

When analyzing the obtained empirical results, it should be indicated that students rate their need for autonomy in actions the highest. Students value independence, they want to set goals for themselves, plan and make their own decisions.

Moreover, autonomy is the only dimension of entrepreneurial orientation, where it is noticed the higher potential for female students than male students. It can be assessed that for contemporary women the need for independence is of particular importance and there are clear aspirations (expectations) to gain autonomy in professional activities in the future (Fig. 1).

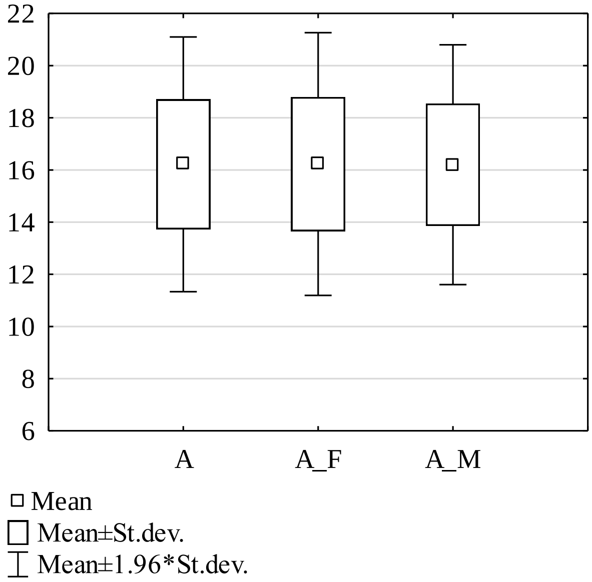

Fig. 1. The assessment of the level of autonomy potential of students (A) with distinction on autonomy of female (A_F) and male (A_M) students (own research).

Potential for future risk taking was rated slightly lower than potential for autonomy. Risk-taking by young people is undoubtedly a condition of entrepreneurship, which will result in starting a new venture (Fig 2).

Although the research results indicate that male students are more willing to take risks, the difference in potential for women and men in this area is small. As the study covered students of various fields of study, it seems to be a regularity that indicates that both male and female students are ready to take risks in professional activities, and this gives hope for a higher level of entrepreneurship in general.

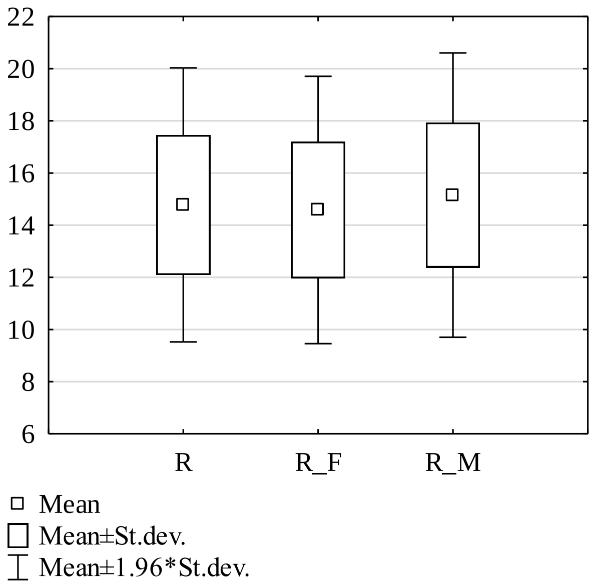

Fig. 2. The assessment of the level of risk taking potential of students (R) with distinction on risk taking of female (R_F) and male (R_M) students (own research).

Aggressive attitudes towards competition as a potential of students, show regularities very similar to the above-discussed propensity to take risks (Fig 3). The average of the responses is slightly higher here, but at the same time a smaller standard deviation is visible, which suggests greater consistency of the response.

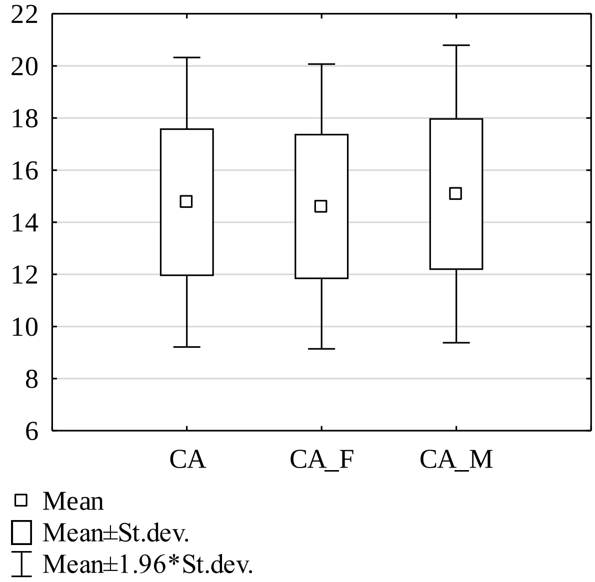

Fig. 3. The assessment of the level of competitive agressiveness potential of students (CA) with distinction on competitive agressiveness of female (CA_F) and male (CA_M) students (own research).

Innovation is one of the basic factors of economic development in modern times. Hence, students should develop innovative attitudes during their studies in order to be able to fully use their creative potential later (Fig. 4). Perhaps such a conservative approach is due to a longer functioning in the constraints of the Covid-19 pandemic, which do not favor innovation.

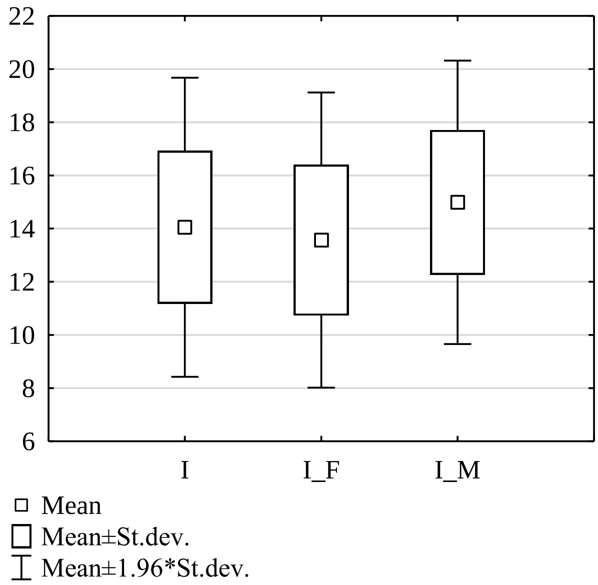

Fig. 4. The assessment of the level of innovativeness potential of students (I) with distinction on

innovativeness of female (I_F) and male (I_M) students (own research).

Meanwhile, the innovative potential is not the highest-rated dimension of entrepreneurial orientation, and a much lower propensity to innovate is visible for female students than for male students. This can be assessed as an unfavorable phenomenon that should be eliminated within the education system.

The lowest, paradoxically, was the tendency to be proactive. Taking up challenges, focusing on the future or analyzing trends and potential changes turns out to be a bit less useful (Fig. 5). Proactivity may be hindered in times of a pandemic, with various constraints, hence post-crisis research results may differ from the present ones.

In the case of proactivity, the proactive potential of women is also lower than that of men in the surveyed group of respondents.

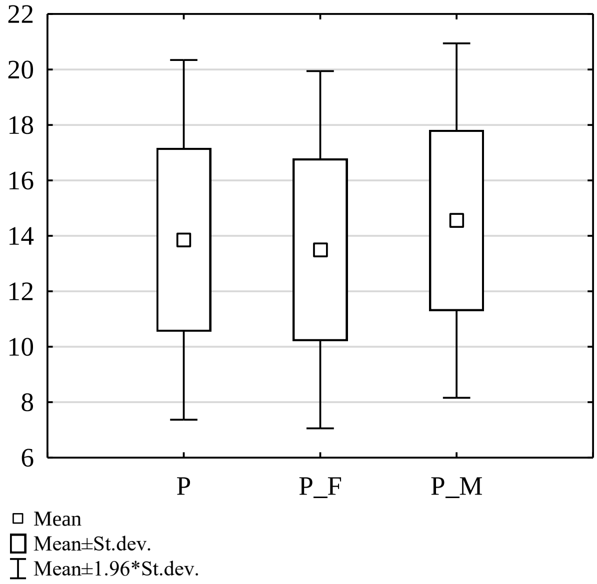

Fig. 5. The assessment of the level of proactivity potential of students (P) with distinction on proactivity of female (P_F) and male (P_M) students (own research).

Analyzing the entrepreneurial orientation as a meta-variable, consisting of five interconnected dimensions, which, however, can occur and change in different ways and scope, it can be concluded that the entrepreneurial potential of students is relatively high (Fig. 6).

When distinguishing the entrepreneurial orientation of students by gender, a clear difference is visible, consisting in the lower potential of women. Women are still lagging behind in the professional field at the very beginning of their careers, which indicates the need to intensify efforts to achieve full gender equality.

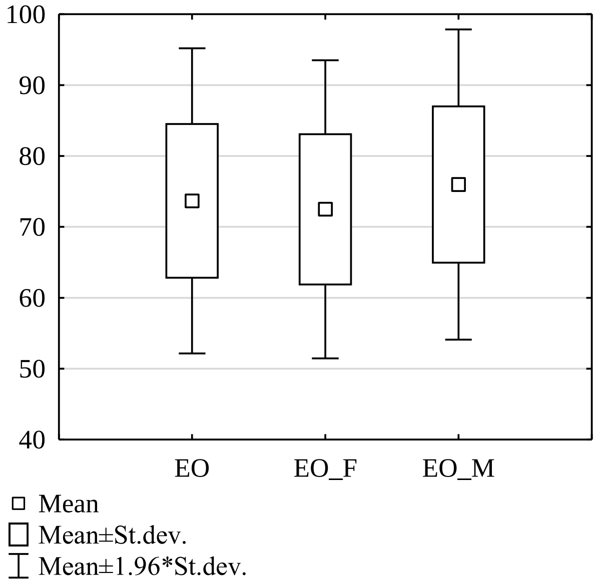

Fig. 6. The assessment of the level of entrepreneurial orientation potential of students (EO) with distinction on entrepreneurial orientation of female (EO_F) and male (EO_M) students (own research).

Correlation analysis using the Gamma coefficient showed a positive relationship between the assessment of students' potential for EO and the willingness to start a business. The strength of the correlation for the overall approach to EO can be described as moderate. When examining the individual dimensions of EO, the strongest relationship should be identified with autonomy, and the weakest with competitive aggressiveness (Tab. 1).

Table 1. Gamma correlation between potential for entrepreneurial orientation and entrepreneurship intentions of students in Poland (p≤0,05)

	proactiveness (P)	autonomy (A)	competitive agressiveness (CA)	innovativeness (I)	risk taking (R)	**entrepreneurial orientation (EO)**
entrepreneurship intentions	0,354	0,400	0,162	0,299	0,319	0,368

Conclusions

Starting a new business is a process that begins when a person develops and intends to engage in entrepreneurial activity (Wurthmann, 2014) and ends when that person creates and runs a business. An important role in this process is the education system, which can provide students-potential entrepreneurs with knowledge and skills, but also generate the willingness to start a business. This applies to all types of studies and courses.

The conducted research showed that entrepreneurial attitudes and traits clearly favor the willingness to set up one's own business. Hence, the education of students should be focused on intensifying/highlighting those features that cause entrepreneurial orientation in future life.

Research is not free from limitations. The main limitation here is the lack of representativeness of the research sample, as well as the selective analysis of individual dimensions of EO.

