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How Human Capital Development Drives Retention Through Service Recovery in Hotels

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Abstract

Research Originality: This study advances hospitality retention research by integrating human capital development, line manager HRM delivery quality, work engagement, service recovery performance, and psychological safety within a single process-oriented framework. Its novelty lies in positioning service recovery performance as the behavioral bridge between Engagement and Intention to stay. Psychological safety also serves as a boundary condition in the engagement–recovery relationship.

Research Objectives: This study examines how human capital development contributes to employees' intention to stay through managerial HR delivery, work engagement, and service recovery performance, while considering psychological safety.

Research Method: A two-wave, multi-source survey generated 350 matched employee–supervisor responses from three- to five-star hotels in Bandung, Jakarta, and Bali. We analyzed the data using PLS-SEM with 5,000 bootstrap subsamples.

Empirical Results: Human capital development enhances the quality of line managers' HRM delivery, which in turn enhances work engagement and improves service recovery performance. Service recovery performance is the strongest predictor of intention to stay, while psychological safety strengthens the engagement–recovery relationship.

Implications: Hotels should integrate development investment with supervisor coaching, post-training follow-up, recovery authority, and psychologically safe incident-review practices.

Keywords*:*

human resource implementation; psychological safety; frontline capability; organizational attachment; service productivity

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INTRODUCTION

The hospitality sector plays a strategic role in service-based economies, particularly in emerging countries where tourism contributes to employment and regional income. In Indonesia, this sector depends heavily on frontline employees who interact with guests, handle complaints, and maintain service consistency. Employee turnover remains a persistent challenge because it increases recruitment and training costs, disrupts operations, and weakens brand delivery (Boxall, 2021; Nguyen et al., 2023; Uzunbacak et al., 2022). Retention is therefore an economic concern because service continuity depends on employees' experience and ability to respond effectively to service failures.

To improve employees' capability and motivation, Human Capital Development (HCD) is widely viewed as a viable mechanism for these improvements while also strengthening organizational attachment (Fulmore et al., 2022; Grohnert et al., 2021; Li et al., 2023). However, prior research remains inconclusive on whether developmental investment such as HCD automatically produces favorable outcomes, as formal programs may have limited effects when perceived as symbolic or inconsistent with operational needs (Azevedo et al., 2020; Maddox-Daines, 2021). This creates an academic debate: while employee development can be effective, its results depend on how development practices are implemented and experienced by employees.

In contrast, a process-oriented HRM perspective tends to position line managers as the "last mile" of HR implementation because employees experience policies through supervisors who clarify expectations, provide feedback, and support learning (Boxall, 2021; Jooss et al., 2021). Previous research also indicated that line managers' HRM delivery quality reflects the effectiveness of HR practices (Katou et al., 2020; Z. Zhang et al., 2024). In addition, employees respond more positively when HR practices are communicated consistently and implemented supportively because clear coaching and credible feedback reduce uncertainty and strengthen employee energy and dedication (Guest et al., 2020; Sanders et al., 2024; Theoharakis et al., 2024).

However, research has paid limited attention to whether HCD strengthens managerial HR delivery in the hospitality industry. The unresolved issue is whether line managers can effectively translate development opportunities into credible coaching, feedback, and consistent follow-up. Formal HR systems and engagement are also often examined in separation, leaving limited evidence on how managerial HR delivery converts developmental investment into engagement in hotel settings.

Work engagement is important in hospitality because frontline employees face heavy emotional demands and customer complaints that can leave them unengaged and unmotivated. Resolving this issue might reengage the employees and thus make them more willing to invest discretionary effort and use adaptive problem-solving during service failures (Kloutsiniotis & Mihail, 2020; Yue et al., 2020). Service Recovery performance is then reflected by their ability to restore guest satisfaction through prompt, competent, and adaptable responses (Keating & Aslan, 2023; Kibatta & Samuel, 2021). Service recovery may also strengthen intention to stay because successful recovery can reinforce competence and work meaningfulness (Peltokorpi & Allen, 2023; Tuin et al., 2021).

