

How has the knowledge of employee goal orientation evolved in hospitality research over the last two decades? Insights for researchers and practitioners

Submitted by:

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Abstract

This study analyzes the development of hotel goal orientation literature by examining 42 articles published between 2003 and 2023. Through content analysis and co-citation analysis using VOSviewer, the bibliometric and intellectual structure contributing to the development of hotel goal orientation literature are identified and visualized. Learning goal orientation is the most adopted conceptualization and its key outcomes being performance, innovativeness, service quality, customer relationships, and others. Key antecedents and mediators and moderators were also identified. Results of the co-citation analysis shows that the literature contributing to hotel goal orientation knowledge focuses on cognitive and motivational processes; international environment; customer orientation and organizational performance; organizational learning and innovation; and entrepreneurship and competitive advantage. The study also identifies current knowledge gaps that can serve as future research directions by comparing with previous literature reviews. Hotel managers can use this information to develop policies that promote employees' goal orientation and improve organizational competitiveness.

Keywords: Goal orientation; Employee behavior; Hotel; Performance; Learning; Review paper

1. Introduction

The success of an organization's business goals is heavily reliant on its employees. The hospitality industry is currently experiencing a severe labor shortage due to the "Great Resignation," where numerous employees are leaving their jobs. As travel resumes to normal, hotels are re-evaluating how they can recruit, select, and retain employees (Dunavete, 2022). In addition to specific knowledge and skills, hotels also consider factors such as an individual's traits, personalities, and attitudes. It makes sense to recruit and retain goal-oriented individuals who are more driven to achieve their work goals, which ultimately leads to the attainment of organizational goals (Han et al., 2020). Hotel employees with high learning goal orientation continuously learn, improve themselves, and adapt to changes in the hospitality industry, leading to positive effects on hotel innovativeness and performance (Batra et al., 2021; Chen & Peng, 2016; Kim, 2009; Roxana et al., 2013; Werlang & Rossetto, 2019).

As goal orientation is an important personal characteristic that hotel employers consider when hiring and retaining employees, a comprehensive and up-to-date review of the research in this area is required. This review will equip industry practitioners with the knowledge needed to deal with today's critical human capital challenge and improve the overall performance of hotels (Khraim & Afaishat, 2021; Kumar et al., 2022; Templer et al., 2020). Previous studies have shown that an employee's goal orientation is critical in determining their success and contributing to the hotel's overall performance in the context of the hospitality sector. By adopting a goal-oriented approach, hotels can improve their competitiveness and performance.

This paper aims to synthesize research conducted on employee goal orientation in the hospitality industry, identifying research progress, intellectual structure of the knowledge contributing to the literature, and future research directions. The study will answer the following research questions: 1) How has research on employee goal orientation in hotels

evolved over time? 2) What variables are investigated, and what measurements and methods are used? 3) What are the research studies that contribute to the development of goal orientation studies in the hotel context? 4) What are the future research directions on employee goal orientation in the hotel context? By reviewing and analyzing existing literature using content analysis and co-citation analysis methods, this study will provide a holistic picture of the knowledge in the field and identify opportunities for future research.

2. Goal orientation

2.1 Goal orientation theory

Goal orientation theory is one of the most widely studied motivation theories across multiple disciplines. Goal orientation is an individual's personal tendency to develop or demonstrate competencies to pursue achievement (Ames, 1992; Theis & Bipp, 2020). Dweck and Leggett (1988) developed the goal orientation theory and took goal orientation as a dichotomous concept, leading to two kinds of goal orientation, learning and performance. However, the idea of a single-factor conception of goal orientation has been challenged. Researchers proposed mastery-focused goal and ability-focused goal and labeled those concepts as mastery and performance goal orientation (Ames, 1992). Nicholls et al. (1989) modified the two concepts as task orientation and ego orientation. The essence of the mastery goal orientation is similar to learning goal orientation, so the two concepts are interchangeable (McKinney, 2003). Elliot & Harackiewicz (1996) further refined the concept of goal orientation to a three-factor structure, including mastery achievement goal, performance approach achievement goal, and performance avoidance achievement goal. Subsequently, Vandewalle (1997) demonstrated the superiority of the three-factor model over the two-factor model.

Although scholars continued to modify the goal orientation factors by dividing mastery goal orientation into mastery prove goal orientation and mastery avoid goal orientation, in addition to performance prove goal orientation and performance avoid goal orientation, that is, the four-factor model of goal orientation (Elliot & McGregor, 2001, 1999; Pintrich, 2000), the three-factor model of learning goal orientation, performance prove goal orientation, and performance avoid goal orientation is still the most widely applied and has received interest from scholars (Vandewalle et al., 2019).

2.2 Review studies in the goal orientation literature

Over nearly 50 years of research, the application of goal orientation literature has expanded from education to organizational behavior. As the number of articles discussing goal orientation grew, review articles on goal orientation emerged to quantify its development, clarify its structure, and its relationships with different variables. Based on the search results from Scopus, three literature review papers and three meta-analytic review papers on goal orientation were identified.

DeShon and Gillespie (2005) reviewed the goal orientation literature and found conceptual ambiguities, resulting in a confusing array of measurements and manipulations and an incoherent empirical database. They presented a theoretical framework for goal orientation, named motivated action theory, which incorporates multiple conceptual perspectives and offers recommendations for future research. Kaplan and Maehr (2007) pointed out that goal orientation theory is vague, but this is caused by the use of multiple methods to assess goal orientations. They critiqued the methods used in goal orientation research and suggested six

potential theoretical models of goal orientations. Vandewalle et al. (2019) provided a detailed analysis of the historical origins, correlates, moderators and mediators, and outcome variables of goal orientation. The meta-analysis study of Utman (1997) confirmed that learning goals lead to better performance than performance goals when the task was more complex, the age was higher, and there was moderate stress. Rawsthorne and Elliot (1999) also did a comparison of the effect of learning goal and performance goal on intrinsic motivation. Payne et al. (2007) studied three dimensions of goal orientation with their presumed antecedents and proximal as well as distal consequences.

As identified in these papers, the key antecedents of goal orientation include the Big Five personality characteristics, intelligence, self-esteem, need-for achievement, knowledge acquisition speed, general self-efficacy, effort, and cognitive ability. The key mediators/moderators include effort and persistence, feedback processes, goal commitment, goal setting, interpersonal behaviors, knowledge sharing, cognitive learning process, metacognition, self-efficacy, environmental dynamism, perceived ability, task complexity, and working memory. Finally, the goal orientation outcomes investigated cover change and adjustment, feedback seeking, intrinsic motivation, innovation, leadership, learning strategies, self-efficacy, self-set goal level, state anxiety, state goal orientation, well-being, workplace deviance, performance, and service quality.

The earlier analyses of goal orientation compared the impact of learning goals and performance goals on performance via meta-analytic approaches. During the middle period, it was argued that the concept of goal orientation has theoretical vagueness and needed to be reintegrated. More recent reviews have taken a qualitative approach to the entire history of goal orientation theory and analyzed the various antecedent, mediating/moderating, and outcome variables that have emerged along the evolutionary path. Notably, none of this literature has extracted, categorized, and analyzed the themes of the identified goal orientation studies. Figure 1 summarizes the key antecedents, mediator/moderator, and outcomes of the goal orientation review studies.