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BIBLIOMETRIC ANALYSIS OF HUMAN RESOURCE MANAGEMENT (HRM) IN THE HOSPITALITY AND TOURISM INDUSTRY

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Abstract
Tourism industry and hospitality is one of the most labour-intensive industries and it is also one of the fast-growing industries in the world. It has contributed immensely to job creation globally. For instance, the industry accounted for one out of every ten job openings, raising the total number of people depending on the sector for their livelihood to a staggering 319 million in 2018. It also contributed about 8.8 trillion USD to the world's economy indicating 10.4 percent of the world's aggregate Gross Domestic Product (GDP). Human resource departments play crucial role in the hospitality and tourism industry. This is because the success of this sector depends mostly on the competencies and attitudes of employees. Human resource managers must understand and be very mindful of the different characteristics and elements of the individuals who comprise the labor force in this industry in order to formulate and implement policies and practices that would motivate the employees in the sector towards commitment and high performance in their respective duties and responsibilities. This study analyzes international scientific literature in the Web of Science on human resource management in the tourism and hospitality industry using bibliometric analysis to determine the relationships among co-authorship, countries, keywords, citation networks, and journals in the chosen field. VOSviewer is a strong software for scientific study network analysis and this software was used to provided clustering, mapping, and visualization of bibliometric' networks for the study. Longitudinal thematic analysis for human resource in the hospitality industry was also done using strategic diagram mapping and performance analysis approach to identify and visualize the role played by specific and general thematic areas in the study. The most frequent keywords, keywords network and keyword clustering were used for the investigation on the content of the literature. It was found that there was some collaboration among most of the countries. When it comes to the study of human resource management in the hospitality and tourism sector, the Peoples Republic of China is the largest contributor followed by the United States of America. However, the number of coauthors was few. With regard to intellectual structures, the Peoples Republic of China and the United States of America could generally be termed as the same. The differences could be found in the number of authorships per country. The bibliographic coupling visualization also revealed collaborative clusters among the countries. The most important key words identified in the visualization of the study were "performance," "Commitment," "Job-satisfaction" and "Antecedent" - these words form an integral part of human resource management. A thematic map is intended to demonstrate a particular subject, contrary to a broad map which has a range of trends occurring together, for example settlements, railways etc. In this study, the themes evolution map gives a broader context to human resource and tourism scholars.
KEY WORDS: Tourism and Hospitality Industry; Literature; Bibliometric Analysis; Content Analysis; New Agenda.

Introduction

The hospitality and tourism sector is one of the fasters growing sectors across the globe. It is a major contributor to the gross domestic product (GDP) of many countries and employs up to 10 percent of the labor force globally (Burke and Hughes, 2018). According to the World Travel and Tourism Council (WTTC, 2019), travel and tourism accounted for US$8.9 trillion (10.3%) of the World's GDP in 2019. In the same year, tourism created 330 million jobs globally. It is worth noting that hospitality forms an integral part of tourism and is primarily a service industry. Madera et al. (2017) reiterated that products offered by organizations in the hospitality and tourism industry present service experiences, which are mainly unquantifiable and extremely reliant on person-to-person interactions between employees and customers. As a service sector, providing high quality of service is central to its success. The human resource in the hospitality and tourism sector is expected to provide high quality service to all customers and clients particularly in this era of advanced technology, by increased use of social media and mobile technologies. Meeting customer needs and satisfaction is crucial in promoting customer loyalty, which may lead to a competitive advantage. Burke and Hughes (2018) state that it is necessary for human capital in this sector to acquire skills, knowledge, experience, ability, attitudes and values, behaviors, and relationships, both inside and outside their work area. Most of these traits are influenced by human resource management policies and practices of organizations and the behaviors of supervisors and managers.

Although the hospitality and tourism sector is an exceptional labour-intensive and a considerable source of employment, globally, it creates employment for youth, women and migrant workers due to its demand for different levels of skills and competencies (Baum et al., 2010). Human resource management/department is critical in the hospitality and tourism sector because of the role they play in the industry. They perform the following functions: design job specification, job description, conduct recruitment and selection, training, and development, handles compensation, employee relations and work structure. The HR departments perform these functions in collaboration with line managers, supervisors, and employees. However, most small organizations in this industry do not have human resource departments. Their HR functions are performed by a general manager or the owners of the establishment. Managing human capital in the hospitality and tourism industry varies compared to other sectors because of the cultural diversity of most of their clients. Globalization has enhanced traveling; many people travel frequently for business, leisure, pleasure, and many other reasons. Human resource departments would have to design practices, policies and procedures that would equip employees with the requisite skills to meet the varying clients' needs. The objective of this study is to analyze human resource management in the hospitality and tourism industry using bibliometric reviewed literature in the selected study to analyze data from the Web of Science Clarivate Analytics. Bibliometric analysis is an emerging useful analytical method for the demonstration and identification of both past and future trends and potentials in research fields (Abdi Khalife et al., 2020).

Longitudinal thematic analysis for human resource in the hospitality industry was also done using strategic diagram mapping and performance analysis approach to identify and visualize the role played by specific and general thematic areas in the study (Cobo et al., 2011). The SCIMAT software used allows for quantifying and visualizing the thematic evolution of the hospitality and tourism industry, using identified keywords within the stipulated period. Performance analysis adapts diverse bibliometric measures that estimated the effect of the detected specific themes and thematic areas.

This article is structured as follow: the second section is literature review, followed by the research method. In the research method, details of the used method in this study were described. The fourth section is data gathering. The analysis of the results was displayed in the fifth section. The discussion could be found in the sixth part and lastly, the conclusion.

Literature Review

Pritchard (1969) defined bibliometric as "the application of mathematical and statistical methods to books and other communication medium". Glänzel, Moed, Schmoch, and Thelwall (2019) also indicate that "bibliometric is designed to deal with the more general information processes." Merediz-Solá and Bariviera (2019) state that the use of bibliometric as a method for analyzing and summarizing bibliography, results and other relevant issues in scientific data has increased over time. Apostoaie et al. (2015) emphasized that bibliometrics has gained popularity as a tool for evaluating research trends and performance in areas like the number of citations, geographic origins, and authorship. In the study of Patra, Bhattacharya and Verma (2006), in which they sought to determine the growth pattern, core journals, authorship pattern and productive authors in bibliometric, they concluded that bibliometric is a crucial field of scientific information due to its distinct array of methods for analyzing and monitoring resources of information and management of database in social and organizational settings. It was emphasized that bibliometric techniques have been applied in several fields of study, which include "studies of properties and behavior of recorded knowledge, study of the constructs of systematic review, evaluation of research activity and administration of scientific information."

O'riordan (2017) defines human resource management as "the process through which management builds the workforce and tries creating the human performances that the organization needs". Armstrong and Taylor (2020) described HRM as a philosophy of management of workforce supported by theories of individuals and organizations behavior. The aim of HRM is to enhance organizational effectiveness through individuals and how people should be handled in the organization.

The human factor in tourism and hospitality organizations is crucial for service quality, consumer satisfaction and dedication, competitive edge, and organizational performance (Kusluvan et al., 2010). HRM includes a sequence of actions and decisions involving "planning of workforce, job design and analysis, recruitment and selection, orientation, training and development, team building, compensation and benefits, promotion, motivation, employee involvement and participation, empowerment, performance appraisals, health and safety, job security, employee and labor relations and terminations" (Kusluvan et al., 2010). HRM again supports its organization with profound communication and provides the requisite training and development for employees to acquire relevant skills that would allow contributions toward the organization's competitiveness in the service market. It is the responsibility of HR department to develop sound employee management programs, policies, and practices.

The HR department ensures that their organizations comply with labor laws particularly meeting occupational safety and health administration standards and sexual harassment. The department also helps managers and employees understand their rights and obligations under the law (Sampson, 2018). Hospitality workers are often union members. HR department sees that employers comply with National Labor Act, for instance, Ghana's Labor Act 2003 Act 651. The act prevents employers from barring workers from joining unions or taking part in union activities while off duty. HR has a chief role in union-contract negotiations between bargaining unit leaders and management over pay, benefits, hours and working conditions (Sampson, 2018).

According to Nasurdin, Ahmad and Ling (2015), HRM practices in the hospitality industry were categorized as "underdeveloped" in relation to other industries. Kusluvan et al. (2010) reiterated that there were insufficient data when it comes to acceptance and application of great performing HRM practices in the hospitality and tourism industry. They emphasized the need for more study to be conducted on HRM practices customized to different hospitality organizations because there has not been any specific approach to HRM practices in the said industry. This argument was based on the immense contribution being made by hospitality and tourism industry toward the world economies.

Boella and Gosss-Turner (2020), indicate that there is the need for HR specialists and line managers in the hospitality and tourism industry to understand the elements and characteristics of employees in their respective organizations. This would help in the formulation of HR policies and practices that would motivate individual employees and teams to use their full potential and be dedicated to their jobs.

HRM Best Practices

The following outline are suggested best HR Practices in the hospitality industry:

a. **Recruitment and Selection:** Various evaluations in the recruitment and selection process should be keenly followed to select candidates with the right attitude, values, competencies, interpersonal and problem-solving abilities fit to the industry. This idea was supported by Nasurdin, Ahmad and Ling (2015), when they argued that recruitment selectively involves many activities, which entail carefully fitting job applicants with its requirements and making a deliberate attempt to entice the best talent from the labor market. This leads to getting employees who would buy into the organization's values and goals.
b. **Retention:** The need to avert attrition among employees by introducing retention bonuses.
c. **Teamwork:** Promotion of team culture.
d. **Training and Development:** It is important to train and develop employees particularly, those at the operational level with team spirit and human relation skills to enhance their "service orientation". For managers to also develop additional facilitating and coaching style of leadership.
e. **Appraisal:** The **s**hift from traditional top-down methods of appraisal system to modern evaluations system like the 360 or 720 that supports customer evaluation, peer, team-based performance, and the appraisal of managers by subordinates. The focus should be on quality service to clients. Ultimately, performance management system should be introduced.
f. **Rewarding quality:** An innovative system of incentives for employees who achieves quality service targets should be established.

HRM Challenges and Recommended Solutions:

According to Burke (2018), HRM problems seem to be the most challenging confronting senior managers in the hospitality industry. A study was conducted by Enz (2001 and 2009) on 170 hospitality managers in 25 countries and 243 hospitality managers in 60 countries respectively, at different periods. The results revealed that the most challenging issues faced by organizations in the hospitality and tourism industries in relation to HR were how to attract and retain qualified employees, employee training, boosting employee morale and opportunities for career development.

The International Society of Hospitality Consultants (ISHC) also mentions the dearth of labor and skills as being part of the industry's top 10 challenges. In their 2007 report, they observed high employee turnover in the industry and identified poor remuneration as a disincentive to enticing and maintaining skilled employees. Additionally, long hours, with nights and weekends, make jobs in the industry unattractive career choices for college-educated Gen-Xers, Gen-Yers and millennials, who want more flexibility and excellent job prospects. Inadequate attention on employee training and satisfaction also has hampered the industry (ISHC, 2007). Another problem is that most positions in the hospitality and tourism industry had no written job descriptions. To solve this problem, written job description should be provided for each job position. Furthermore, HR should recommend rewards and employee recognition programs to reduce attrition and increase retention (as indicated in the best practices).

To solve the problems of lack of skilled employees and high turnover, the ISHC advises internal professional advancement programs that presents hospitality jobs as sustainable careers. This would attract and assure potential employees of career success in the industry (Sampson, 2018). HR assists in setting wages and salaries in the hospitality industry based on regional market rates. Hospitality employees earn much of their extra income through tips. HR's payroll knowledge helps employers handle tips as required. According to the ISHC, giving employees shared cash bonuses for raising productivity has been successful in this labor-intensive industry (Sampson, 2018). As emphasized by Jagminas and Pikturnaitė (2009), that human resources are very important means for organizations to have a competitive advantage.

Research Methods

For this study, research questions shaped the methodology. The research questions are as follows:

- **Research question one:** How many articles have been published in this field of study, and who are the main players?

- **Research question two:** How are countries collaborating in human resource management in hoteling study?
- **Research question three:** Which are the top-cited articles and the hot topics in this field of study?
- **Research question four:** What is the main content of the publications?