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Although engagement is associated with favorable outcomes, its conversion into observable service recovery behavior remains insufficiently examined, particularly in developing-country hotels. Most retention studies emphasize job attitudes and rewards, which provide limited attention to whether successful recovery strengthens employees' perceived contribution to customer value and their willingness to remain with the organization.

One underlying issue in engagement is that it may not translate into recovery performance when employees fear blame. Several studies address this issue by improving employees' psychological safety, which enables them to speak up, seek help, and acknowledge mistakes without negative consequences (Huang et al., 2023; Mehmood et al., 2021; Wee & Fehr, 2021). This safety also supports corrective initiative during uncertain service encounters (Asadullah et al., 2022; Kilroy et al., 2022; Theoharakis et al., 2024). Simply put, psychological safety is a boundary condition, as motivated employees might still hesitate to act unless the work environment supports discretion and learning from mistakes.

Taken together, prior studies have examined a broad range of theories such as HCD, HR implementation, engagement, psychological safety, service recovery, and retention, yet these research streams remain fragmented. Existing research emphasizes the presence of HR practices rather than the process by which human capital investment becomes a productive frontline capability (Abid, 2024; Azevedo et al., 2020). The research gap, therefore, concerns the limited understanding of how developmental investment translates, through managerial HR delivery and engagement, into service recovery, which in turn contributes to retention. This study's novelty lies in positioning service recovery performance as the behavioral bridge between Engagement and Intention to stay. It also integrates psychological safety as a boundary condition in the engagement–recovery relationship. Accordingly, this study examines how HCD contributes to intention to stay through line manager HRM delivery quality, work engagement, and service recovery performance, while assessing the role of psychological safety in strengthening the engagement–recovery relationship. This study also integrated HRM process, motivational, service recovery, and retention perspectives, and identified managerial conditions that can improve the effectiveness of human capital investment.

METHODS

This study employed a quantitative explanatory design to examine how human capital development influences employees' intention to stay through line manager HRM delivery quality, work engagement, and service recovery performance in Indonesia's hospitality sector. A two-wave, multi-source survey was conducted from June to August 2025 to strengthen the temporal ordering of the proposed relationships and reduce common method bias through temporal and source separation (Kock et al., 2021; Podsakoff et al., 2024).

In the first wave, frontline employees assessed human capital development, the quality of line managers' HRM delivery, and demographic and job-related characteristics. In the second wave, the same employees assessed work engagement, psychological safety, and intention to stay, whereas their immediate supervisors independently evaluated service

recovery performance. Using different measurement times and respondent sources was intended to reduce self-report inflation and provide a more independent assessment of employees' observable recovery behavior (Beurden et al., 2025; Yadav & Dhar, 2021).

The target population comprised frontline employees working in three- to five-star hotels in Bandung, Jakarta, and Bali. These locations were selected because they represent major tourism and business destinations and provide access to hotels with formal HR development, service, and complaint-handling practices. The study used purposive multi-site sampling because it required employees with direct guest contact and service recovery experience, rather than general hotel staff. The study included chain and independent three- to five-star hotels because these properties generally apply more formalized HR and service practices (Katou et al., 2020; Pak & Heidarian Ghaleh, 2024). Eligible respondents worked in front office, guest relations, food and beverage service, guest-facing housekeeping, reservations, call centers, spas, or concierge services. They were required to have at least six months of organizational tenure and recent experience handling guest complaints or service requests. We excluded back-office employees because they were not directly involved in service recovery (Nguyen et al., 2023; M. Zhang et al., 2020).

