**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 |
| * **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 |
| * **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 |
| * **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 |
| 1. **The external context and its influence on experiences of and perceptions of HRD in STFs** | | |
| * **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 |