The growth trend and the number of publications show how much researchers are interested in the topic and it is a valuable indicator for the growth of the field of study (Ahmed and Huang, 2019; Xie, Zhang and Duan, 2019). The top contributors' countries and the social network of these countries show the center of focus of study (Zou et al., 2018; Peng et al., 2019). Systematic thinking helps with visualization and the network (Pauna et al., 2019). VOSviewer is a strong software for scientific study network analysis and this software was used in this study (Lawal et al., 2019; Yıldız, 2019). The software used natural language processing (NLP) and VOSviewer provided clustering, mapping, and visualization of bibliometric' networks (Van Eck and Waltman, 2010).

The top-cited articles, which were the most influenced article in the subject area are essential to know the direction of the research in the topic (Hernández-Torrano, and Ibrayeva, 2019; Zhang and Duan, 2019; Veloutsou and Ruiz Mafe, 2019; Martínez-López et al., 2019). To go deeper into the content of publications, this article used keyword analysis. Keywords are valuable representatives of the context of the articles (Veloutsou and Ruiz Mafe, 2019; Zhang et al., 2015). Top used keywords and the keywords network are used for analyzing the situation of the subject. The top occurred keywords showed the topic's top topic, and the network shows how these topics are related to each other. To find the study development potential, the keyword correlation matrix was identified. In this matrix, the relationship between top occurred keywords were also identified. The correlation number shows the number of times the two keywords appeared together. If the number is low, it shows that there is a high potential for future development.

Moreover, bibliometric information maps a field of science to show intellectual evolution in that science (Garfield, 1994). To review the intellectual property of the literature of science, different methods could be used. The co-word analysis or keyword analysis is one of the main tools to determine the content of a research area (Callon et al., 1991). Keywords in publication could play a role in DNA or fingerprints of research (Börner et al., 2003). The degree of similarity in keywords in publication could show the similarity of publications (Börner et al., 2003). Cobo et al. (2011) introduced strategic diagram mapping, thematic network stability between periods, and thematic evolution techniques to display the main themes and content of the literature of the science field for analyzing the conceptual structure of a topic the co-word analysis used by scholars. Co-keyword analysis is used for mapping the science and clusters of keywords and their interconnections are identified (López-Robles et al., 2019; Aparicio et al., 2019; Sharifi, 2020; Santana and Cobo-Martín, 2020; Xie et al., 2020). Cobo et al. (2011), called this cluster the theme of the research. The strategic themes diagram is two-dimensional with four quadrants. In this two-dimensional diagram, the centrality is the x-axis, and the density is the y-axis. This strategic diagram demonstrates the position of different themes in the science in four quadrants. The analytical result part of this article is explaining what the position of each theme in each quadrant means. The most significant keyword in each theme selected is the name of those themes.

Cobo et al. (2011), again in their article after the illustration of the strategic diagram of themes demonstrated the network of themes. They called this network, a thematic network, and the network represents the frequency and relation of the themes in the study field. The size of the spheres represents the number of documents with those themes and the thickness of the connection lines shows the correlation.

Two other analysis in science themes can help better understand the subject. These two analyses are the stability between periods and thematic evolution. Both are analytical indicators of the evolution of themes of the subject in the past. For this analysis, the time interval was selected, the evolution and changes of the subject can be analyzed by these two graphs (Cobo et al., 2011). Cobo and colleagues tried introducing the systematic approach for understanding the content of the research in the past.

Data Acquisition

As Merediz-Solá and Bariviera (2019), indicate bibliometric analysis relies on a database, hence, the data for this study were retrieved from the Web of Science Core Collection (WoS), Clarivate Analytics. The following keywords were used to get the needed information: tourism, industry, antecedents, performance, commitment, attitudes, gender, emotional labor, service quality, work etc. To get the precise results, the words were linked with the Boolean operator "OR" and were searched in the title on October 13, 2020 (Leite et al., 2012). In all, 788 articles, books and conference proceedings were retrieved. Additional search standards are detailed in Table 1 below.

Table 1. Search Standards

No.	Item	Criteria
1	Language	English
2	Publication type	Articles, book chapters and conference proceedings
3	Timeframe	From 1977– 2021
4	Filtered Areas	Human Resource Management and Hospitality and Tourism Management

Data for this study were gathered from Web of Science (WoS) Clarivate analytics. 788 peer-reviewed papers/documents relating to HRM in the hospitality and tourism industry published from 397 sources were retrieved. All the downloaded documents were saved using "other file formats," selecting all the options in the field content (Authors/Editors, Title, Source, Conference Information, ISSN/ISBN, Time cited, Accession numbers, Authors Identifiers and Pubmed ID).

Research Results and Discussion

Number of Publications

Fig. 1 gives a comprehensive survey of the selected papers. It shows that the yearly publications using bibliometric have progressed consistently. The observed trend (the details indicated in **Table 2**) in publication could be attributed to the rising interest in the hospitality and tourism industry due to its contribution to the global economy and the quest to publish scientific information. It further stated that the increase in publication is the perception of human capital as an asset to organizations; therefore, research into the development of human resource could help reduce the turnover and other challenges in this human-intensive industry. **Table 2** has one article scheduled to be published in 2021. However, (Merediz-Solá and Bariviera, 2019), cautioned that the Web of Science database contains additional information on more recent publications, due to an increased propensity for academics to publish.

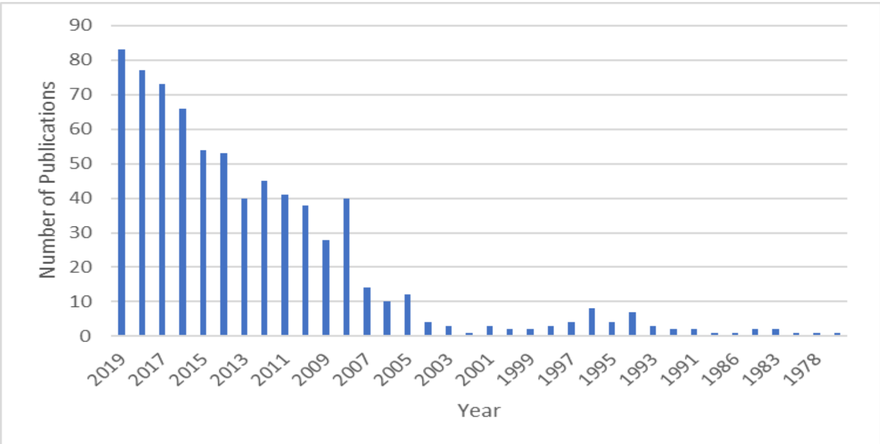


Fig. 1. Total number of publications per year from 1977–2019

Table 2. Total number of Publications Per Year

Publication year	Records	Percentage of 788	Publication year	Records	Percentage of 788
2021	1	0.127	2002	1	0.127
2020	56	7.107	2001	3	0.381
2019	83	10.533	2000	2	0.254
2018	77	9.772	1999	2	0.254
2017	73	9.264	1998	3	0.381
2016	66	8.376	1997	4	0.508
2015	54	6.853	1996	8	1.015
2014	53	6.726	1995	4	0.508

2013	40	5.076	1994	7	0.888
2012	45	5.711	1993	3	0.381
2011	41	5.203	1992	2	0.254
2010	38	4.822	1991	2	0.254
2009	28	3.553	1989	1	0.127
2008	40	5.076	1986	1	0.127
2007	14	1.777	1985	2	0.254
2006	10	1.269	1983	2	0.254
2005	12	1.523	1980	1	0.127
2004	4	0.508	1978	1	0.127
2003	3	0.381	1977	1	0.127

Source: Own compilation

Publication Citation

The most cited article (with 230 citations) was published in 2008 in the International Journal of Hospitality Management. The top-cited article emphasized diversity and importantly divergent labor force in the hospitality industry, and it explains it citation frequency. All the top 15 cited papers focus on relevant aspects of HRM in the hospitality sector. Details of the top 15 cited papers are indicated in Table 3. The citation analysis findings are a manifestation of topics relating to gaps in managing human resource in the hospitality and tourism industry, challenges, HR best practices, recommended interventions and leadership styles. Majority of the top 15 most cited papers were published in the International Journal of Hospitality Management. It shows the focus of the journal to the topic under study. Top cited articles are a capable measure to identify the direction of the study in the field of research and show how popular the articles are among the researchers.

Table 3. Fifteen (15) most frequently cited papers

Citation	Year	Source	Authors	Title
230	2008	International Journal of Hospitality Management	Gursoy, Dogan; Maier, Thomas A.; Chi, Christina G.	Generational differences: An examination of work values and generational gaps in the hospitality workforce
228	1996	Journal of Business Research	Hartline, MD; Jones, KC	Employee performance cues in a hotel service environment: Influence on perceived service quality, value, and word-of-mouth intentions
165	2007	Work Employment and Society	Warhurst, Chris; Nickson, Dennis	Employee experience of aesthetic labor in retail and hospitality
150	2008	International Journal of Hospitality Management	Kim, Hyun Jeong	Hotel service providers' emotional labor: The antecedents and effects on burnout
145	2013	International Journal of Hospitality Management	Karatepe, Osman M.	High-performance work practices and hotel employee performance: The mediation of work engagement
128	1999	British Journal of Industrial Relations	Hoque, K	Human resource management and performance in the UK hotel industry
124	2014	Tourism Management	Wang, Chung-Jen; Tsai, Huei-Ting; Tsai, Ming-Tien	Linking transformational leadership and employee creativity in the hospitality industry: The influences of creative role identity, creative self-efficacy, and job complexity
122	2012	International Journal of Hospitality Management	Lee, JungHoon (Jay); Ok, Chihyung	Reducing burnout and enhancing job satisfaction: Critical role of hotel employees' emotional intelligence and emotional labor
120	2011	International Journal of Hospitality Management	Chang, Song; Gong, Yaping; Shum, Cass	Promoting innovation in hospitality companies through human resource management practices

97	2006	Tourism Management	Chu, Kay Hei-Lin; Murrmann, Suzanne K.	Development and validation of the hospitality emotional labor scale
91	2015	International Journal of Hospitality Management	Paek, Soyon; Schuckert, Markus; Kim, Taegoo Terry; Lee, Gyehee	Why is hospitality employees' psychological capital important? The effects of psychological capital on work engagement and employee morale
89	2013	International Journal of Hospitality Management	Kim, Taegoo Terry; Lee, Gyehee	Hospitality employee knowledge-sharing behaviors in the relationship between goal orientations and service innovative behavior
88	2011	Annals of Tourism Research	Ladkin, Adele	Exploring Tourism Labor
88	2010	International Journal of Hospitality Management	Chiang, Flora F. T.; Birtch, Thomas A.; Kwan, Ho Kwong	The moderating roles of job control and work-life balance practices on employee stress in the hotel and catering industry
81	2012	International Journal of Hospitality Management	Lam, Wing; Chen, Ziguang	When I put on my service mask: Determinants and outcomes of emotional labor among hotel service providers according to affective event theory

(**Source:** Own Compilation)

Source Citation Visualization

Source here means the name of the journal or publication body. **Fig. 2** was generated from VOSviewer (version 1.6.15), it allowed the creation of a visualization map of the source of most cited journals. From the map, the most cited journal is the International Journal of Hospitality Management, followed by International Journal of Contemporary Management. It could be observed that all journals cited are related to the study (tourism and hospitality industry).