Table 1. Research Variables and Measurement

Construct	Role in the model	Items	Measurement source	Respondent/ source of rating
Human Capital Development	Exogenous variable	6	Fulmore et al. (2022)	Employee
Line Manager HRM Delivery Quality	Sequential explanatory mechanism	6	Guest et al. (2020); Katou et al. (2020)	Employee
Work Engagement	Sequential explanatory mechanism	6	Theoharakis et al. (2024)	Employee
Service Recovery Performance	Behavioral mediator	6	Keating & Aslan (2023)	Supervisor
Psychological Safety	Moderator and constituent main effect	6	Huang et al. (2023)	Employee
Intention to Stay	Final endogenous outcome	5	Peltokorpi & Allen (2023)	Employee

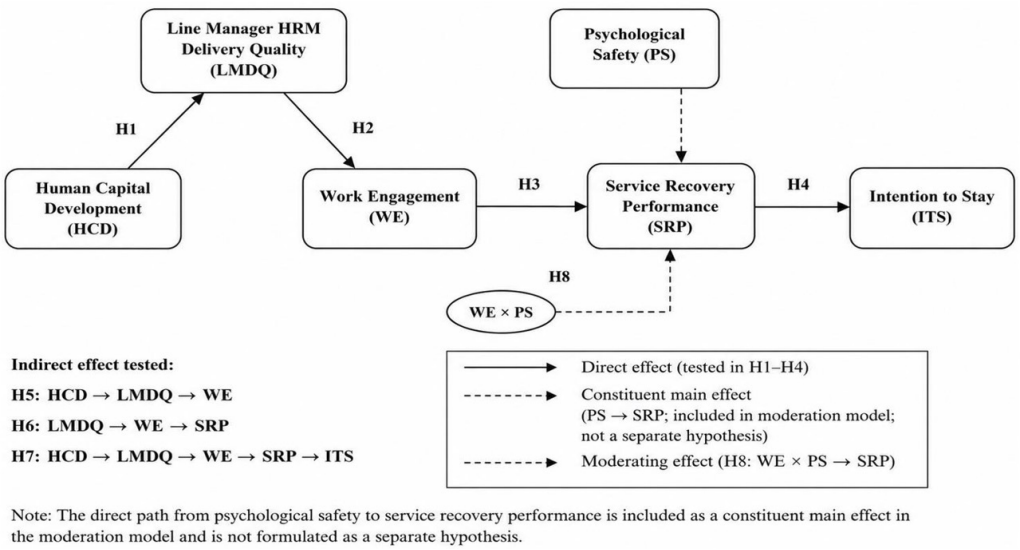
Source: Authors' own work

We matched employee and supervisor questionnaires using anonymous identification codes, and supervisors independently rated service recovery performance without access to employee responses. Of 410 matched cases initially obtained, 60 were excluded after eligibility, completeness, and matching checks, leaving 350 usable observations. With 35 indicators, the final sample met the recommended upper range for PLS-SEM (175–350 observations) (Hair et al., 2024). To improve methodological transparency, Table 1 summarizes the six research constructs. The table presents each construct's role in the model, the number of indicators, the primary measurement source, and the respondent providing the assessment. All constructs were measured using established scales adapted to the Indonesian hotel context and assessed on a seven-point Likert scale ranging from 1 = strongly disagree to 7 = strongly agree.

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We analyzed the data using SmartPLS version 3.3.2 and assessed the measurement model using indicator loadings, Cronbach's alpha, composite reliability, average variance extracted, and discriminant validity. We evaluated the structural model using path coefficients, effect sizes, coefficients of determination, and predictive relevance. We tested hypotheses through bootstrapping with 5,000 subsamples and bias-corrected 95% confidence intervals (Hair et al., 2024; Sarstedt et al., 2022). The analysis examined direct relationships, specific indirect effects, sequential mediation, and the interaction between work engagement and psychological safety. The study further assessed predictive and managerial relevance using Q^2 and importance-performance map analysis. Ethical safeguards include informed consent, voluntary participation, anonymity, and confidentiality.

Figure 1. Conceptual Framework



Note: The direct path from psychological safety to service recovery performance is included as a constituent main effect in the moderation model and is not formulated as a separate hypothesis.

