

## Hospitality Approach in Build Industrial Relations in the Non-Tourism Sector

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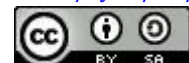
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### Abstract

Modern industrial development increasingly demands that organizations manage not only operational efficiency but also the quality of relationships with diverse stakeholders including employees, business partners, and local communities. This study examines the implementation of a hospitality approach in building industrial relations within the non-tourism sector. The hospitality approach is understood here as a social practice that foregrounds empathy, friendliness, attentiveness, and the creation of positive experiences in human interaction. This study employs a qualitative approach through a systematic literature review, drawing on theories of organizational communication, two-way symmetrical communication, employee experience, conflict management, and hospitality in modern management. The study aims to describe the concept of the hospitality approach in non-tourism industrial relations, analyze its role in fostering humanistic and participatory organizational communication, and examine its relevance to both internal and external organizational relationships. The findings demonstrate that the hospitality approach strengthens industrial relations through dialogic, participatory, and empathy-based communication. Its implementation spans multiple dimensions: enhancing employee experience and engagement, building trust-based business-to-business relationships, developing participatory CSR programs, managing conflict constructively, and embracing digital hospitality that balances technology with human-centered interaction. Despite challenges posed by hierarchical organizational cultures and productivity-oriented mindsets, the hospitality approach proves capable of transforming industrial relations from a transactional to a relational model, ultimately supporting long-term organizational sustainability.

**Keywords** hospitality; industrial relations; communication organization; employee experience; communication humanist.

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### INTRODUCTION

The development of modern industry requires organizations not only to focus on operational efficiency and profit generation but also to cultivate harmonious relationships with various stakeholders. In the organizational context, industrial relations constitute a critical factor that influences organizational stability, productivity, and long-term sustainability. Industrial relations encompass not only the relationship

between management and employees but also interactions with business partners, customers, and the communities surrounding the organization. Therefore, organizations need communication and relationship management approaches that extend beyond formal and transactional interactions by incorporating emotional, empathetic, and human-centered dimensions into social relationships and organizational practices (Nadales, & Garrido-Moreno, 2025; Tkalac, & Špoljarić, 2024).

One approach that has increasingly gained attention in the development of industrial relations is the hospitality approach. Traditionally, hospitality has been primarily associated with the tourism, hospitality, and service industries. However, hospitality fundamentally extends beyond the provision of services to guests; it represents a social practice that emphasizes friendliness, attentiveness, respect, and the creation of positive experiences in human interactions. Within non-tourism organizations, hospitality values can be implemented through human-centered communication, effective internal service, and workplace relationships grounded in mutual respect, understanding, and care (Elshof & Hendrawan, 2022).

In many non-tourism organizations, communication patterns continue to be predominantly top-down, formal, and limited in providing opportunities for employee participation and engagement. Such conditions often create social distance between management and employees, which may lead to reduced employee engagement, industrial relations conflicts, and declining organizational loyalty. In contrast, dialogic and empathy-based communication plays a crucial role in fostering healthy and productive workplace relationships (Kim & Meganck, 2025; Men & Sung, 2022). The hospitality approach offers a new perspective by placing people at the center of organizational relationships through interactions that are egalitarian, open, and grounded in mutual respect and appreciation.

Beyond internal organizational relationships, the hospitality approach is also highly relevant to the development of external relationships with business partners and the broader community. In an era characterized by global competition and rapid digital transformation, organizations are expected not only to provide high-quality products and services but also to create positive and meaningful interaction experiences. Relationships built upon trust, empathetic communication, and responsiveness to stakeholder needs have become essential factors in ensuring organizational sustainability and long-term success (Alzuman, & Bakadam, 2026).

The advancement of digital technology has also transformed organizational communication through the adoption of digital platforms and technology-based communication systems. Although technology can significantly enhance communication efficiency, its use without a human-centered approach may reduce the emotional closeness that is vital to effective industrial relations. Therefore, organizations need to integrate technological capabilities with hospitality values to ensure that communication remains both efficient and humane (Peng et al., 2024).

Based on the background outlined above, the study of the hospitality approach in developing industrial relations within the non-tourism sector is important for understanding how values such as empathy, service, positive experiences, and human-centered communication can be implemented in modern organizations. This approach is expected to foster more harmonious industrial relations, enhance employee engagement, strengthen public trust, and support long-term organizational sustainability (Ahmed & Ali, 2019).

This study employs a qualitative approach using a literature review (library research) method. A qualitative approach was chosen because the study aims to develop an in-depth understanding of the concept of hospitality and its relevance to the development of industrial relations in the non-tourism sector. The literature review method is used to examine various theories, concepts, and research findings related to hospitality, organizational communication, industrial relations, two-way communication, employee experience, and conflict and relationship management.

The research data were collected from a variety of library sources, including books, scholarly journals, academic articles, and other references relevant to the research topic, Kartajaya, (2021) on customer experience and contemporary business relationships, as well as Fisher, Ury, & Patton, (2011) on interest-based negotiation approaches. In addition, this study incorporates references related to organizational communication, employee engagement, and digital hospitality.