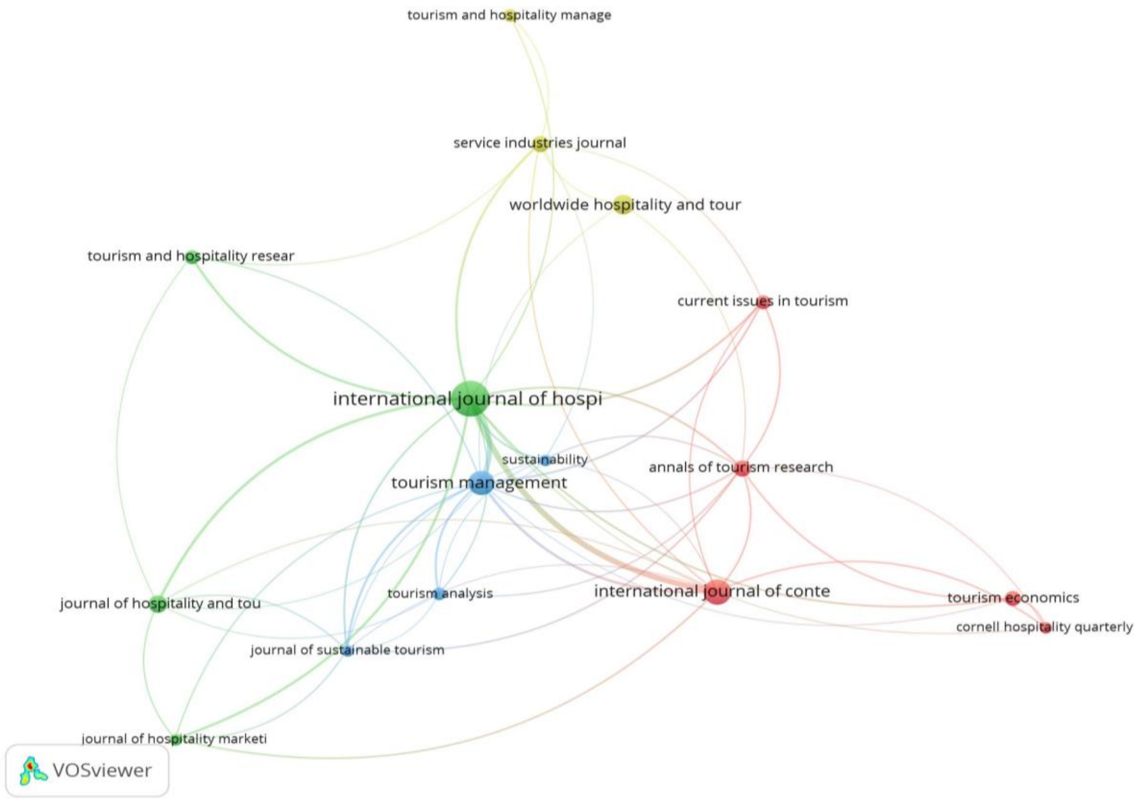


Fig. 2. Source Citation Visualization

Countries Co-Authorship

From **Fig. 3 and Table 4**, 18 countries' authors have publication collaboration in HRM in the hospitality industry. This could be due to the less attention of publishers about HRM in the hospitality and tourism industry. Out of the 18 countries, the United States of America has the largest co-authorship network. The visualization map also reveals a strong collaborative relationship between China and the United States of America. This is evident by the nearness of their nodes and both share the same network cluster (blue). Also in this cluster are Taiwan and Thailand. Authors from England, Scotland, Nigeria, and Canada also have close collaboration with each other and are in the same cluster (green). Authors in similar clusters that have close collaboration are Australia, India, Malaysia, New Zealand, and Croatia on one hand (red), Russia and Turkey on the other hand (purple). There is some level of co-authorship collaboration between China, US, Taiwan, and Thailand (blue). Although authors from Spain, Germany and South Korea found themselves in the same cluster (yellow), they were mutually exclusive to each other. Their collaboration seems distant. The nodes for Nigeria and Germany were not visible on visualization maps but could be found in the countries' co-authorship table.

Fig. 3. Countries with Co-Authorship Network Visualization

Table 4. Shows the number of countries co-authorship

ID	Name of Country	Cluster	Weight of Document	Weight of Citations
3	Australia	1	51	786
15	Croatia	1	21	70
32	India	1	20	90
46	Malaysia	1	16	96
52	New Zealand	1	12	160
11	Canada	2	24	123
22	England	2	60	706
53	Nigeria	2	11	35
66	Scotland	2	27	656
58	Peoples R China	3	136	1335
77	Taiwan	3	44	723
79	Thailand	3	12	107
83	USA	3	113	2285
28	Germany	4	13	44
72	South Korea	4	26	511
73	Spain	4	51	352
64	Russia	5	13	23
80	Turkey	5	47	657

(**Source:** Own Compilation)

Countries Citation

The 788 cited articles were distributed in 80 countries. **Fig. 4** shows the 17 top countries citation network. It further indicates the relationship between the nodes and network clusters. The country with the top-cited articles is the US, followed by the People's Republic of China. The top contributors' countries and the social network of these countries show the center of focus of the study. It was observed that apart from the top seven countries that had most publications and are frequently cited, the remaining countries had low citations.

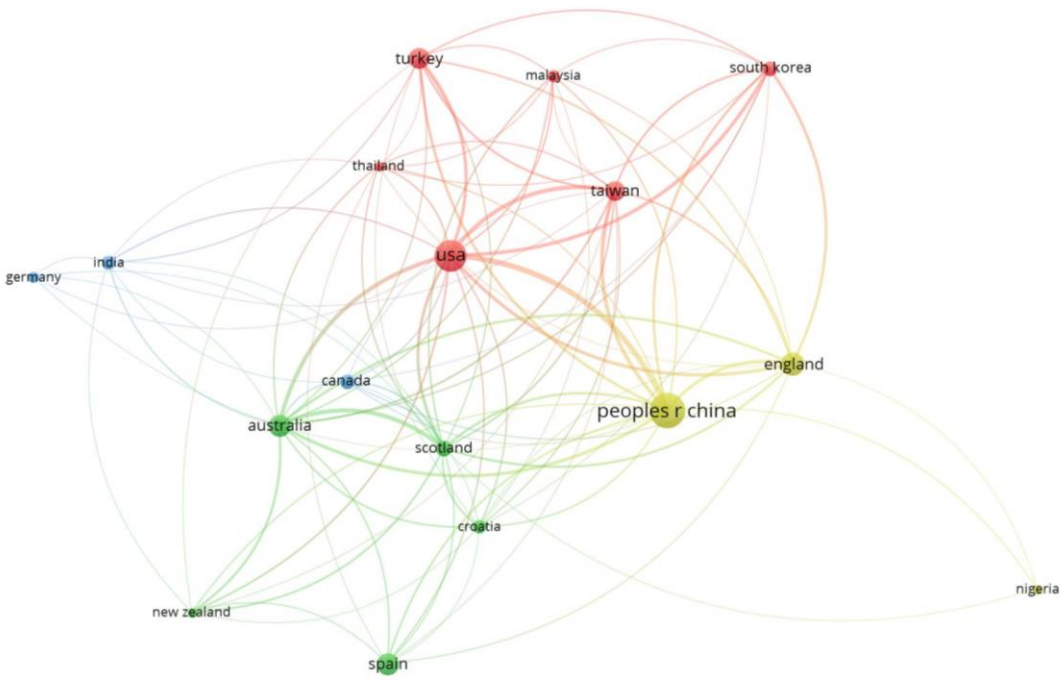


Fig. 4. Countries Citation Network

Countries Bibliographic Coupling

Yang et al. (2016) described bibliographic coupling "as two documents sharing one or more of the same items in their reference lists." Meaning the two papers mutually contribute to a research topic, which is overlapping. From this definition, countries bibliographic coupling implies that the countries in the visualization map share the same intellectual structure. Comparing **Figs. 3** and **4** indicates that the intellectual structures shown by the Peoples Republic of China and that of the United States of America could be termed as the same and strong. The differences could be found in the number of authorships per country. The bibliographic coupling visualization also reveals collaborative clusters among countries. The three main country clusters – red cluster had seven countries, green equally had seven and blue, four countries. Different countries use different references when writing papers of the same topics. The countries again manage to increase the intellectual variety among them, which would be in turn increase the total variance among countries. The countries would use more references from their respective countries and less from countries across the globe that explains the clusters.

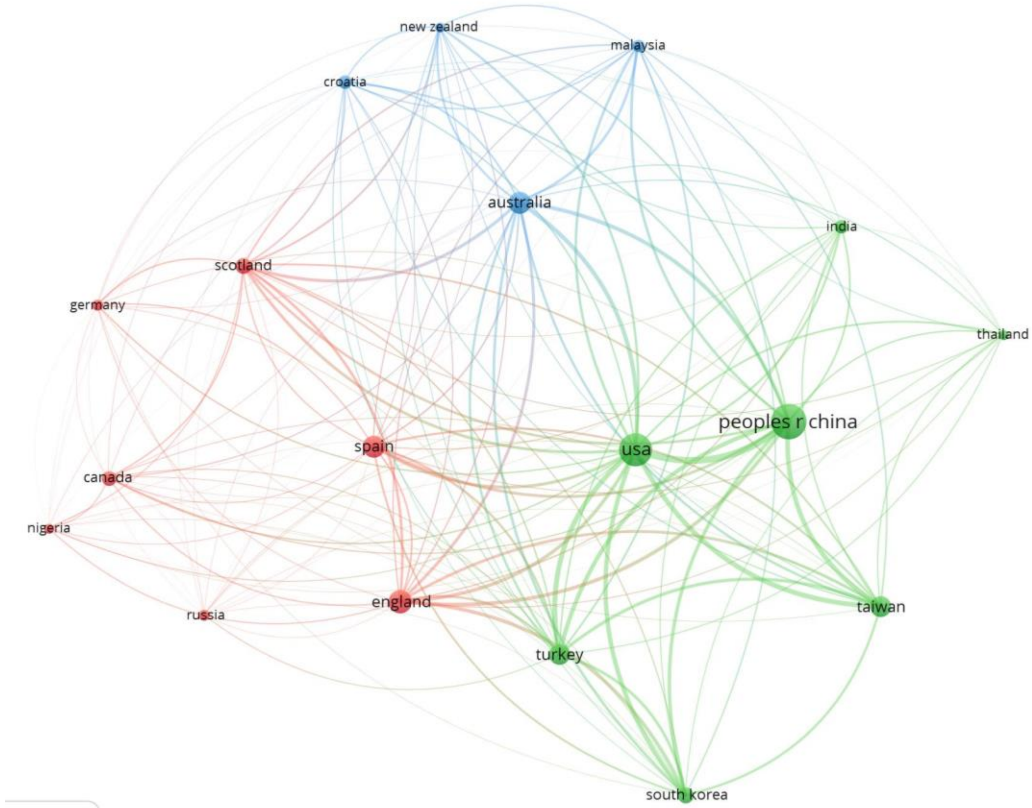


Fig. 5. Countries Bibliographic Coupling Visualization

Web of Science Categories

According to (Martín-Martín et al., 2018), the Web of Science scheme consists of 252 subject categories in science, social sciences, arts, and humanities. The Web of Science categorization is deemed the best for detailed bibliometric analysis as its granularity allows the user to objectively measure performance against papers similar in scope and citation characteristics (Research Area Schemes, 2018). **Table 5** shows the top twenty papers on the Web of Science as far as the hospitality and tourism industry study is concerned.