Figure 1 illustrates the study's analytical structure. This framework proposes that human capital development contributes to the quality of line managers' HRM delivery. This framework supports work engagement, which is expected to enhance service recovery performance and, in turn, intention to stay. The framework also examines two specific mediation mechanisms and one sequential mediation process. Psychological safety is included as a contextual condition that strengthens the relationship between work engagement and service recovery performance. The model retains its direct relationship with service recovery performance as a constituent main effect rather than formulating it as a separate hypothesis.

RESULTS AND DISCUSSION

The findings indicate that employee retention develops through an interconnected process linking human capital development, managerial HR delivery, work engagement, and frontline service behavior. Human capital development strengthens the quality of line manager HRM delivery, enhances engagement, and, in turn, supports service recovery performance. Psychological safety further reinforces the engagement–recovery relationship,

while service recovery performance is the strongest predictor of intention to stay. These results confirm that retention emerges through managerial, motivational, and behavioral mechanisms in addition to investment in development. Table 2 summarizes 350 matched employee–supervisor respondents from three- to five-star hotels in Bandung, Jakarta, and Bali. Most respondents were women, aged 25–34, bachelor's graduates, and employees with one to six years of tenure in guest-facing roles.

Table 2. Respondent Characteristics

Respondent attributes	Categories	Frequency (N)	Percentage (%)
Gender	Male	162	46.3
	Female	188	53.7
Age (years)	18–24	74	21.1
	25–34	151	43.1
	35–44	86	24.6
	45+	39	11.1
Education	High school/Vocational	96	27.4
	Diploma (D3)	88	25.1
	Bachelor (S1)	149	42.6
	Postgraduate (S2+)	17	4.9
Tenure	<1 year	52	14.9
	1–3 years	133	38.0
	4–6 years	88	25.1
	7–10 years	51	14.6
	>10 years	26	7.4
Employment status	Permanent	168	48.0
	Contract	146	41.7
	Daily/outsourced	36	10.3
Department	Front Office	92	26.3
	Food & Beverage Service	112	32.0
	Guest Relations/Customer Service	46	13.1
	Housekeeping (guest-facing)	54	15.4
	Reservations/Call Center	30	8.6
	Other guest-facing (spa, concierge, etc.)	16	4.6
City/Location	Bandung	115	32.9
	Jakarta	120	34.3
	Bali	115	32.9
Hotel type (HR formality proxy)	Chain hotel	245	70.0
	Independent hotel	105	30.0
Star rating	3-star	132	37.7
	4-star	141	40.3
	5-star	77	22.0
Work schedule	Rotating shifts	272	77.7
	Fixed shifts	78	22.3

Source: Authors' calculations.

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Table 3 confirms that the measurement model satisfies reliability and convergent validity requirements. All indicator loadings exceed the recommended threshold, while Cronbach's alpha and composite reliability values demonstrate strong internal consistency. The average variance extracted values are also above 0.50. Accordingly, all constructs are measured reliably and are suitable for testing the structural model.

Table 3. Measurement Model Assessment

Construct	Items	Indicator Reliability	Internal Consistency	Convergent Validity	Result
HCD	6	0.796–0.832	Alpha 0.903; CR 0.925	AVE 0.673	Valid and reliable
LMDQ	6	0.774–0.836	Alpha 0.897; CR 0.921	AVE 0.661	Valid and reliable
WE	6	0.793–0.850	Alpha 0.910; CR 0.930	AVE 0.688	Valid and reliable
SRP	6	0.807–0.856	Alpha 0.907; CR 0.928	AVE 0.682	Valid and reliable
PS	6	0.765–0.858	Alpha 0.900; CR 0.923	AVE 0.665	Valid and reliable
ITS	5	0.799–0.854	Alpha 0.883; CR 0.914	AVE 0.681	Valid and reliable

Source: Authors' calculations.