This current study distinguishes itself from previous literature reviews and meta-analyses in several ways. Firstly, reviews covering multiple industries are important but may not adequately address goal orientation research in hospitality. This study focuses specifically on analyzing literature of employee goal orientation within the hotel industry. Secondly, the study conducted a systematic review of the literature, analyzing the year of publication, published journals, and samples from various hotel departments to determine when academics became interested in studying goal orientation. Thirdly, the study summarizes previous hotel goal orientation studies that utilized quantitative, qualitative, mixed, and conceptual research methods, giving insights into the most commonly used methodologies in these studies. Fourthly, the study employs content analysis and co-citation analysis to identify various themes, observed variables, and intellectual structure of the literature, which contributes to our understanding of hotel goal orientation studies. Finally, the most current review of goal orientation research was conducted in 2019 (Vandewalle et al. (2019) which only covered goal orientation literature published until 2016. This study also includes updated hotel goal orientation since its emergence to the current time.

[FIGURE 1 HERE]

3. Methodology

The study aimed to examine the current state of knowledge in goal orientation research in the hotel industry. A systematic review of journal articles on goal orientation theory was conducted using Web of Science, Scopus, and Google Scholar. These databases were chosen for their wide range of tourism, leisure, and hospitality industry resources and cross-checking capabilities (Otoo & Kim, 2020). Screening keywords used by previous researchers to conceptualize goal orientation, including "goal orientation," "learning orientation," and "performance orientation," were used, along with "mastery goals," "learning goals," "performance goals," "hotel," and "hospitality" to focus on the concept in hotels. The study provides valuable insights into the current state of knowledge in goal orientation research in the hotel industry.

The literature screening process followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) flowchart (Moher et al., 2009) (Figure 2). To identify the qualified papers for analysis, the following criteria were used:

- Inclusion of "tourism, leisure, and sports" and "business, management, and accounting" in the subject areas of the publications;
- Investigation of the concept of goal orientation in hotels and the hospitality industry;
- Studies conducted in a business context rather than in an education setting; and
- Exclusion of inaccessible papers, conference papers, dissertations, and non-English papers.
- Exclusion of papers with the study context of travel agencies, airlines, and non-hotel restaurants.
- Exclusion of papers that only mentioned goal orientation in their recommendations or conclusions, but not as a variable investigated.
- Non-English articles, inaccessible papers, conference papers, and dissertations were also excluded.

Of the initially identified 2,651 papers, 1,217 duplicates were eliminated, and ultimately 42 papers were analyzed.

[FIGURE 2 HERE]

Content analysis was used to analyze the 42 articles for publication year, studied samples, variables investigated and their relationships, and methodology. NVivo software was used to identify frequent words and qualitative content analysis was used to identify themes. The systematic review applied the Input-Mediator-Outcome (IMO) framework to examine the relationship between inputs, mediators, and outcomes in the context of hotel goal orientation. The IMO framework emerged as an evolution of the input-process-output (IPO) model. Criticisms arose regarding the IPO model's lack of differentiation between different types of processes and outcomes. It was observed that many factors mediating the relationship between inputs and outcomes did not necessarily manifest as processes (Ilgen et al., 2005; Mathieu et al., 2008). Consequently, the IMO framework replaced the IPO model to encompass a broader range of significant mediating influences with explanatory power in team performance (Ilgen et al., 2005). This framework enables researchers to identify the specific factors that influence outcomes, thereby facilitating the development of evidence-based interventions and strategies to improve performance, innovation, and other relevant outcomes (Sundermeier & Mahler, 2022). This paper employed the IMO framework in conducting a systematic analysis of how

inputs, mediators, and outcomes were interconnected in the context of hotel goal orientation. Then, co-citation analysis was used to identify the influential articles contributing to the knowledge of the hotel orientation literature. VOSviewer software was used to visualize the clusters of co-cited papers based on frequency of citation. This method helps reveal the intellectual structure and thematic links between various works in the field of study/ It also addresses the research bias and transparency deficiencies of relying purely on qualitative methods (Arici et al., 2021). Previous studies have used this method to analyze various fields of research (Köseoglu et al., 2015; Tang et al., 2016; Zupic & Čater, 2015).

4. Findings

4.1 Publications of research on goal orientation in hotels

The first research on goal orientation in the hospitality industry was published in 2003 and the number of publications is in rising trend, but the total volume remains small. As shown in Figure 3, Over 50% of the papers were published between 2017 to 2023.

[FIGURE 3 HERE]

Table 1 shows scattered publications on goal orientation in the hospitality industry, published in 33 journals. The International Journal of Hospitality Management had the most articles (8), followed by Tourism Management (2) and International Journal of Contemporary Hospitality Management (2). The remaining 30 articles are in diverse fields such as business management, economics, psychology, social science, and service quality. The hospitality and tourism industry is interdisciplinary that intersects management, economics, service, and education (Lin, 1998). Out of the 33 journals, 11 were hospitality and tourism journals, while 22 are related to other management disciplines.

[TABLE 1 HERE]

4.2 Samples of the studies

The majority of the studies (29) analyzed hotel employees irrespective of their job functions and roles to understand the impact of goal orientation on employee performance, innovation, knowledge management, and customer relationships (Slåtten, 2014; Bodouva, 2016; Kim, 2014; Karatepe et al., 2007; Templer et al., 2020). Eight studies focused on frontline employee's customer contact in roles including front desk, food and beverage, and business center, investigating the relationship between goal orientation and service-related behaviors or outcomes (Aslama et al., 2020; Prompreing & Hu, 2021a; Shamim et al., 2017; Kumar et al., 2022). Two studies concentrated on the sales department to understand the effects of learning, performance prove, and performance avoid goal orientation on hotel sales performance (Chen & Peng, 2016; Kim, 2009). The remaining three studies collected data from the marketing and finance departments (Nair, 2019; Widiartanto & Suhadak, 2013; Wu et al., 2022).

4.3 Research methods adopted

Thirty-eight of the analyzed papers employed quantitative research methods, one utilized a mixed-method approach and three were conceptual papers. None of the studies adopted a qualitative methodology. The quantitative studies predominantly focused on investigating the relationship between innovation and goal orientation as a path to enhance hotel performance, with surveys being the most common data collection tool. Some studies utilized measurement scales developed by other researchers to assess learning goal orientation, whereas others conceptualized and tested subfactors of learning goal orientation such as commitment to learning, intra-organizational knowledge sharing, shared vision, and open-mindedness (e.g., Batra et al., 2021; Fraj et al., 2015; Nair, 2019; Singjai et al., 2018). However, studies that analyzed both learning and performance orientation adopted and modified existing scales (e.g., Bodouva, 2016; Prompreing & Hu, 2021; Shamim et al., 2017). The only mixed-method study utilized questionnaires and interviews to investigate the impact of transformational leadership on market orientation, learning orientation, organizational innovation, and performance (Widiartanto & Suhadak, 2013). Three conceptual papers were published in the early years of the goal orientation literature (Avril & Magnini, 2007; Magnini, 2008; Magnini & Honeycutt, 2003). They all focused on international context of the hotel industry proposing how different approaches to employee selection, training, and organizational support, where the employee's learning orientation is an essential factor for hotels to consider in reducing expatriate employee turnover (Magnini & Honeycutt, 2003; Avril & Magnini, 2007). Learning orientation was further proposed as one of the employee-level factors affecting international hotels' knowledge transfer, transformation, and harvesting.