Table 5. Top Twenty (20 Web) of Science Categories in descending order by subject

Web of Science Categories	Records	Percentage of 788 (%)
Hospitality Leisure Sports Tourism	397	50.381
Management	210	26.65
Business	78	9.898
Economics	72	9.137
Environmental Studies	48	6.091
Education Educational Research	35	4.442
Sociology	32	4.061
Social Science Interdisciplinary	31	3.934
Industrial Relations Labor	22	2.792
Geography	19	2.411
Environmental Studies	18	2.284
Green Sustainable Technology	18	2.284
Regional Urban Planning	14	1.777
Public Environmental Occupational Health	13	1.65
Psychology Applied	12	1.523
Area Studies	11	1.396
Business Finance	11	1.396
Computer Science Information Systems	10	1.269
Computer Science Theory Methods	9	1.142
Development Studies	6	0.761
Total	**788**	**100%**

(**Source:** Own compilation)

Analysis of Keywords

Analysis of keywords is shown in **Fig. 6.** The network of 20 keywords are the important words used in the study. The frequency of the appearance of words is indicated by its visibility. The word “Performance” is the most visible meaning it was the most frequently used. Other visible words are “Tourism,” “Job-satisfaction,” “Commitment” and “Antecedent”. The network of keywords shows their relationship in the articles used for analysis. The top occurred keywords also reveal the top topic in the area, and the network of the keywords indicates the collaboration of the keywords and topics.

The thickness of the lines between the keywords shows their frequency of the utilization by the authors. The major finding is that the map of keywords could be divided into two parts. Blue and green depict employee work and performance. Red and Green illustrate performance, tourism and issues relating to management in the area of study. Blue focus on employee behavior, attitude, satisfaction, and labor relational issues. These indicate that employees’ commitment, behavior, attitude, performance, and service quality are crucial to human resource management in the hospitality and tourism industry.

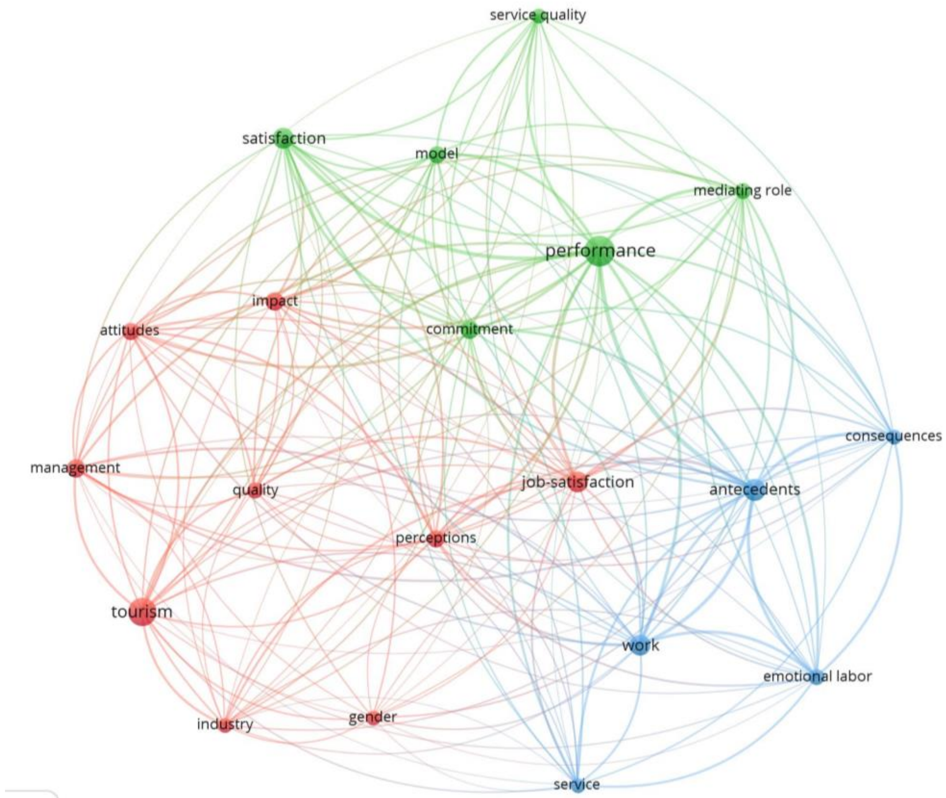


Fig. 6. Cloud map of Keywords

Furthermore, collected publications from 1977 to 2020 were dispatched in four periods of time. First, from 1977 to 2008 with 133 publications, second, from 2009 to 2012 with 152 publications, third, from 2013 to 2016 with 213 publications, and fourth, from 2017 to 2020 with 271 publications. **Fig. 7** shows the overlapping map for four periods of time, in this figure the first circle in the left side is representing the first period, which is from 1977 to 2008. The number in the middle of circle is the number of identified keywords. For the first period 354 keywords identified. The number on horizontal arrows that are connecting the circle of different periods of time shows the number of similarities of keywords between two periods of time, and the number in parentheses shows the similarity index. Numbers on upper outgoes arrows are the number of keywords which are not transferred to the next period. For example, in the first period 240 keywords did not transfer to the second period. Numbers on upper income arrows show the number of new keywords on that specific period. Here, the number of new keywords is 470 keywords. Refer to **fig. 7**, the rate of similarity increased throughout the time, but the increase is not significant and at the last surveyed period (from 2017 to 2020) around the third quarter of the keywords are new keywords to the topic. It shows the high rate of changes and evolution in the subject.

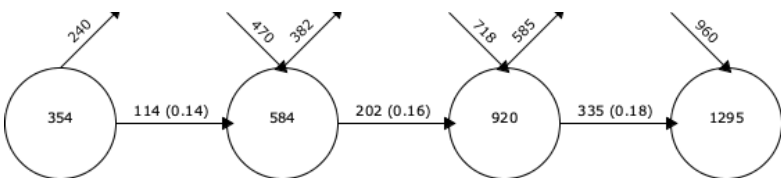


Fig. 7. Overlapping map for four periods of time, first to fourth period from left to right (**Source:** own compilation)

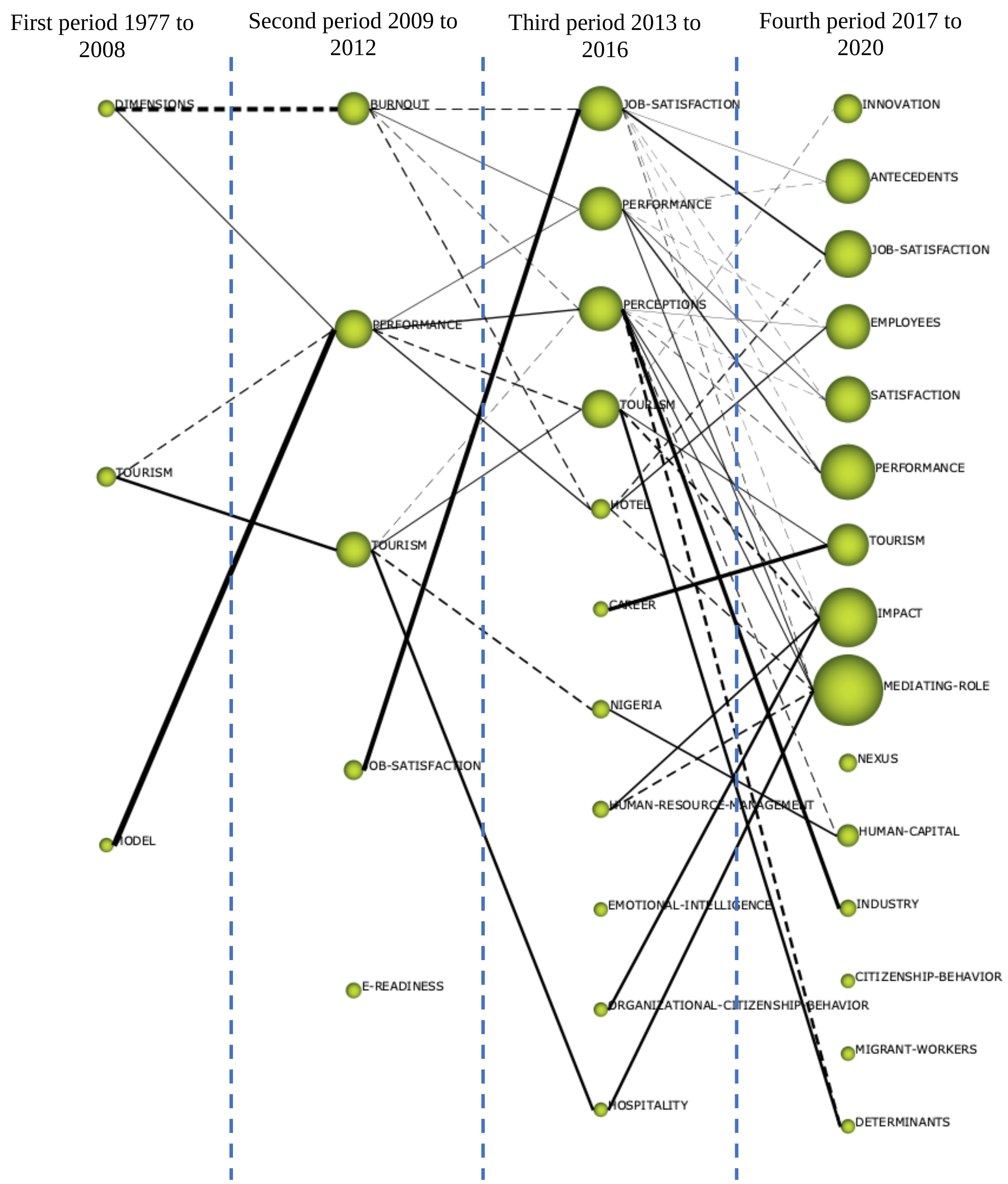


Fig. 8. Evolution map for four period of time based on documents count (size of each circle is based on document count) (**Source:** Own compilation)

Keywords of publications play the role of a fingerprint of publications and it can characterize the theme of publications. The SCIMAT software used for longitudinal thematic analysis and the result of the analysis shows in **Fig. 8** (Cobo et al., 2011). **Table 6** shows the identified themes in different periods of time. The first period started with three main themes. These themes are "Dimension, Tourism and Model." In the second period, two new themes were added; these are "Job-satisfaction and E-readiness." The other three themes in the second period linked to previous period keywords. For example, performance connected to all three themes from the previous period and it developed based on those themes. To move forward in the time, in third period, seven themes inherited from the previous period and four new themes were introduced. Totally, eleven themes are in the third period from 2013 to 2016. The last period, which is covering recent years' study consist of 15 themes. Three of these themes are new subjects in study - "Nexus, citizenship-behavior and migrant-workers." Two of these themes are related to migration and mobility of human resources. The migration topic became a considerable subject in recent years specially in the tourism and hospitality industry. Themes evolution map in the study subject could give a broader context to human resource and tourism scholars. Some highlights were introduced in the following bullet points:

- The increase in the number of themes in a different time shows the progress in the study.
- "Mediating-role" in the last period has six connections to previous themes, which is the highest amount of connectivity with previous themes. Refer to **Table 6**; this theme is also a significant number of documents count and it is in the top document in that case. "Job-Satisfaction, Performance, Perceptions, Hotel, Human-resource-management (HRM) and Hospitality" are the six contributed themes to the "Mediating-role" theme.
- "Impact" is in the second most linked to pervious period themes, and this theme is linked to "Job-Satisfaction, Perceptions, Tourism, Human-resource-management, and Organizational-Citizenship-Behavior."
- Theme "Innovation" comes from "Tourism" theme in three previous periods. It shows the important role of innovation in recent years in the tourism sector and innovation directly connects to tourism.
- "Nigeria" is the only theme with the name of country. It comes in the third period and then dissolved in "Human Capital."
- "E-Readiness and Emotional Intelligence" are two themes, which appeared and disappeared in a period and the themes did not continue and did not contribute to the succession period. "E-Readiness" was topic for the second period of time and "Emotional intelligence" was topic for the third period.
- "Job-Satisfaction and Performance" are two highlighted topics to Human resource management in the tourism industry from 2008.

More bullet points can be identified, refer to longitudinal thematic evolution map and it is valuable visualization of what has been happened in a research subject.