Table 4. Discriminant Validity Assessment

Variable	HCD	ITS	LMDQ	PS	SRP	WE
Human Capital Development (HCD)	0.821					
Intention to Stay (ITS)	0.133	0.825				
Line Manager HRM Delivery Quality (LMDQ)	0.531	0.281	0.813			
Psychological Safety (PS)	0.361	0.317	0.353	0.816		
Service Recovery Performance (SRP)	0.244	0.634	0.325	0.537	0.826	
Work Engagement (WE)	0.311	0.280	0.564	0.186	0.378	0.830

Source: Authors' calculations.

Table 4 reports the Fornell–Larcker criterion. The square root of AVE for each construct is higher than its correlations with other constructs. Although service recovery performance and intention to stay are strongly related, their diagonal values remain higher than the corresponding correlations. The findings, therefore, confirm adequate discriminant validity among the six constructs.

Table 5 summarizes effect sizes, explained variance, and predictive relevance. The model explains meaningful variance in line manager HRM delivery quality, work engagement, service recovery performance, and intention to stay. All Q^2 values are positive, confirming predictive relevance. Human capital development contributes substantially to managerial HR delivery, while the quality of line manager HRM delivery strongly contributes to work engagement. Psychological safety also meaningfully explains service recovery performance. Service recovery performance produces the largest effect on intention to stay and is therefore the model's most influential behavioral mechanism.

Table 5. Effect Size, Coefficient of Determination, and Predictive Relevance

Structural Relationship	f^2	R^2 of Endogenous Construct	Q^2 of Endogenous Construct	Interpretation
Human Capital Development → Line Manager HRM Delivery Quality	0.393	0.282	0.182	Medium effect; predictive relevance supported
Line Manager HRM Delivery Quality → Work Engagement	0.466	0.318	0.212	Large effect; predictive relevance supported
Work Engagement → Service Recovery Performance	0.125	0.415	0.271	Small-to-medium effect; predictive relevance supported
Psychological Safety → Service Recovery Performance	0.337	0.415	0.271	Medium effect; predictive relevance supported
Work Engagement × Psychological Safety → Service Recovery Performance	0.079	0.415	0.271	Small effect; predictive relevance supported
Service Recovery Performance → Intention to Stay	0.673	0.402	0.269	Large effect; predictive relevance supported

Source: Authors' calculations.

