**Table 3: Themes, Sub-Themes and Dimensions**

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| **Theme** | **Sub-Theme** | **Key Dimensions** |
| 1. **The internal context and its influence on experiences and perceptions of HRD in STFs**
 |
| * **Owner-manager / senior manager roles and influence**
 | * Strategic emphasis given to HRD
	+ Owner-Manager / Senior manager prioritising and involvement in HRD
* STF decision-making about HRD
* Preference for particular HRD approaches
* Expenditure / return on HRD
* Expenditure on different categories of employees
 | * Perceptions of importance of HRD
* HRD as a strategic priority
* Perceptions of firm benefits of HRD
* Tactical and problem-driven approach to HRD
* Strong senior management involvement in induction and front end training
* Focus on short versus long-term
* Focus on pragmatism or what works in practice
* Use of intuitive / heuristic approach to decision-making about HRD
* Emphasis on strategic planning
* Focus on informal versus formal HRD
* HRD linked to operational routines and realities
* Limited financial investment in formal HRD
* Use of external financial supports for HRD
* Anticipation of immediate benefits
* Limited investment in senior team
* Strong focus on operational / front line employees
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| * **Resource Types and Value**
 | * The role of smallness
* The family as a resource
* The scarcity of financial resources
* Time availability
* Availability/expertise to manage HRD
* Geographic location
 | * Informality
* Flexibility
* Dependence on a limited workforce
* Vulnerability to local conditions
* Requirement to multi-skill
* Provide a labour market buffer
* Family politics
* Lack of managerial capability
* Tight financial constraints
* Exercising patience
* Competing demands for attention
* Prior experience of formal HRD practices
* Lack of HRD expertise
* Geographic location of the firm
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| * **Employee perceptions of exposure to HRD**
 | * Presence of HRD throughout firm
* Training and development opportunities available
 | * Perception that formal HRD is only available as an exception
* Training not talked about in the firm
* Unequal distribution of training and development opportunities
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| * **Employee perceptions of benefits of HRD**
 | * Perceptions of benefits of HRD
* Quality of HRD provision
* Value attached to HRD
 | * Primary benefit is on immediate task performance
* Not enough emphasis on long-term career and progression benefits
* Negative perceptions of quality of training and development
* Training is too ad-hoc and informal
* Employees not particularly motivated to develop
* Perceive firm does not prioritise training over short-term operational priorities
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| 1. **The external context and its influence on experiences of and perceptions of HRD in STFs**
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| * **The role of institutional logics**
 | * State logic: the external regulation of tourism
	+ Sourcing of external knowledge to address external regulation issues
* Professional logic: the role of normative HRD best practice prescriptions
	+ Sectoral traditions and cultural norms within the tourism sector
* Corporation logic: the role of organisational culture and firm traditions
* Market logic: characteristics of the STF’s product market
	+ Customer feedback
	+ Role of the star rating system
* Community logic: external labour market pressures
	+ The supply of quality labour
 | * Role of external advisory networks
* Tick the box functional compliance
* Opportunity to learn and do the right thing
* External human resource standards
* External accreditation of HRD efforts
* Resistance to change traditional approaches to HRD
* Value of informal, on-the-job practical approach to HRD
* Importance of technical and organisational induction
* Development of task related knowledge
* Desire to retain quality and hotel classification rating
* Maintaining and exceeding customer expectations
* Responding to customer feedback
* The availability of quality skilled labour externally
* Restricted labour pool due to competition from other firms

Developing employer legitimacy in the labour market |