Table 6. Themes in different period of time

Serial number	1st period: 1977 to 2008		2nd period: 2009 to 2012		3rd period: 2013 to 2016		4th period: 2017 to 2020	
	Theme	Document count	Theme	Document count	Theme	Document count	Theme	Document count
1	Dimensions	9	Burnout	37	Job-satisfaction	53	Innovation	42
2	Tourism	15	Performance	61	Performance	60	Antecedents	48
3	Model	5	Tourism	42	Perceptions	83	Job-satisfaction	60
4			Job-Satisfaction	19	Tourism	60	Employees	69
5			E-Readiness	4	Hotel	30	Satisfaction	78
6					Career	10	Performance	80
7					Nigeria	10	Tourism	71
8					HRM	22	Impact	118
9					Emotional-intelligence	5	Mediating-role	138
10					Organizational-citizenship-behavior	7	Nexus	11
11					Hospitality	15	Human-capital	28
12							Industry	19
13							Citizenship-behavior	7
14							Migrant-workers	9
15							Determinants	15

* Document count is primary document count plus secondary document count (**Source:** own compilation).

Strategic Diagrams

The SCIMAT software develops the strategic diagram for each period of time. The strategic diagram has two dimensions' centrality as the x-axis and density as the y-axis. Density shows each theme internal development and centrality represents the external link of a theme with other themes. There are four quadrants in strategic diagram and Cobo et al. (2011), chose a name for each quadrant. **Fig. 9a.** shows the strategic diagram for the first period of study from 1977 to 2008. **Fig. 9b.** represents the strategic diagram for the second time from 2009 to 2012. The strategic diagram of studies from 2013 to

2016 is **Fig. 9c**. and **Fig. 9d.** is for the last period of study, which is from 2017 to 2020.

"**Motor-themes**" are the upper-right quadrant developed in both dimensions. Themes in this quadrant are the main back bones of the research field theme "model" is the only motor theme in the first period. The second period introduced two themes; "burnout and performance" Moving to the third period "performance" is still among motor themes, and "job-satisfaction" moved up and came to upper right quadrant and become the research filed motor theme. The third theme in the third time on the upper-right quadrant is "career". "Career" is a new theme in this period. The last period, which is the most recent period in the analysis, shows five themes in the upper-right quadrant. These themes are "Job satisfaction and performance" same as pervious period, plus, "employees, antecedents, and innovations."

Upper-left quadrant shows the themes with high internal strength and low external linkage. "**high developed and isolated themes**" are the phrases used by Cobo et al. (2011) to describe this quadrant. The phrase is self-explanatory. "Dimensions" in the first period of time, "E-readiness" in the second period of time, and "Nigeria Emotional intelligence and Organizational citizenship behavior" in the third period of time are in the upper-left quadrant. All these themes are highly developed but isolated themes. In the fourth period of time "Nexus, citizenship behavior, and Migrant workers" are in this quadrant. Based on the observation of this study all themes in the upper-left quadrant in the first three periods of time did not move to another period. It seems these themes highly became concern for a period and then the topic shifted after a while. It might be the case for themes on the upper-left quadrant in the fourth period.

"**Basic and transversal themes**" are themes with high level of connectivity to other topics and low level of development. These themes are placed in the lower-right part of strategic diagram. "Tourism" in the first period was in this category, and it moved to lower-left part in the second period of time, then, moved back to lower-right part of the diagram in the third period of time, and again went back to the lower-left part of the diagram. "Tourism" is a special theme and keyword because it is the search keyword for this study and such change in the main search keyword does not give any meaningful analysis.

"Job satisfaction" is the only theme in the lower-right part of the diagram in the second time. After that "Job satisfaction" theme became major player in the "tourism human resource" studies. As mentioned, the theme "Tourism" is in the lower-right part of the diagram in the third period along with "Hotel and perceptions" themes. "Hotel" themes are another search keyword and it preceded three themes, these three themes are "Employees, job satisfaction, and mediating role." As discussed, "employees and job satisfaction" are well developed internally and externally, and the "mediating role" is a new theme which is the successor of six themes in the third period of time. "Impact, satisfaction and mediating role" are three themes in the fourth period of time in the lower-right quadrant. These themes have high potential for development.

The last quadrant is the lower-left quadrant with low level of centrality and density. The themes in this quadrant are either emerging or declining, hence, the name "**emerging or declining themes.**" Name for this quadrant has been selected (Cobo et al., 2011). There is no theme in the first period of time, and there is just "Tourism" in the lower-left quadrant in the second period of time. In the third period of time "hospitality and human resource management" are two themes in this quadrant. In the fourth period of time "industry, tourism, human capital, and determinants" are the themes. All the themes in the lower-left quadrant in all periods of times are either this study keywords or general terms except "determinants" in the last period. The "determinants" theme can be an emerging topic and it has potential for future development.

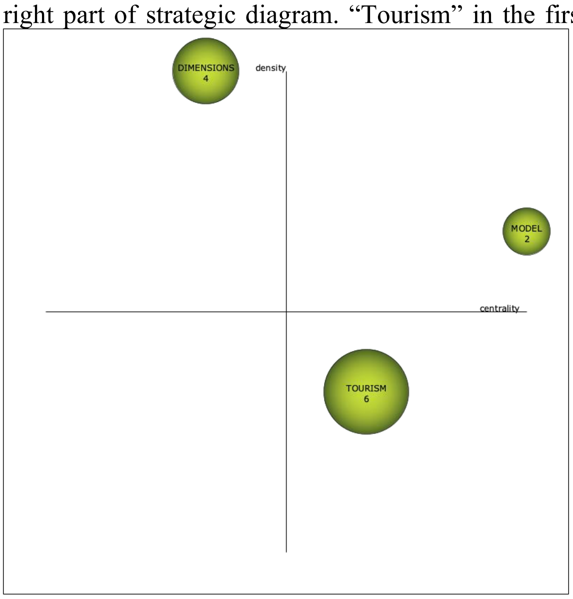


Fig. 9a. First period strategic diagram

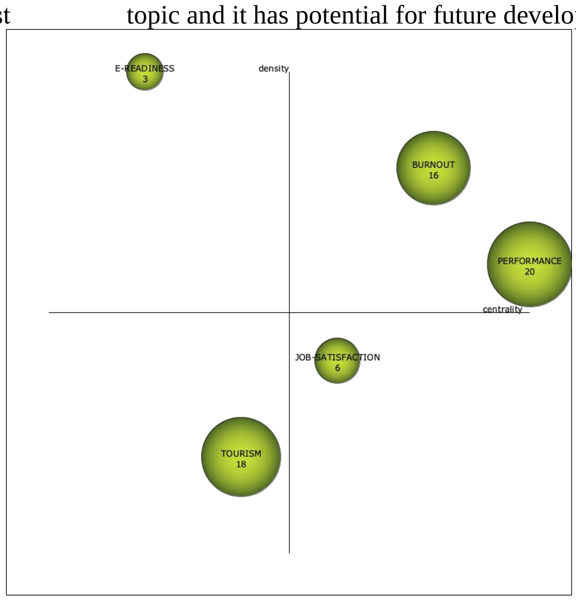


Fig. 9b. Second period strategic diagram

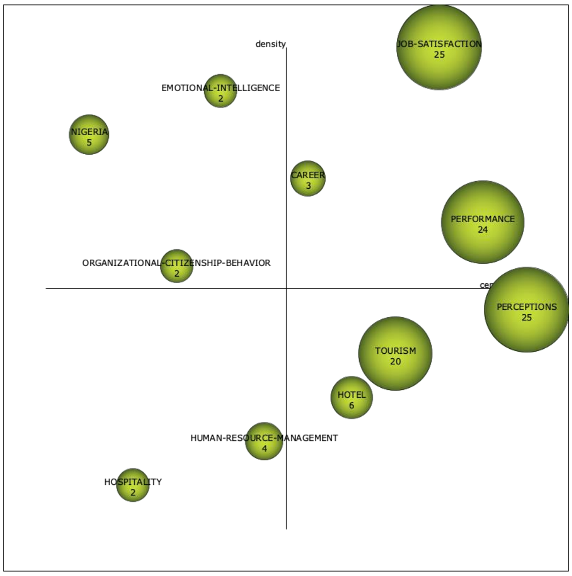


Fig. 9c. Third period strategic diagram

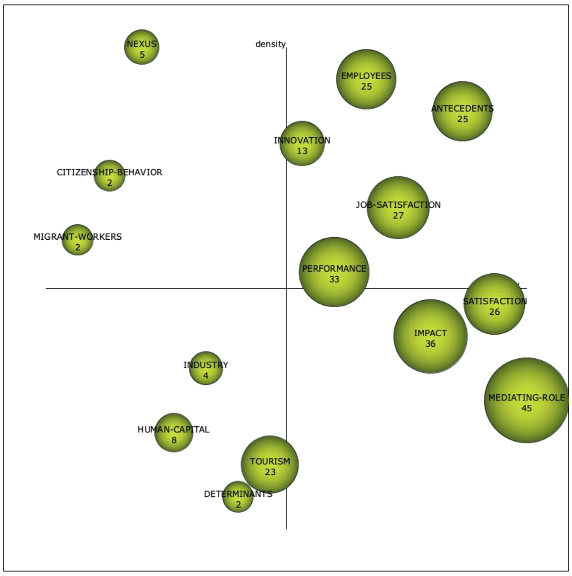


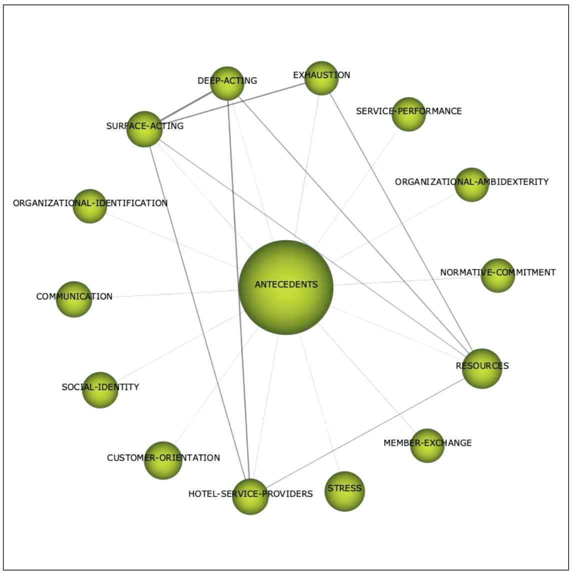
Fig. 9d. Fourth period strategic diagram

(Source: Own compilation)

Thematic Network

After the thematic strategic diagram is thematic network. The thematic network for each theme shows the connection of that theme with the other themes and subject. For example, the thematic network comes in **Fig. 10.** for illustration of what thematic network demonstrates. These four samples were selected from the last period of time. From upper-right quadrant "Antecedents" theme was selected because it has a high level of density and centrality. From upper-left quadrant "Nexus" was selected because this theme has the highest level of density, but the centrality is lower than the average. From lower-right quadrant "meditating-role" was selected because it has the highest level of centrality and the density is the lowest in its quadrant's members. From the last quadrant, lower-left, "determinants" theme was selected. This them has the lowest density.

In the thematic network the size of each circle for the theme shows the number of documents on that theme, and the thickness of the connection lines shows the strength of connection of those themes with other themes. As it shows in **Fig. 10a,** some of those themes around the main theme are also connected to each other, for example "exhaustion" is connected to "resource" theme. **Fig. 10b** shows an example of very well external connected theme with other themes, but this theme; "nexus" did not develop internally very well. **Fig. 10c** demonstrates high developed themes with a lot of connections, but the connections were not as strong as "nexus" themes; And the last but not least, the lowest connected theme which is "Determinants." The **Fig. 10d** illustrates the low connected and low developed theme in the "emerging or declining themes" quadrant. All the thematic network for the period of time could be found in Appendix A.