Figure 2. Bootstrapping Results

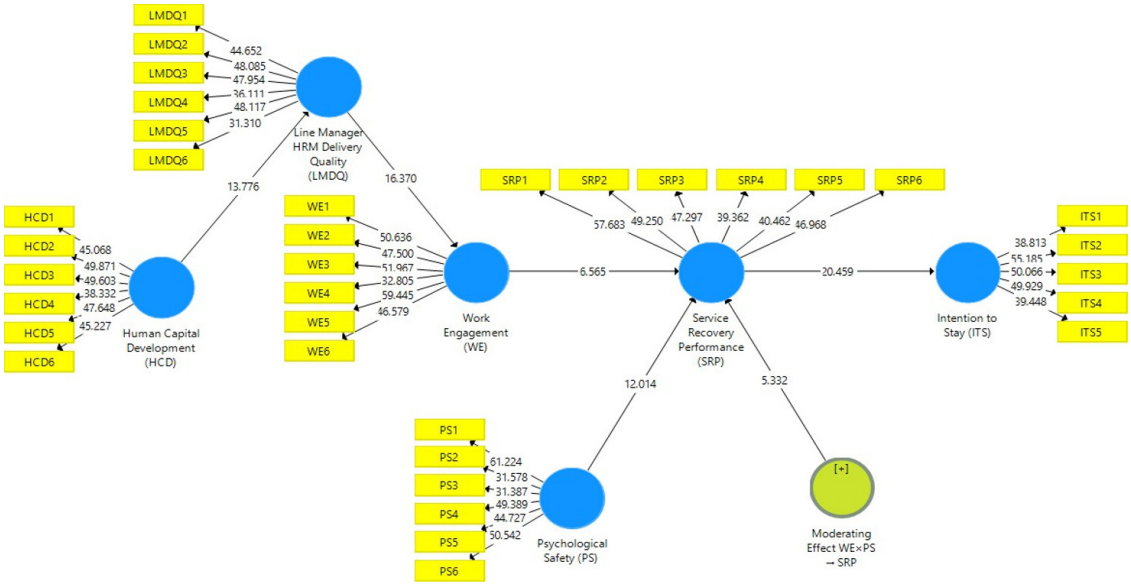


Figure 2 presents the bootstrapping results for the structural model, including t-values for direct and moderating relationships. As shown in the Figure, human capital development strengthens line managers' HRM delivery quality and, subsequently, work engagement. Then, work engagement and psychological safety improve service recovery performance, which increases intention to stay. Lastly, psychological safety also strengthens the engagement–recovery relationship. The structural model confirms that human capital development positively influences the quality of line managers' HRM delivery, strengthening work engagement. Work engagement and psychological safety improve service recovery performance, while service recovery performance increases intention to

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stay. Table 6 further shows that developmental investment generates retention benefits through supportive managerial implementation and meaningful employee engagement. The interaction effect also demonstrates that psychological safety strengthens the relationship between work engagement and service recovery performance.

Table 6. Bootstrapping Effect Results

Hypothesis	Path	β (O)	t-value	p-value	95% CI (BC) [2.5%, 97.5%]	Result
H1	Human capital development → Line Manager HRM delivery quality	0.531	13.776	p < 0.001	[0.457,0.605]	Supported
H2	Line manager HRM delivery quality → Work engagement	0.564	16.370	p < 0.001	[0.493,0.631]	Supported
H3	Work engagement → Service recovery performance	0.276	6.565	p < 0.001	[0.192,0.358]	Supported
H4	Service recovery performance → Intention to stay	0.634	20.459	p < 0.001	[0.572,0.693]	Supported
H8	Psychological safety × Work engagement → Service recovery performance	0.202	5.332	p < 0.001	[0.128,0.276]	Supported

Source: Authors' calculations.

Table 7. Specific indirect effects and hypothesis testing (Bootstrapping, bias-corrected 95% CI)

Hypothesis	Path	β (O)	t-value	p-value	95% CI (BC) [2.5%, 97.5%]	Result
H5	Human capital development → Line Manager HRM delivery quality → Work engagement	0.299	9.938	p < 0.001	[0.242,0.360]	Supported
H6	Line manager HRM delivery quality → Work engagement → Service recovery performance	0.155	6.187	p < 0.001	[0.107,0.205]	Supported
H7	Human capital development → Line manager HRM delivery quality → Work engagement → Service recovery performance → Intention to stay	0.052	5.311	p < 0.001	[0.034,0.072]	Supported

Source: Authors' calculations.

In addition, Table 7 confirms that human capital development influences intention to stay through line manager HRM delivery quality, work engagement, and service recovery performance rather than through an immediate direct process. H5 is supported because line manager HRM delivery quality mediates the relationship between human capital development and work engagement. H6 is also supported, showing that work engagement mediates the relationship between line manager HRM delivery quality and service recovery performance. Lastly, the sequential indirect effect supports H7.

Table 8 presents the IPMA results for intention to stay. Service recovery performance is the most important but only moderately effective, making it the principal managerial priority. Psychological safety and work engagement represent secondary priorities, while line manager HRM delivery quality serves as an implementation lever, and human capital development functions as an upstream enabler. Based on these findings, hotels should combine training investment with supervisory coaching and recovery authority whilst creating psychologically safe communication and structured post-training follow-up.

Table 8. IPMA Results for Intention to Stay (ITS)

Construct	Importance (Total Effect → ITS)	Performance (Index 0–100)	Priority implication
Service Recovery Performance (SRP)	0.634	55.626	Highest priority (high importance, mid performance)
Psychological Safety (PS)	0.289	56.276	Secondary priority
Work Engagement (WE)	0.175	55.293	Secondary priority
Line Manager HRM Delivery Quality (LMDQ)	0.099	55.735	Supporting lever
Human Capital Development (HCD)	0.052	55.329	Upstream enabler

Source: Authors' calculations.