[TABLE 2 HERE]

4.4 Goal orientation dimensions investigated in the hospitality literature

As shown in Table 2, 31 papers focused on investigating learning goal orientation as a single-factor concept. One paper focused only on performance prove goal orientation. Eight papers explored goal orientation as a two-factor concept that includes learning goal orientation and performance prove goal orientation. Only three articles included all three factors of learning goal orientation, performance prove goal orientation, and performance avoid goal orientation. This shows that relatively fewer goal orientation researches in hotels investigated all the three most studied goal orientation dimensions. Learning goal orientation is the most studied goal orientation concept (42), either as a single-factor concept or included as one of the two- or three-factor goal orientation dimensions. Twelve papers investigated performance prove goal orientation either as a single concept or as one of the two or three dimensions of goal orientation. Only three articles investigated performance avoid goal orientation as one of the three goal orientation dimensions in impacting hotel sales performance.

4.5 Key variables and relationships investigated in hotel goal orientation studies

The word frequencies of the analyzed papers are shown in Figure 4. "Performance," "orientation," and "management" were the most frequently occurring words. "Research," "learning," "knowledge," "new", "innovation", and "financial" are also relatively obvious. The authors identified themes by reading through each article and observing prominent words in the word cloud.

[FIGURE 4 HERE]

This study follows the IMO framework by extracting independent variables (inputs), mediator/moderator variables (mediators), and dependent variables (outputs) from the relevant literature. To comprehensively evaluate the effects of hotel goal orientation on both organizations and individuals, the findings are categorized into different areas, including performance, innovativeness, service quality, customer relationships, knowledge management, leadership, strategy implementation, employee motivation, behavior, and satisfaction. The study delves into the outcomes (outputs) associated with various inputs in each category and examines the mediating factors that influence these relationships. Most of the papers examined goal orientation as an independent variable to assess its impact on employee and organizational behavior, while only a few considered it as a mediator/moderator or dependent variable. Additionally, all three dimensions of goal orientation were explored as antecedents to determine their effects on innovation and performance. Although a limited number of papers treated goal orientation as an outcome variable, they identified factors that influence learning and performance goal orientation.

Performance: Studies on goal orientation in the hospitality industry have demonstrated that learning goal orientation, performance prove goal orientation, and performance avoid goal orientation can positively impact individual and firm performance. Two articles tested all three factors of goal orientation and found that learning and performance prove goal orientation have a positive effect on hotel sales performance, while performance avoid goal orientation has a negative effect (Chen & Peng, 2016; Kim, 2009). The relationship between learning and performance prove goal orientation and sales performance was found to be mediated by hotel sales employees' adaptive selling and sales planning behaviors (Kim, 2009). High learning orientation among hotel expatriate employees was found to increase adaptability and, therefore, performance (Avril & Magnini, 2007; Haldorai et al., 2021; Magnini & Honeycutt, 2003). At the firm level, learning goal orientation has a positive effect on financial, competitive, and quality performance (Batra et al., 2021; Fraj et al., 2015; Mlozi, 2017; Nair, 2019; Oktavio et al., 2019; Serafim & Veríssimo, 2021; Sugiyanto et al., 2019; Tajeddini, 2009, 2011; Widiartanto & Suhadak, 2013; Yudhyani, 2020). However, there is a lack of research on the relationship between performance goal orientation and firm performance. Mediating or moderating variables were found to affect the relationship between goal orientation and firm performance, such as new service development (Tajeddini, 2009, 2011), innovation (Mlozi, 2017; Nair, 2019; Oktavio et al., 2019); Serafim & Veríssimo, 2021; Widiartanto & Suhadak, 2013), innovativeness and proactive environmental strategies (Fraj et al., 2015), absence of absorptive capacity (Sugiyanto et al. 2019) and service quality (Yudhyani, 2020). However, some studies did not discover any direct or moderating effect of learning orientation on hotel performance (Alarcón-del-Amo et al., 2014; Oktavio et al., 2019; Presutti et al., 2020).

Innovativeness: 12 studies confirmed that having a high learning goal orientation not only affects individual innovative behaviors but also improves organizational innovativeness. Goal orientation is closely linked to learning goal orientation (Kim & Lee, 2013; Kumar et al., 2022; Lan et al., 2023; Slåtten, 2014; Tajeddini et al., 2017; Wu et al. 2022). Three studies investigating the relationship between goal orientation and employee innovativeness confirmed the mediating roles of self-efficacy (Slatten, 2014; Wu et al., 2022), knowledge collection and knowledge donation behavior (Kim & Lee, 2013), and moderating role of centralized climate (Wu et al., 2022). Twostudies identified organic organizational structure (Tajeddini et al., 2017) and psychological capital (Kuman et al, 2022) were antecedents to goal orientation affecting

individual innovativeness; and supervisory orientation was found to be antecedent to learning and performance goal orientations (Shamim et al., 2017). At the firm level, organizational innovativeness is becoming increasingly important for hotels as it is an essential trait of the organization and a resource that is difficult to duplicate. Researchers have demonstrated the positive impact of goal orientation on organizational innovativeness (Fraj et al., 2015; Leekpai & Jaroenwisan, 2013; Roxana et al., 2013; Widiartanto & Suhadak, 2013).

Service quality and customer relationships: As a service industry, one of the key performance indicators for hotels are the quality of service provided and the customer relationship (Olsen & Connolly, 2000). Learning and performance goals enable employees to put more effort into improving service quality by acquiring and demonstrating a full range of service skills to satisfy customers' needs, improve customer relationships, and increase customer satisfaction. Rahimi (2017) identified that learning orientation positively impacts customer relationships while Bodouva (2016) found that learning and performance goal orientations positively impact perceived service quality mediated by self-efficacy. According to Templer et al. (2020), the relationship between goal orientation and customer orientation is moderated by role clarity. Nasution and Movonda (2008) did not find any relationship between learning goal orientation and customer value.

Knowledge management: Highly related to innovation, goal orientation is also found to play an important role in knowledge management. Since knowledge is acquired through learning (Darr et al., 1995; Firestone & McElroy, 2004), learning goal orientation tends to have a positive impact on knowledge management related behavior, such as knowledge sharing and knowledge donating. Employees with a high learning orientation prefer to learn more, and to share and collect knowledge to increase mutual knowledge exchange (Kim & Lee, 2013; Magnini, 2008; Shamim et al., 2017). Thus, learning goal orientation and knowledge management are mutually reinforcing. However, no consensus has been reached on the relationship between performance goal orientation and knowledge management. Kim and Lee (2013) found that performance goal orientation has a negative relationship with knowledge donating and knowledge collecting, whereas in Shamim et al.'s (2017) study, the effect of performance goal orientation on knowledge management is insignificant.

Leadership and strategy implementation: In the studies examining the impact of hotel employees' learning goal orientation on leadership are restricted to a particular leadership style, namely, leader humility. Wang et al. (2022) found that employees with higher learning goal orientation have significantly higher perceptions of the benevolence of humble leaders. Employees with greater learning competencies are actively updating their proactive environmental strategy expertise, while companies with higher learning goal orientation are more likely to integrate and utilize their environmental-related knowledge, which is all beneficial for implementing environmental strategies (Singjai et al., 2018). Rahimi (2017) also concluded that learning orientation plays an essential role in the successful implementation of customer relationship management projects. Butler et al. (2014) discovered that performance orientation moderates the relationship between self-awareness and leadership effectiveness.

Employee motivation, behavior, and satisfaction: Kim (2014) proved that employees' learning goal orientation positively affects all three dimensions of organizational citizenship behaviors, namely, employee satisfaction, service delivery, and participation, whereas performance goal orientation is positively related to service delivery and participation. Two studies investigated the determinants of employee learning and performance goal orientation and discovered that knowledge collecting behavior positively affects employee learning orientation and negatively

on performance goal orientation. Knowledge donating behavior supported both learning and performance goal orientation (Prompering & Hu, 2021a, 2021b).