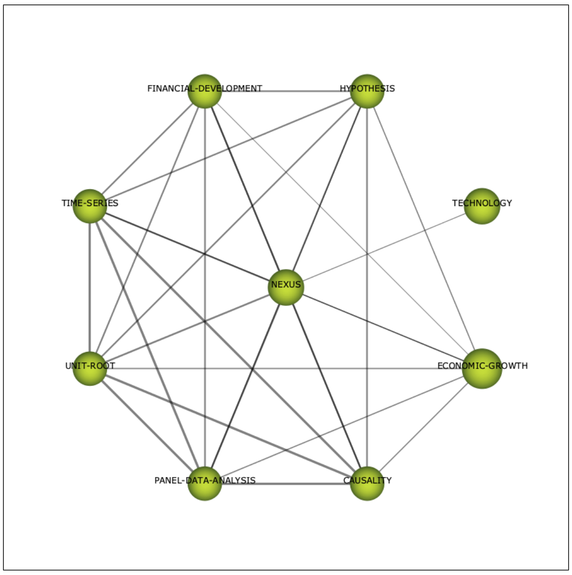
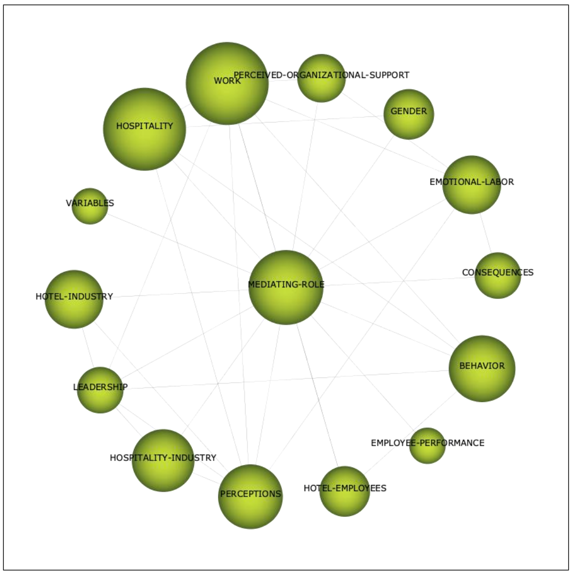


Fig. 10a. Thematic network of "Antecedents"

Fig. 10b. Thematic network of "Nexus"



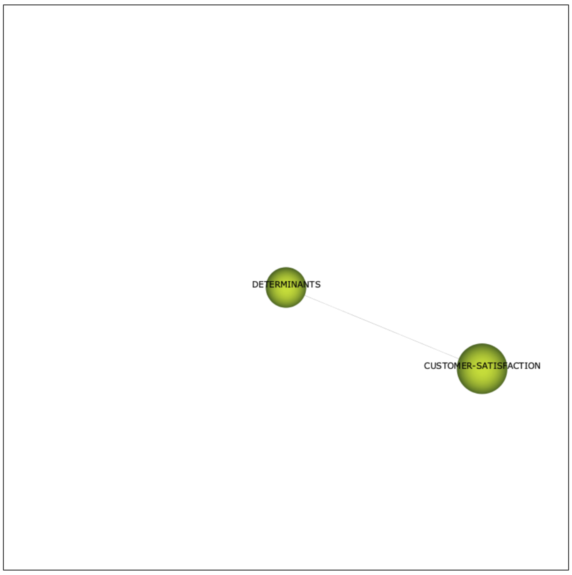


Fig. 10c. Thematic network of "Mediating-role"

Fig. 10d. Thematic network of "Determinants"

Conclusion

This study revealed the importance, best practices, and challenges of human resource management in the hospitality and tourism sector. The tourism and hospitality industry is one of the leading industries in the world, contributing one tenth of the world's GDP. Skripak (2016), state that in 2014, there were more than 1.1 billion international tourists across the globe, contributing a significant economic influence and movement of goods and services. Hotels are springing up rapidly and so managing employees in this service sector is critical. Boella and Goss-Turner (2019), reiterate that HR policies form and integral part of a contemporary organization's overall business policy and planning. It also came to light that the use of bibliometric techniques for analysis is increasing day by day.

The paper focused on bibliometric study of human resource management in the hospitality and tourism literature consisting of 788 articles indexed in the Web of Science from 1977 to 2020. The following information was deduced from the data gathered: The number of publications and citations in a year, source citation visualization, publishing countries, Web of Science categorization, main journals, and keywords of this integrative field of research. It was found that there was some collaboration among most of the countries. When it comes to the study of HRM in the hospitality and tourism sector, the Peoples Republic of China is the largest contributor followed by the United States of America. Other contributing countries worth mentioning are the United Kingdom, Spain, and Australia.

About intellectual structures, the United States of America and that of the Peoples Republic of China could generally be termed as the same. The differences could be found in the number of authorships per country. The bibliographic coupling visualization also reveals collaborative clusters among countries. Furthermore, the most important key words identified in the visualization of the study were "performance", "Tourism", Commitment," "Job-satisfaction" and "Antecedent" these words form an integral part of HRM. The top occurred keywords also showed the topic's top topic, and the network shows how these topics are related to each other. The correlation number shows the number of times the two keywords appeared together. If the number is low, it shows there is a high potential for future development.

For deeper analysis, the SCIMAT software was used to analyze the keywords and extracted the studied themes in the subject. The main outputs of this software are, longitudinal thematic diagram, strategic diagram, and the thematic networks. The longitudinal thematic diagram shows the evolution of the topic in the study files. This diagram project the main context as themes on the timeline of the study. The second diagram is strategic diagram with two axes, the x-axis and y-axis, which are represents the centrality and density of the themes' clusters, respectively. The centrality shows the themes connectivity to the other themes, and it is external measure for development of the themes. The density shows the themes internal development, and it is the internal measure for themes development. At the end, the thematic network shows the related network of each theme.

It is interesting to see the "citizenship behavior and migrate workers" become new attractive themes. Also, the study shows "determinants" is emerging theme in this field of study. "Nexus" is the other keyword, which is very well internally developed, and it needs to be connected to the other keywords in this field of study. On the other hand, "Antecedents" is new theme, which is well developed, internally, and externally.

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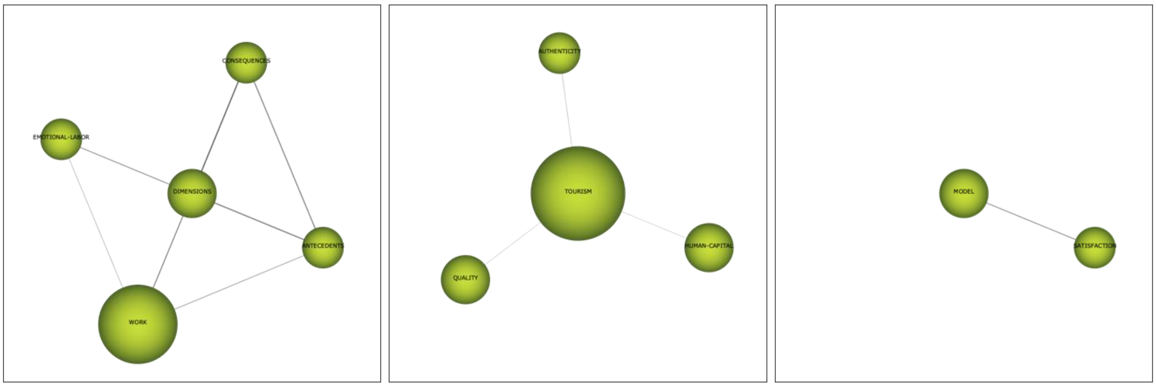
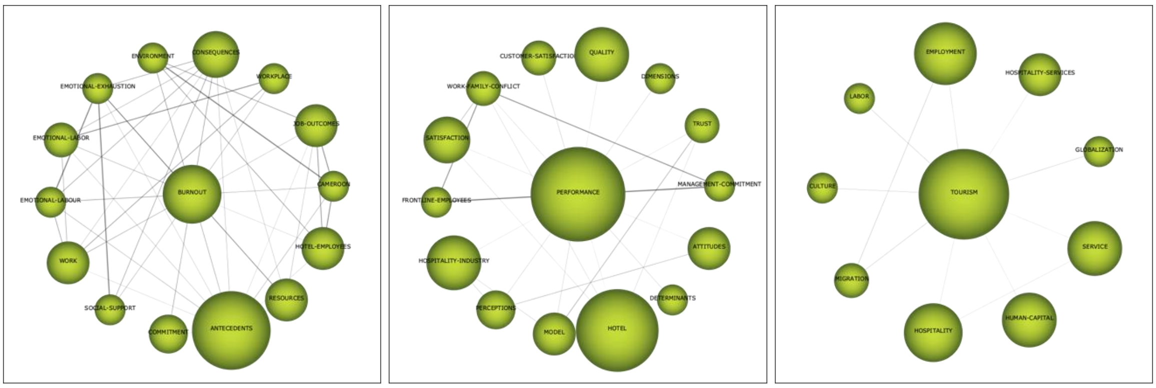
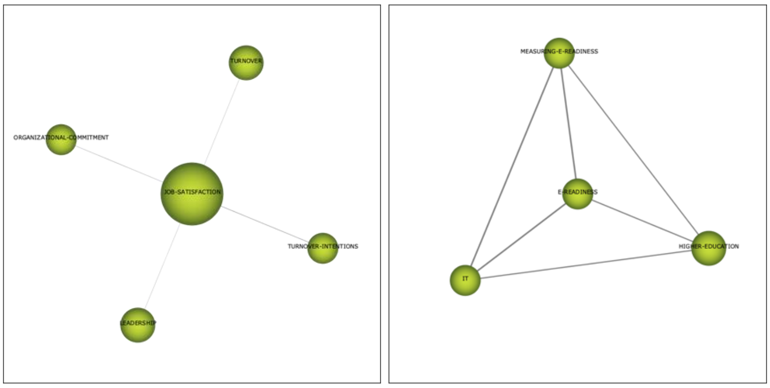
Appendix A.