The findings show that human capital development becomes valuable when translated into consistent frontline implementation. Its positive effect on the quality of line manager HRM delivery is consistent with Guest et al. (2020) and Katou et al. (2020), who emphasize clear communication. It also aligns with Z. Zhang et al. (2024), who highlight the quality of implementation in translating HR intentions into employee experiences. This study extends these findings by showing that human capital development can, in turn, strengthen the quality of managerial HR delivery. In Indonesian hotels, this analysis shows that training and career support create greater value when supervisors translate them into coaching and feedback. Line manager HRM delivery quality also drives work engagement.

These findings align with research by Beurden et al. (2025) and Theoharakis et al. (2024), who highlight aligned HR practices and supportive leadership, and complement Sanders et al. (2024), who emphasize coherent HR signals. Line managers can serve as the mechanism through which developmental investment translates into employee motivation, particularly in Indonesian hotels, where frontline employees depend on supervisors for guidance. Work engagement also positively influences service recovery performance, supporting Kloutsiniotis & Mihail (2020) and Yue et al. (2020), who reported discretionary efforts and service-oriented behaviors among engaged frontline employees. It also extends Keating & Aslan (2023) by identifying engagement as an employee-side antecedent of recovery behavior. Service recovery, therefore, reflects engagement because employees must remain persistent, regulate emotions, and adapt during service failures.

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Service recovery performance shows the strongest relationship with intention to stay, consistent with Peltokorpi and Allen (2023), who emphasize work-related attachment. This research further extends retention research by showing that successful recovery strengthens employees' willingness to remain, suggesting that recovery reinforces competence, meaningfulness, and perceived contribution to customer value, in contrast to studies focused mainly on other aspects such as insecurity, support, or embeddedness. Additionally, the mediation results provide a sufficient process-oriented explanation of how human capital development contributes to retention. The mediating role of line manager HRM delivery quality is consistent with research by Katou et al. (2020) and Z. Zhang et al. (2024), while work engagement supports the work of Kilroy et al. (2022) and Tuin et al. (2021). The study's sequential pathway extends these studies by integrating managerial implementation, motivation, service recovery, and retention. It also identifies that development investment may not generate retention benefits when supervisory implementation or engagement is weak.

It also finds that psychological safety further strengthens the engagement–recovery relationship, consistent with Huang et al. (2023) and Wee & Fehr (2021), who showed that psychologically safe employees are more likely to speak up, seek help, and learn from mistakes. This study extends their findings by positioning psychological safety as a boundary condition for converting engagement into recovery behavior. Engaged employees may still hesitate to exercise discretion when they fear blame, and therefore, engagement becomes more effective when employees feel safe to act.

Finally, the IPMA results identify service recovery performance as the highest-priority driver of intention to stay. This finding reinforces the study's central contribution that recovery capability creates value for customers and employees. Hotels should combine human capital development with supervisory coaching, complaint-handling authority, psychologically safe incident reviews, and structured post-training follow-up to strengthen frontline capability while reducing turnover and retraining costs, especially in Indonesia, where the survey is conducted.

CONCLUSION

The findings show that human capital development strengthens managerial HR delivery, thereby enhancing work engagement and, in turn, improving service recovery performance. Service recovery performance emerges as the strongest predictor of intention to stay, indicating that retention develops through an interconnected managerial, motivational, and behavioral process rather than through investment in development alone. Psychological safety further strengthens the conversion of work engagement into effective service recovery behavior.

From a managerial perspective, hotels should complement training investments with supervisor coaching and structured post-training follow-up, whilst giving employees clear authority to handle customer complaints and fostering psychologically safe practices for reviewing service incidents. Line managers should also be evaluated on the consistency

and supportiveness of HR delivery. At the policy level, hotel associations and tourism authorities should incorporate supervisory HR implementation, service recovery capability, and psychological safety into hospitality competency and certification standards to improve service consistency and reduce turnover-related costs.

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