In summary, the key outcomes investigated in hotel goal orientation studies include individual and firm behavior and outcomes. Variables demonstrating mediator and moderator effect between goal orientations and the investigated outcomes include both employee-related factors (self-efficacy, knowledge collecting and donating activities, adaptive selling behavior, sales planning behavior proactive, employee innovativeness, employee engagement, and cross-cultural adjustment) and firm-related factors (environmental strategies, firm innovativeness, centralized climate, and new service development). Antecedents to goal orientations identified in these studies also include both employee-related factors (psychological capital, transactive memory systems, and knowledge management processes) and firm-related factors (organic organizational structure, supervisory orientation, employee's perceptions of management practices, and leader's humility).

[TABLE 3 HERE]

4.6 Co-citation analysis

Co-citation analysis was performed on the 2,933 citations of the 42 hotel goal orientation studies. 85 most influential citations based on a cutoff value of being co-cited at least two times were identified and classified into five distinct clusters (See Appendix A). Articles belonging to the one cluster are marked with the same color (Figure 5). Among these publications, only five studies (Kim & Lee, 2013; Li, 1995; Shamin, Cang, & Yu, 2017; and Tajeddin, 2010) are conducted among hotel employees contribute to the development of knowledge in this area. This demonstrates the lack of research on this topic in the field of hospitality. A qualitative analysis of the abstracts of the citations was performed to identify the key themes of each cluster.

Cluster 1 (Red): This largest cluster includes papers that explore the *cognitive and motivational processes that drive behavior in organizational settings*. Some papers discuss the factors that influence motivation and their impact on achievement and performance (Dweck, 1968; Dweck & Leggett, 1988; Elliot & Church, 1997; Steele-Johnson et al., 2000). Others investigate factors that facilitate or hinder knowledge sharing, creativity, and innovation in organizations (Nonaka & Takeuchi, 1995; Davenport & Prusak, 1998; Gong & Fan, 2006). Leadership and its impact on employee creativity, performance, and job satisfaction are also explored (Yukl, 2006; Hirst et al., 2009). One paper discusses how a firm's unique resources and capabilities can create sustained competitive advantage over time (Barney, 1991). Additionally, methodological papers offer guidance on improving research methods and data analysis (Cohen, 1992; Podsakoff et al., 2003).

Cluster 2 (Green): The green cluster papers explore themes related to *international assignments, expatriate management, and cross-cultural adjustment*. For instance, Harvey (1985) stresses the importance of executive family adjustment and satisfaction in international assignments. Tung (1987) finds that pre-departure training, proper selection criteria, and support systems enhance expatriate success. Naumann (1993) investigates satisfaction and commitment among expatriate managers, highlighting job challenge, cultural adjustment, and social support. Several papers examine cross-cultural adjustment and its impact on expatriate outcomes, including the work of Takeuchi et al. (2002), which investigates spousal and cross-cultural adjustment's spillover and crossover effects. Tan et al. (2005) explore the role of emotions in cross-cultural expatriate experiences, affecting adjustment, performance, and well-

being. These papers emphasize the importance of factors such as pre-departure training, family adjustment, cross-cultural adjustment, and spousal support in enhancing expatriate success and organizational outcomes.

Cluster 3 (Blue): This cluster's literature discusses themes related to *customer orientation and organizational performance*. Some works address the concept of market orientation and its effects on business profitability (Narver & Slater, 1990; Slater & Narver, 1995). Additionally, Zeithaml (1988) and Gale (1994) explore the role of customer perceptions of price, quality, and value in creating and managing customer value. Sinkula (1994) investigates the relationship between market information processing and organizational learning. Other studies analyze the impact of innovation and innovativeness on organizational performance (Avlonitis & Tzokas, 1994; Song & Xie, 2000). Holbrook (1999) offers a framework for analyzing and researching consumer behavior. Finally, Dibella and Nevis (1998) and Kuratko and Hodgetts (2001) examine the concept of organizational learning and entrepreneurship, respectively. These works suggest that a market orientation can lead to increased business profitability and that the creation and management of customer value is key to long-term success. They also indicate that organizational learning and innovativeness are important drivers of organizational performance.

Cluster 4 (Yellow): This cluster focuses on the significance of *organizational learning, marketing processes, and innovation*. One key theme is the importance of continuous learning to achieve success, which is highlighted by Duncan and Weiss (1978) and Huber (1991). The literature also emphasizes new product development, with Cooper (1982) advocating a systematic approach and Avlonitis et al. (2001) presenting an empirically-based typology of product innovativeness for financial services. In addition, customer orientation is crucial, as Ennew and Binks (1996) show that the benefits of a banking relationship depend on the type of customer, and Zeithaml and Bitner (2000) argue for integrating customer focus across the firm. Tajeddini (2010) demonstrates the positive impact of customer and entrepreneurial orientation on innovativeness in the hotel industry, while Hult et al. (2004) suggest that innovativeness significantly impacts business performance. Overall, the literature highlights the importance of organizational learning, new product development, customer orientation, and innovation in achieving business success.

Cluster 5 (Purple): The purple cluster focuses on *entrepreneurship, innovation, and competitive advantage*. Miller (1983) identified that entrepreneurship is determined by the leader's characteristics, product-market strategies, and environment and structure. Barney (1991) highlighted the significance of firm resources in sustained competitive advantage. Damanpour (1991) examined the determinants and moderators of organizational innovation, while Slater and Narver (1995) established the relationship between market orientation and the learning organization. Lumpkin and Dess (1996) found a positive relationship between entrepreneurial orientation and firm performance. Calantone et al. (2002) highlighted the role of learning orientation in firm innovation and performance. Tajeddini and Trueman (2006) explored the effect of market orientation on innovativeness. Hallin and Marnburg (2008) examined knowledge management in the hospitality industry. The works in this cluster contribute to the understanding of various aspects of business strategy and performance, including entrepreneurship, firm resources, organizational innovation, market orientation, learning orientation, and knowledge management.

[FIGURE 5 HERE]

5 Discussion

Despite a rise in goal orientation research in tourism and hospitality journals, the number of articles published remains low. However, half of the articles were published in general business journals, indicating an effort to expand the audience for these relevant studies. Quantitative research dominates, with no papers using a purely qualitative approach. This is because quantitative measurements are suitable for assessing stable phenomena and for studying the cause-and-effect relationship between goal orientation and individual and organizational outcomes (Steckler et al., 1992). Hotel employees are the most commonly studied subjects, regardless of their role or department. Thus, it would be worthwhile to explore the employees of specific hotel departments or roles in more detail. Such investigations could aid in the development of hotel talent screening and training mechanisms.

Research on the impact of employees' learning goal orientation on individual and organizational behavior and performance is more common, while research on performance goal orientation is relatively lacking and inconclusive. The result is consistent with the studies of goal orientation theory in other business context. Learning goal orientation has a positive effect on various aspects of the firm (Chughtai & Buckley, 2011; Zhang et al., 2017), while the impact of performance prove goal orientation varies. Some studies found a negative impact on knowledge sharing and learning self-efficacy (Kim & Lee, 2013; Potosky & Ramakrishna, 2002), while others confirmed a positive impact on job performance, networking behaviors, and customer-oriented behavior (Chien & Hung, 2008; Huang, 2016; Kuo & Wu, 2022). Therefore, in the hospitality industry, researchers have tended to focus on learning goal orientations that are more likely to have a positive impact on other variables.