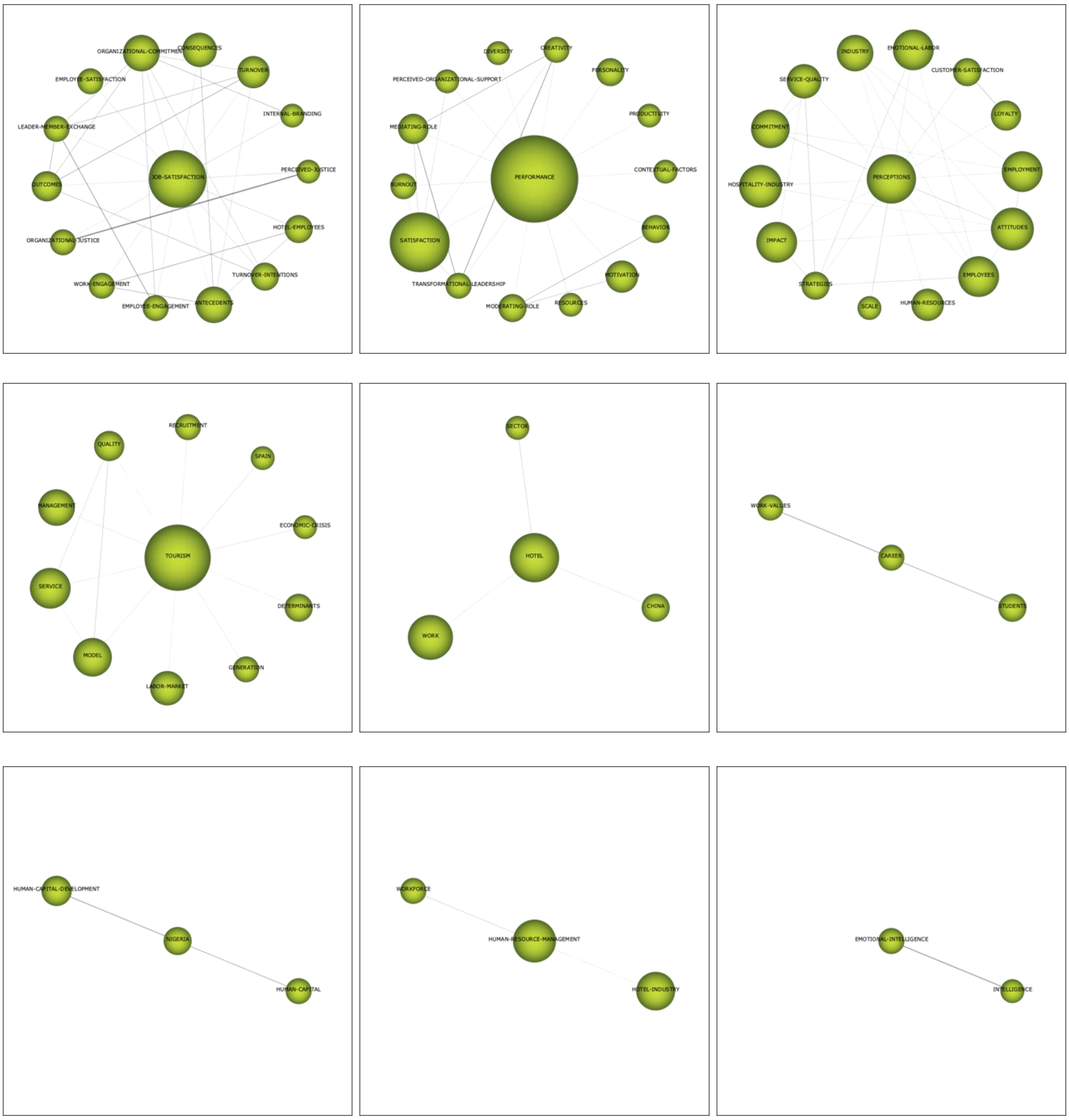


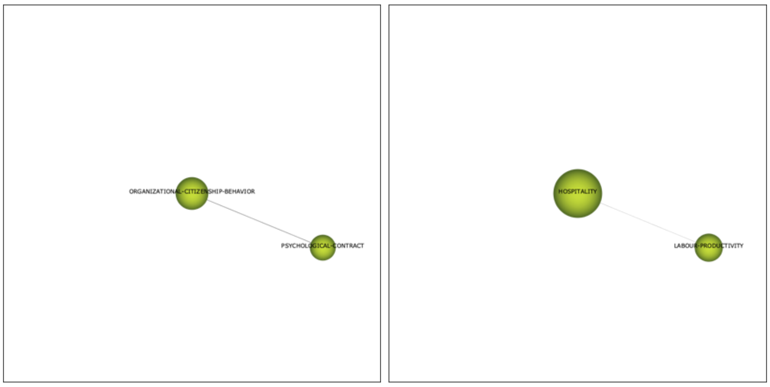
Thematic network of themes in the first period of time



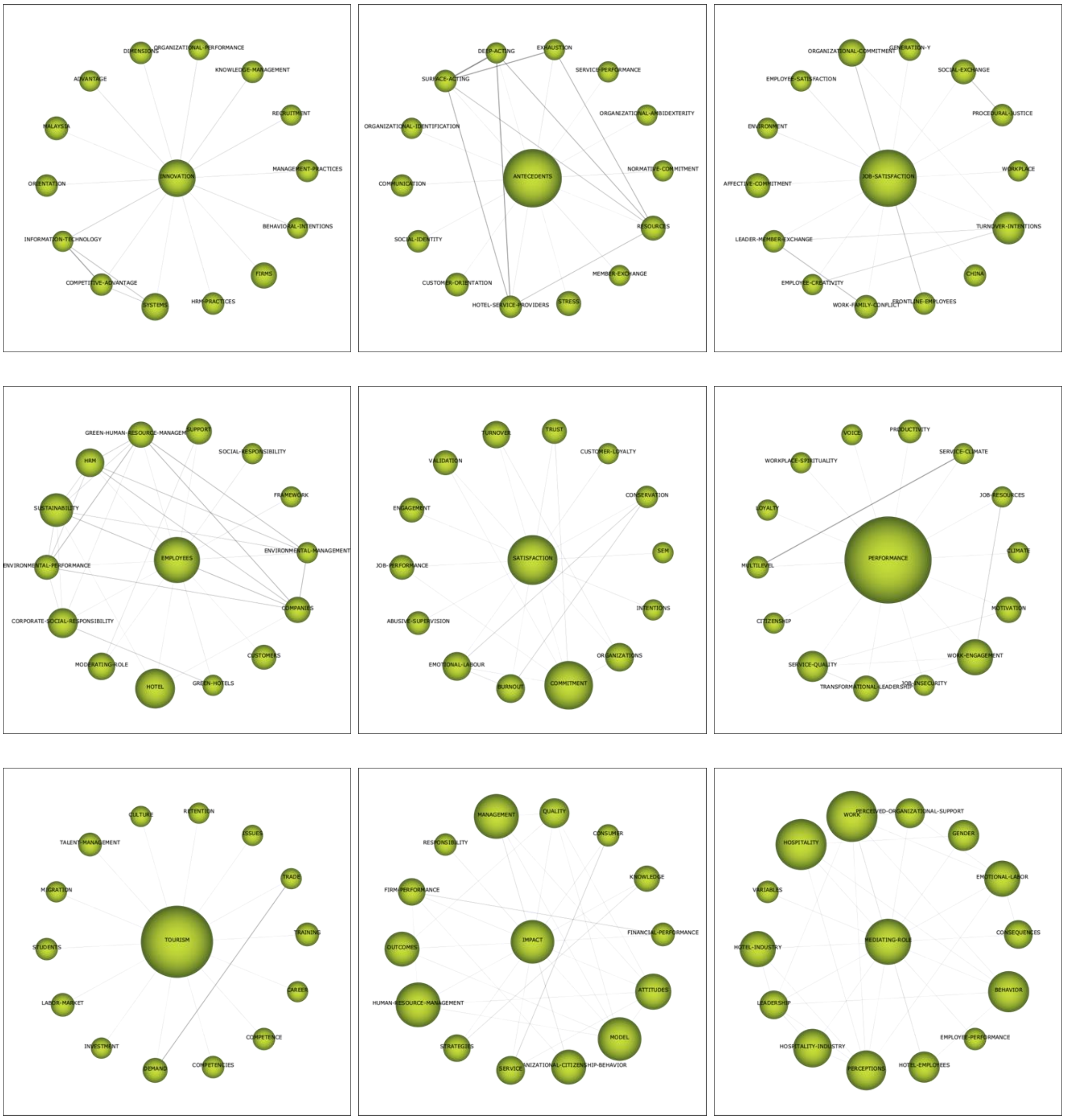


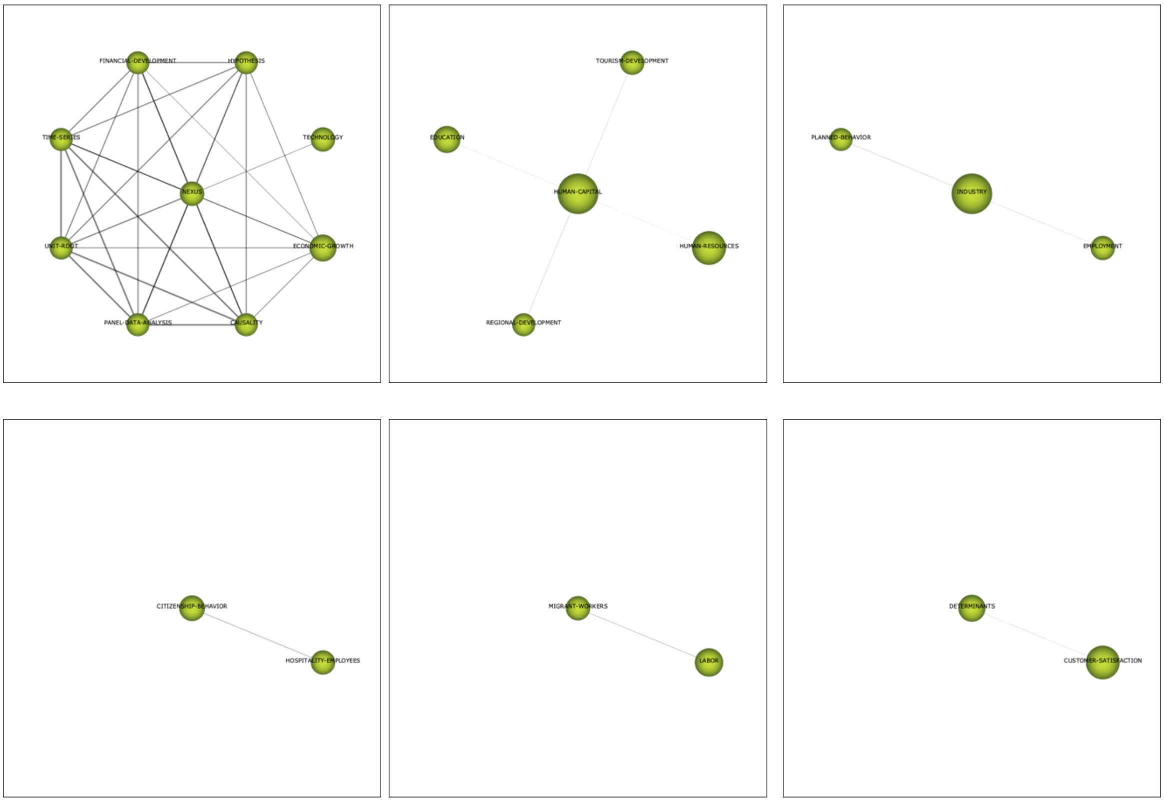
Thematic network of themes in the second period of time





Thematic network of themes in the third period of time





Thematic network of themes in the fourth period of time (**Source:** Own compilation)

RECEIVED: 4 January 2021 **ACCEPTED: 13 March 2021**

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The founder of a scientific journal “Vadyba / Journal of Management” is Lithuania Business University of Applied Sciences. Since 2000, the journal publishes technology, social sciences and physic sciences-related articles. The main goal of the scientific journal articles and conducted research is to emphasize the problems and present possible solutions for the public and private organizations of the region. The articles can be both empirical and theoretical.

The submitted articles must be original, previously unpublished. It is prohibited to publish the articles of this journal in other publications.

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- The structure of the article must have a structure of a scientific article. It must contain the following:

1. The **title** of the article. Article’s **author, institution**, which the author is representing. **E-mail** of the author of the article.
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Valackienė, A. (2005). *Crisis Management and Decision-making*. Technology, Kaunas.

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Journal articles

Boyle, T. (2003). Design principles for authoring dynamic, reusable learning objects. *Australian Journal of Educational Technology*, 19(1), 46–58.

Book articles

Curthoys, A. (1997), History and identity, in W. Hudson and G. Balton (eds), *Creating Australia: Changing Australian history*, 25 - 84. Allenn and Unwin, Australia.

Web documents

Wiley, D. A. (2003). Learning objects: difficulties and opportunities. [Retrieved March 18, 2009], <http://opencontent.org/docs/lo_do.pdf>.

Statistical information and web resources

Lithuanian Emigration Statistics. (2009). Statistics Lithuania to the Government of the Republic of Lithuania. [Retrieved February 16, 2009], <http://www.stat.gov.lt/lt/news/view/?id=6819&PHPSESSID=5b1f3c1064f99d8baf757cde1e135bc0>.

9. **Summary** with **the keywords** is written in English. **The summary should include at least 3000 characters.**
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Requirements for the outline and layout of the article

- The articles must be written in MS Word A4 pages.
- Document margins: top – 2 cm, bottom – 2 cm, left – 2 cm and right – 2 cm.
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