Performance and innovation are the most investigated outcomes in hotel goal orientation literature. In all except one study shows that the relationship between goal orientation and individual performance are mediated or moderated by other factors related to the individual employees (e.g., adaptive selling behavior, sales planning behavior, and cross-cultural adjustment). This means that employees need to engage in a range of behaviors and practices with their own efforts to achieve good work performance, beyond simply having a positive goal orientation. Furthermore, the relationship between learning orientation and firm performance are found to be mediated or moderated by firm's innovation in most of the studies (Mlozi, 2017; Nair, 2019; Widiartanto & Suhadak, 2013). Innovation is the generation of new knowledge and ideas to facilitate new processes, products, or services to increase organizational competitiveness (Du Plessis, 2007) and a major influence on firm performance (Shouyu, 2017). Thus, when new ideas emerge, they can be integrated, judged, and implemented in a timely manner, and eventually put into practice to achieve innovation to keep up with market changes (Slatten, 2014; Tajeddini et al., 2017). Resource-based theory suggests that a firm's resources and capabilities (such as ability to innovate) are key determinants of its performance (Barney, 1991). In the same vein, while the relationship between learning orientation and individual innovativeness has been found to be influenced by employee-related factors such as self-efficacy but also firm-related factor of centralized climate (Wu et al., 2022). A high-performance work system emphasizes the importance of a collaborative approach between employees and companies, where both parties work together to achieve mutual goals. Employees are expected to take ownership of their performance and actively participate in the implementation of the practices, while companies are responsible for providing the necessary resources and support to facilitate performance improvement (Chuang & Liao, 2010).

Studies on goal orientation in the hospitality industry have predominantly focused on examining its relationships with various dependent variables in themes including performance, innovativeness, service quality, customer relationships, and employee motivation, behavior, and satisfaction. However, research on goal orientation as a mediator/moderator and dependent variable is scarce. Some studies have identified the antecedents to goal orientation, including employee-related factors (psychological capital, transactive memory systems, and knowledge management processes) and firm-related factors (organic organizational structure, supervisory orientation, employee perceptions of management practices, and leader's humility). The findings indicate that although learning goal orientation is driven by individual motivation to learn, it can be influenced by factors that are within the control of both employees and the organization. The degree to which employees' psychological needs (autonomy, competence, and relatedness) are met can influence their goal orientation according to the self-determination theory (Deci & Ryan, 1985). Employee-related factors, such as self-efficacy and psychological capital, and firm-related factors, such as organizational culture and management, can shape employees' goal orientation by affecting their sense of autonomy, competence, and relatedness.

According to the comparison of review studies on goal orientation with hotel goal orientation literature, the former covers a wider range of variables that have not yet been addressed in hotel goal orientation research. Conversely, all the variables covered in hotel goal orientation literature have been investigated in the goal orientation literature. Thus, there are research gaps to be filled in the hotel industry. For instance, variables such as self-esteem, Big Five personality, intrinsic motivation, task complexity, feedback processes, working memory, well-being, and state anxiety have not been explored in hotel goal orientation studies, unlike in previous review papers. Researchers could start exploring these unexplored variables of goal orientation in the hospitality industry to expand the application of goal orientation theory.

Co-citation analysis identified contributions of previous researches were identified. Five main knowledge domains contributing to hotel goal orientation literature: 1) cognitive and motivational processes of individuals drive behavior and performance in organizations; 2) international assignments, expatriate management, and cross-cultural adjustment; 3) customer orientation and organizational performance; 4) organizational learning, marketing processes, and innovation; and 5) entrepreneurship, innovation, and competitive advantage. It is obvious that themes connected to cognitive and motivational processes predominate the papers. This is due to the fact that goal orientation is a personal disposition and state dependent on how an individual understands and reacts to tasks, resulting in diverse patterns of cognition, affect, and behavior as well as affecting performance in organizations (Dweck & Leggett, 1988). Employee foreign assignment, expatriate management, and cross-cultural adjustment are other major domains of knowledge. This reflects the multi-cultural nature of hotel employees, as many large hotel chains have properties in multiple countries, allowing employees to transfer to different areas. This is likely to differ from research based on other business sectors, which may not have multicultural staff or prospects for abroad assignments. The third domain of knowledge is surrounding customer orientation and organizational performance. These papers are in sync with the nature of hospitality business which is highly focused on customers and their satisfaction and loyalty. To remain competitive, hotels must have a customer-oriented approach that allows them to develop strategies for meeting customer needs, and also understand consumer behavior for creating and managing customer value. The fourth domain of knowledge is related to organizational learning, marketing processes, and innovation. Citations in these themes are referenced by hotel goal orientation research because continuous learning and improvement are key to success. Understanding the systematic approach to new product development and product innovativeness can help companies remain competitive and

offer innovative services to their customers. The final domain of knowledge is entrepreneurship, innovation, and competitive advantage. The key theme in this domain overlaps with the previous one as innovation is also identified in the previous domain. These citations contribute to the knowledge in hotel goal orientation because they provide insights into the determinants of organizational innovation, the role of firm resources in sustained competitive advantage, and the relationship between learning orientation, innovativeness, and competitive advantage. Furthermore, entrepreneurial leadership is key to enhance hospitality employee's innovative behavior (Hoang et al., 2022).

6 Future research directions

This study highlights several directions for future research in the hospitality industry. Unlike other fields where all three factors of goal orientation have been extensively researched, the literature on hotel goal orientation mainly focuses on learning goal orientation while neglecting the other two factors, namely performance prove and performance avoid. Thus, future research should address this gap. While some studies suggest that learning goal orientation is more beneficial (Midgley et al., 2001; Vandewalle et al., 2019), the outcome often depends on moderating variables such as task complexity and perceived competence. As goal orientation is rarely observed as a mediator or moderator, its role as a mediator/moderator in the relationship between variables needs further investigation.

Few qualitative studies have been conducted on hotel goal orientation, despite calls for in-depth analysis and understanding of social phenomena through close interaction with participants (Rosenthal, 2016). Future hospitality research should consider conducting more qualitative studies on goal orientation in hotels. By supplementing quantitative findings with qualitative insights, researchers can obtain a comprehensive understanding of goal orientation in hotels. Such research can provide a deeper understanding of the "why" behind people's actions and behaviors, and help researchers gain insights into the social phenomena in which the research subject is located.

Future studies on hotel goal orientation can investigate task complexity as a moderator, and employee well-being and turnover intention as outcomes. Service-oriented hotels depend heavily on employee-customer interaction, and low employee well-being can lead to poor service and a desire to quit (Benitez et al., 2019; Gordon & Adler, 2017). Additionally, task complexity can result in emotional exhaustion and decreased performance (Atmadja, 2018; Kuruüzüm et al., 2008). Moreover, since hotels are focusing on technology adoption and engagement in sustainability practices, the impact of employees' goal orientation on these areas warrants exploration. By addressing these research gaps through further exploration of these variables, hotels may achieve reduced turnover rates, improved service quality, and increased performance.

Currently, few studies have investigated the impact of goal orientation on specific departments within the hotel, despite the increasing specialization of organizations. Focusing on employees with different job characteristics can enhance the practical applications of goal orientation theory in hotels. It is also important to investigate how hotel characteristics, such as scale, type, size, location, ownership structure, and employee culture, impact the relationships between goal orientation and individual behavior and organizational performance. Additionally, comparing employees and managers from different countries and cultural backgrounds can be fruitful, as only a few studies have investigated this aspect. Using a more diverse sample can provide more focused, accurate, and implementable results and ultimately contribute to a better

understanding of goal orientation in the hotel industry. Furthermore, this study has identified five research topics pertaining to hotel goal orientation. These findings will assist hospitality researchers in identifying influential topics and prioritizing these areas for future research. Also, future research could consider categorizing existing studies into different time to gain insights into the evolution of literatures on hotel goal orientation and identify the most recent research trends.

The scope of this current review study only focuses on goal orientation in hotels, although the theory originated in education (Kaplan & Maehr, 2007). Previous studies have investigated the effects of learning and performance goal orientation on career choices, job satisfaction, and commitment to careers during internships among hospitality students (Cheng & Chau, 2013; Mahfud et al., 2019). Similar literature reviews can be conducted to analyze the state of knowledge in goal orientation and its impacts on hospitality students during the post COVID-19 era.

7 Contributions

7.1 Theoretical implications

This study is a unique addition to human capital literature, by examining the evolution of employee goal orientation research in the hotel industry, with an emphasis on the hotel industry. Through content and co-citation analysis, the study identifies the subject's bibliometric and intellectual structures, as well as its research potential. The study is the first to examine the evolution of hotel employee goal orientation research and its knowledge construction. It contributes to both theoretical and practical domains by endorsing goal orientation as an important construct worthy of future research in the hotel sector. Despite controversy surrounding the relationship between goal orientation and work outcomes (Vandewalle, 2019), the study reveals that goal orientation directly and indirectly impacts innovation, performance, knowledge management, and customer service, which are critical factors in the fast-changing hospitality industry (Aslama et al., 2020; Kim, 2009; Leekpai & Jaroenwisan, 2013; Roxana et al., 2013; Shamim et al., 2017).

The study also identifies the emergence and evolution of goal orientation theory in the hospitality industry. The application of goal orientation theory in the hotel history only began in 2003, almost 20 years after its development in the field of education in the 1970s and being applied to other business sectors. The study suggests that the application of goal orientation in other industries can enrich research in the hotel industry, which also expands the scope of goal orientation theory in hotel research. The study also identifies future research opportunities to understand the impact of goal orientation, its antecedents, mediators, and moderators in influencing individual and organizational behavior and performances. Additionally, the labor-intensive and highly customer-oriented nature of the hotel industry deserves more attention in goal orientation research in the hospitality industry, which provides research directions for subsequent hotel researchers interested in this topic.

While the application of the IMO framework in previous studies has primarily focused on teams and team processes in existing literature, it has the potential to be easily extended to other organizational processes (Paul et al., 2023). In this study, we extended the application of the IMO framework by utilizing it to explore individual goal orientation within the context of hotels. By identifying the inputs and mediators that influence outcomes, we can gain a more

comprehensive understanding of how goal orientation impacts research development in the hospitality field.

The co-citation analysis uncovers diverse knowledge domains that contribute to the literature on goal orientation. These domains encompass individual differences in goal orientation, cultural aspects of international assignments and cross-cultural adjustment, customer orientation and organizational performance, organizational learning, marketing processes, innovation, entrepreneurial leadership, and competitive advantage. With the increasing commitment of hospitality companies to pursue the United Nations' Sustainable Development Goals (SDGs), researchers have the opportunity to explore sustainable development as a prospective area for future research within the context of goal-orientation studies. This research avenue would involve investigating how hotels can integrate sustainable practices, minimize their environmental impact, and contribute to the well-being of local communities. Furthermore, examining the impacts of sustainable practices on both individual and organizational levels, encompassing organizational performance, customer satisfaction, and brand reputation within the framework of goal orientation, can yield valuable insights for hotel managers and support the industry's pursuit of sustainable development goals. Consequently, it is expected that the body of literature pertaining to sustainability and SDGs will expand, contributing to the advancement of knowledge in the field of goal orientation.

7.2 Managerial implications

Hotel employees' goal orientation plays a crucial role in their success and contributes to the hotel's overall performance (Chen & Peng, 2016; Kim, 2009). Studies have shown that goal-oriented employees are more focused, committed, and productive in their work, leading to higher levels of customer satisfaction, repeat business, and improved hotel profitability (Bodouva, 2016; Kim, 2014; Nair, 2019; Rahimi, 2017). Moreover, such employees have a better conversion rate from training and learning, leading to higher levels of innovation and competitiveness in hotels (Kim & Lee, 2013; Mlozi, 2017). They are also more resilient and better able to adjust to changes in the hospitality sector, resulting in better performance (Haldorai et al., 2021). It is crucial for hotel practitioners to understand how these findings can be applied in a work setting. Before implementing interventions, management should assess employees' goal orientation profile. The interventions may include new or modified management practices, organizational structure, climate, and human resource policies. For example, in recruitment, hotels can target and select candidates with high learning goal orientation and train employees to embrace hotel values. For departments with a clear achievement goals for business, customer service, or even sustainability, performance-prove goal orientation can be promoted through training to increase their competence, providing feedback by managers, and designing effective reward mechanisms that improve individual and departmental performance. To attain positive outcomes, management can create a more favorable management practice and organizational culture that enhance employees' goal orientation by training supervisors and leaders to support employees' growth mindset and provide them with opportunities for self-development (Shamim et al., 2017) and knowledge sharing (Yoon & Park, 2023).

8 Limitation

This review contributes to the current knowledge and practice of hotel employee goal orientation. However, as with other review studies, it has some limitations. Many academics have expressed skepticism regarding the trustworthiness and validity of content analysis of the extracted publications and their contributing references (Bos & Tarnai, 1999). This shortcoming is addressed by incorporating quantitative methodologies such as word cloud and co-citation analysis to triangulate the results and to provide a more nuanced interpretation of the data, which can lead to more robust and useful conclusions. Another limitation of the study is related to the inclusion of only articles published in English which most of the top-tier journals are published, relevant scholarly works in other languages might have been excluded.

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Appendix A.

Most cited 87 articles

No.	Cluster	Article
1	Red	Dweck, C.S., The role of expectations and attributions in the alleviation of learned helplessness (1975) <i>Journal of Personality and Social Psychology</i> , 31 (4), pp. 674-685
2	Red	Dweck, C., Motivational processes affecting learning (1986) <i>American Psychologist</i> , 41, pp. 1040-1048
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4	Red	Barney, J., Firm resources and sustained competitive advantage (1991) <i>Journal of Management</i> , 17 (1), pp. 99-120. , https://doi.org/10.1177/014920639101700108
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Table 1. Journals where studies on goal orientation were published

[illegible]

Table 2. Goal orientation dimensions being investigated with research method

Goal Orientation Factors	No. of papers investigating one or more dimensions	Quantitative method	Qualitative method	Mixed methods	Conceptual paper
Single factor					
Learning goal orientation	30	26		1	3
Performance prove goal orientation	1	1			
Two factors					
Learning goal orientation, Performance prove goal orientation	8	8			
Three factors					
Learning goal orientation, Performance prove goal orientation, Performance avoid goal orientation	3	3			
Total	42	38		1	3

Table 3. Key variables investigated in hotel goal orientation studies

Authors	Independent variables investigated (Input) [I]	Mediator/Moderator investigated (Mediator) [M]	Dependent variables investigated (Outcome) [O]	Results of the studies
<i>Individual Performance</i>				
Kim (2009)	Learning goal orientation Performance prove goal orientation Performance avoid goal orientation	Adaptive selling behavior Sales planning behavior	Sales performance	All three elements of goal orientation indirectly impact sales performance, which is achieved through two types of sales behaviors; learning goal and performance prove-goal orientations of hotel salespeople had positive effects on their adaptive selling and sales planning behaviors, the performance avoid-goal orientation negatively affects these sales behaviors
Chen & Peng (2016)	Learning goal orientation Performance prove goal orientation Performance avoid goal orientation		Sales performance	Learning goal orientation and performance proof goal orientation positively affect salesperson performance, whereas performance avoidance goal orientation negatively affects sales performance
Tajeddini (2009)	Learning orientations	New service development	Performance	The components of learning orientation can be seen as commitment to learning, shared vision, and open mindedness, all of which positively impact new service development (NSD) and through which the financial and competitive and quality objectives of the hotel are achieved
Haldorai et al. (2021)	Learning orientation	Cross-cultural adjustment	Work performance	Self-initiated expatriates with high learning orientation are not only more resilient but also better able to understand and adapt to the host country environment and therefore perform better
Avril & Magnini (2007)				This conceptual paper explicates that an expatriate's family status, emotional intelligence, dietary and exercise habits, and learning orientation should be considered in the selection, training, and organizational support process to improve the expatriate's chances of success..
Magnini & Honeycutt (2003)				This conceptual paper describes a three-stage cross-cultural training program that can improve a candidate's learning orientation, an indicator of adaptability in expatriate selection.
<i>Firm performance</i>				
Tajeddini (2011)	Learning orientation	New service development	Performance(Financial,Competitiveness, Quality)	Learning orientation can influence the competitiveness achievement dimension of performance through new service development (NSD); the direct positive impact of learning orientation on NSD suggests that Swiss hoteliers are focusing on learning as a competency to differentiate themselves from their competitors

Widiartanto & Suhadak (2013)	Learning orientation	Organization innovation	Organization performance	The learning orientation variable has a direct and significant effect on organizational innovation, but not on organizational performance, and can only have a significant effect on organizational performance through the organizational innovation variable as a mediating variable
Alarcón-del-Amo et al.(2014)	Market orientation, Entrepreneurial orientation, Innovation success	Learning orientation	New venture performance	Learning orientation does not moderate the relationships among strategic orientations and performance outcomes.
Mlozi, (2017)	Learning orientation	Innovation	Performance	Learning orientation can promote innovation and thus further improve performance, and managers can improve the company's ability to innovate and promote it to other employees by focusing more on the concept of learning orientation
Nair (2019)	Learning orientation	Firm innovativeness	Financial performance	Improving the learning orientation can contribute to the dimension of innovation capability of the company and further contribute to the financial performance of the hotel
Sugiyanto et al. (2019)	Learning orientation	Absorptive capacity	Firm performance	Learning orientation positively affects firm performance in the absence of absorptive capacity as a mediating moderator
Oktavio et al.(2019)	Learning orientation	Innovation	Performance	Learning orientation does not directly affect performance, but can improve performance by positively influencing innovation
Presutti et al.(2020)	Learning orientation		Hotel performance	There is no relationship between learning orientation and hotel performance.
Yudhyani, (2020)	Learning goal orientation	Service quality	Performance	Although learning goal orientation does not have a significant effect on hotel performance, it can influence performance through service quality as a mediator
Aslama et al. (2020)	Learning goal orientation	Employee engagement	Employee engagement, Proactive service performance	Learning goal orientation directly and indirectly impacts employee engagement and proactive service performance. Proactive service performance can be enhanced by promoting learning goal orientation and by increasing the growth mindset of employees
Batra et al. (2023)	Transactive memory systems	Learning goal orientation	Firm performance	Learning goal orientation fully mediates the relationship between the transactive memory systems and firm performance
Serafim& Cristóvão Verissimo(2021)	Learning orientation	Hotel innovation	Hotel performance	Learning orientation has a positive impact on hotel innovation which affect hotel performance.
Service quality and customer relationships				

Nasution & Mavondo (2008)	Learning orientation		Customer value	There is no relationship between learning orientation and customer value.
Nasution et al.(2011)	Learning orientation		Customer value, innovation	There is no relationship between learning orientation and customer value also innovation.
Bodouva (2016)	Employee learning orientation, Employees performance orientation	Self-efficacy	Perceived service quality	Learning and performance goal orientation act as motivating factors for perceived service quality and therefore perceived service quality can be improved by increasing goal orientation
Rahimi (2017)	Learning orientation		Customer relationship management implementation	Learning orientation positively impacts customer relationship
Templer et al.(2020)	Learning goal orientation	Role clarity	Customer orientation	Employees were high customer orientation with high role clarity. With little role clarity, only high learning goal orientation people showed strong customer orientation.
Organizational innovativeness				
Leekpai & Jaroenwisat (2013)	Learning orientation		Organizational innovativeness	Among market orientation, learning orientation, and entrepreneurship orientation, learning orientation is the most influential factor on the ability to innovate
Roxana et al. (2013)	Learning orientation		Hotel innovativeness	Learning orientation is positively associated with hotel innovativeness
Fraj et al. (2015)	Learning orientation	Proactive environmental strategies	Innovativeness, Organizational competitiveness	Learning advanced knowledge can be used to innovate and develop proactive environmental strategies, and learning orientation can indirectly influence organizational competitiveness by influencing proactive environmental strategies
Werlang & Rossetto (2019)	Learning orientation		Organizational innovativeness	Learning orientation positively and directly influences organizational innovativeness
Individual innovativeness				
Kim & Lee (2013)	Learning goal orientation	Knowledge collecting	Employee service innovative behavior	Learning goal orientation was positively associated, whereas performance goal orientation was negatively associated with the knowledge collecting and knowledge sharing of hotel employees
	Performance goal orientation	Knowledge donating		

Slåtten(2014)	Learning orientation	Creative self-efficacy	Individual innovative activities	Learning orientation can stimulate internal motivation for employees to develop skills or competencies and promote innovation by positively influencing creative self-efficacy
Tajeddini et al., (2017).	Organic organizational structure	Learning orientation	Service innovativeness	When learning orientation of hotel organizations is high, it strengthens the ability to innovate ideas; therefore, organizational structure has a greater impact on service innovation capacity
Kumar et al. (2022)	Psychological capital (PsyCap)	Mastery orientation	Individual innovative work behavior (IWB)	Partial mediation by master orientation of the link between PsyCap and IWB
Wu et al. (2022)	Learning goal orientation, Performance approach goal orientation, Performance avoidance goal orientation	Self-efficacy, Centralized climate	Employees innovative behaviors	All three factors of goal orientation not only influence employees' innovative behavior through self-efficacy, but is also moderated by centralized climate
Lan et al.(2023)	Learning Goal Orientation		Employee innovation, Leader–member exchange (LMX) quality	When the leader and follower have the same level of LGO, follower innovation and LMX are both higher. When they have different levels of LGO, it hurts LMX but helps follower innovation.
Knowledge management				
Magnini (2008)				This conceptual paper explicates in hotel joint ventures, managers with a high learning goal orientation may absorb explicit and tacit knowledge from their foreign counterparts and be more willing to exchange information with the corporate headquarters
Shamim et al. (2017)	Supervisory orientation	Learning goal orientation, Performance goal orientation	Knowledge management	Supervisory orientation impacts learning goal orientation and performance goal orientation but can only positively impact knowledge management through learning goal orientation

Prompting & Hu (2021a)	Socialization, externalization, combination, and internalization	Knowledge collecting and knowledge donating	Employee learning orientation, Employee performance orientation	Knowledge collecting supported the positive effects on employees' learning orientation and supported negative effects on employees' performance orientation. Furthermore, knowledge donating supported employee learning and performance orientation in the hospitality business
Prompting & Hu (2021b)	Knowledge management		Learning orientation, Performance orientation	Given that the combination of knowledge management dimensions has varying degrees of influence on the goal orientation of hotel entrepreneurs during the entrepreneurial process, knowledge management is used to adjust the goal orientation to ensure entrepreneurial direction and success
Pandit & Parks (2006)	Employee perceptions of management practices	Self-efficacy	Employee learning orientation, Employees performance orientation	Employee perceptions of management practices influence employee learning and performance orientations, and self-efficacy plays a moderating role in these relationships, which contributes to customer satisfaction
Butler et al.(2014)	Self-awareness	Performance orientation	Leadership effectiveness	Leader self-awareness will increase ratings of effectiveness more in high-performance cultures than low-performance orientation
Wang et al. (2022)	Leader humility and	Learning goal orientations	Leader benevolence	Perceptions of humble leaders' benevolence are significantly more favorable among employees who have strong learning goal orientations
Kim (2014)	Learning goal orientation, Performance goal orientation		Service-oriented organizational citizenship behaviors	Learning goal orientation positively affects loyalty, service delivery, and participation dimensions of organizational citizenship behaviors, whereas performance goal orientation positively affects service delivery and participation dimensions except loyalty
Singjai et al. (2018)	Learning orientation	Proactive environmental strategies	Environmental performance, Competitive advantage	Learning orientation significantly influences the adoption of proactive environmental strategies (PES); organizational capabilities are related to learning orientation, and innovativeness and quality management complement the development of PES

Antecedents (Input) [I]

Individual related factors

- Big Five personality characteristics (agreeableness, conscientiousness, extraversion, emotional stability, openness to experience)
- Intelligence
- Self-Esteem
- Need For Achievement
- Knowledge Acquisition Speed
- General Self-Efficacy
- Effort
- Cognitive Ability

Mediators/moderators [M]

Individual related factors

- Effort And Persistence
- Goal Commitment
- Goal Setting
- Interpersonal Behaviors (Knowledge Sharing)
- Learning Processes (Cognitive Strategies)
- Metacognition
- Self-Efficacy
- Perceived Ability
- Working Memory

Organizational related factors

- Environmental Dynamism
- Feedback Processes
- Task Complexity

Outcomes[O]

Individual related factors

- Change And Adjustment
- Feedback Seeking
- Intrinsic Motivation
- Innovation
- Leadership
- Learning/Learning Strategies
- Self-Efficacy
- Self-Set Goal Level
- Well-Being

Organizational related factors

- State Anxiety
- State Goal Orientation
- Workplace Deviance
- Performance
- Service Quality

Figure 1. Antecedents, mediators/moderators and outcomes of goal orientation identified in the review papers

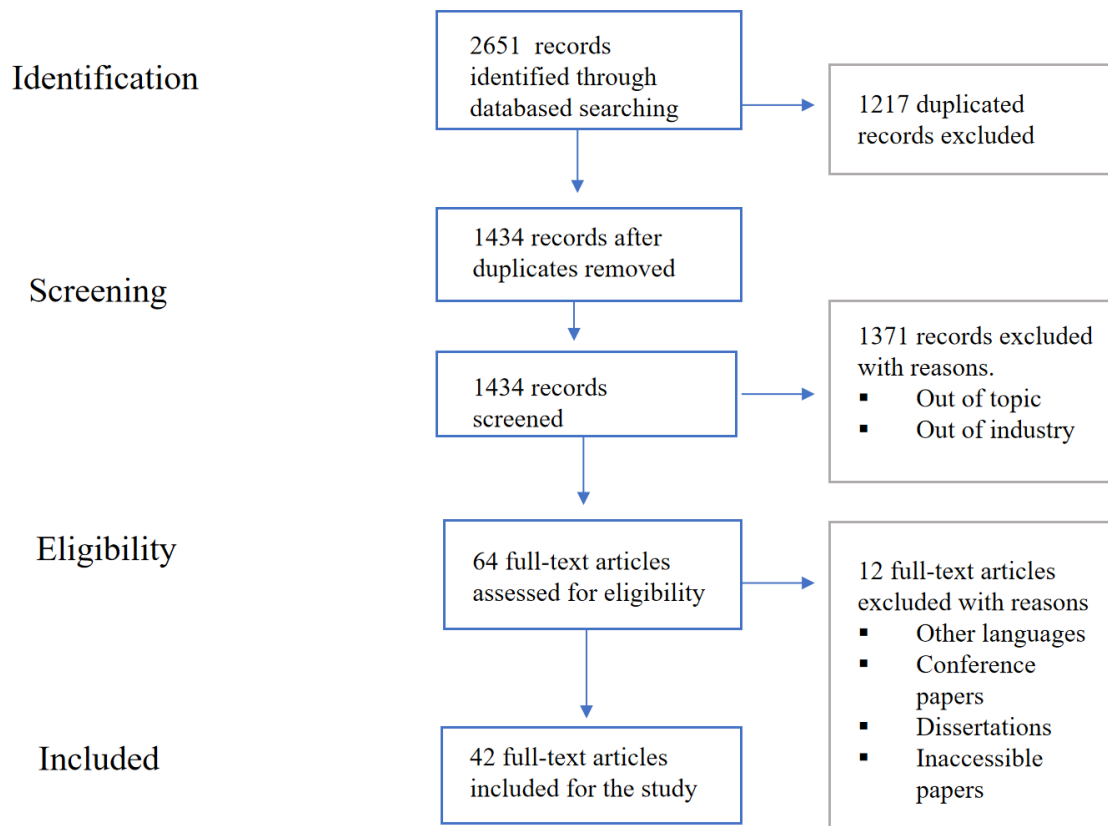


Figure 2. PRISMA flowchart

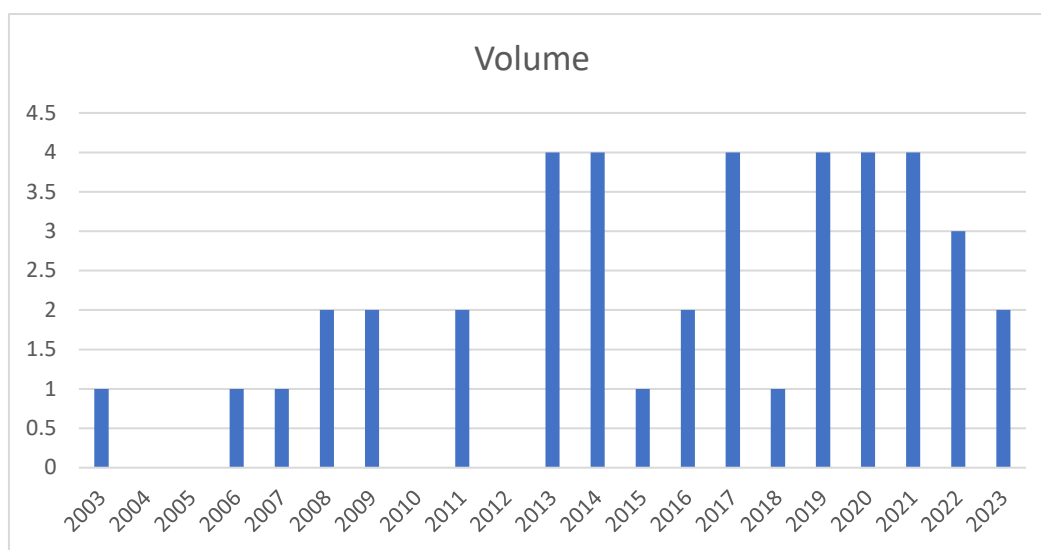


Figure 3. Studies related to goal orientation in the hotel literature (2003–2022)