Data collection was conducted through the processes of identification, classification, and critical review of literature relevant to the application of the hospitality approach in industrial relations. The collected data were subsequently analyzed using a descriptive-interpretive approach, involving the description of key hospitality concepts and the interpretation of their application within the context of industrial relations in the non-tourism sector.

Through this methodology, the study seeks to provide a comprehensive understanding of the importance of the hospitality approach as a communication and relationship management strategy oriented toward empathy, positive experiences, and trust in fostering harmonious and sustainable industrial relations.

## RESEARCH METHOD

This study employs a qualitative approach using a literature review (library research) method. This approach was selected to gain an in-depth understanding of the concept of hospitality and its relevance to the development of industrial relations in the non-tourism sector. The data were obtained from various library sources, including books, scholarly journals, academic articles, and other references relevant to the research topic.

The study examines theories and concepts related to hospitality, organizational communication, industrial relations, two-way communication, employee experience, conflict management, and business relationships. Data collection was conducted through the processes of identification, classification, and literature review of relevant sources.

The collected data were subsequently analyzed using a descriptive-interpretive technique to describe and interpret the implementation of the hospitality approach within the context of industrial relations.

## RESULTS AND DISCUSSION

The development of modern industry requires organizations not only to focus on operational efficiency and profit generation but also on the quality of the relationships they establish with various stakeholders. In this context, industrial relations have become a critical aspect of organizational sustainability, particularly in maintaining a balance among the interests of management, employees, business partners, and the wider community. One approach that has increasingly attracted scholarly attention in strengthening industrial relations is the concept of hospitality, which has traditionally been associated with the tourism and service industries. Fundamentally, hospitality is not limited to service provision within hotels or restaurants. Rather, it represents a social practice that emphasizes friendliness, attentiveness, and the creation of positive experiences in human interactions. In a non-tourism context, this concept can be applied by viewing employees, business partners, and community members as stakeholders who should be treated with dignity, empathy, and genuine consideration (Kaltainen & Hakanen, 2022).

In industrial relations, communication plays a central role as a means of fostering understanding and managing interactions between organizations and their stakeholders. However, in many non-tourism organizations, communication remains predominantly top-down, formal, and limited in terms of participation. Grunig & Hunt, (1984), through their theory of two-way symmetrical communication, emphasize that effective communication enables dialogue and promotes a balance of interests between organizations and their publics. This approach is consistent with the principles of hospitality, which emphasize equality, openness, and empathy-based interaction (Men & Sung, 2022; Nadales, & Garrido-Moreno, 2025).

One practical application of the hospitality approach in industrial relations is the enhancement of the employee experience. Employees are no longer viewed merely as human resources to be optimized but as individuals with emotional, social, and psychological needs. Kandampully, (2007) argues that the quality of an organization's external service is strongly influenced by the quality of the internal experiences perceived by its employees. Therefore, organizations need to create supportive work environments, provide fair compensation and recognition, and foster transparent and inclusive internal communication. By doing so, employees are more likely to feel valued, engaged, and motivated to contribute their best efforts to the organization (Ahmed & Ali, 2019; Canavesi & Minelli, 2022).

Beyond the internal organizational context, the hospitality approach also plays an important role in developing external relationships, particularly in business-to-business (B2B) interactions. In an era of increasingly intense global competition, relationships

with business partners are no longer based solely on economic exchanges but also on trust and the quality of interpersonal interactions. Kartajaya, (2021) emphasize that competitive differentiation in modern business no longer depends exclusively on products and services but also on the experiences provided to partners and customers. By applying hospitality principles, organizations can cultivate relationships that are more personal, responsive, and solution-oriented, thereby strengthening long-term partnerships.

The hospitality approach also has strong relevance in relationships between organizations and local communities. Non-tourism companies, such as those operating in the manufacturing and energy sectors, often conduct their activities within communities that are directly affected by their operations. In such circumstances, communication that fails to address community needs and concerns can lead to social conflict. Carroll, (1991), in his framework of Corporate Social Responsibility (CSR), argues that organizations have responsibilities not only to shareholders but also to the broader public. Through a hospitality-based approach, organizations can develop CSR programs that are more participatory, responsive to community needs, and supported by empathetic communication. As a result, they can foster greater public trust and strengthen their social legitimacy (Tomar, Seth, & Chaudhary, 2025).

In the context of industrial conflict management, the hospitality approach also offers a more constructive perspective. Conflicts between management and employees are common within organizations; however, the manner in which such conflicts are managed significantly influences the quality of long-term relationships. Fisher et al., (2011), in their concept of interest-based negotiation, argue that effective conflict resolution should focus on shared interests rather than the positions of individual parties. This approach aligns closely with hospitality values, which emphasize empathy, active listening, and the pursuit of mutually beneficial solutions.

Alongside the advancement of digital technology, the hospitality approach has also evolved into what is often referred to as digital hospitality. Technological developments have transformed the ways organizations interact with employees, business partners, and communities. Buhalis, (2008) contend that advances in information technology have increased expectations regarding communication speed, transparency, and quality. In this context, organizations need to leverage technologies such as digital communication platforms, relationship management systems, and application-based services to enhance communication effectiveness. Nevertheless, the use of technology should be balanced with a human-centered approach to ensure that the emotional dimension of interaction is not diminished (Kim & Meganck, 2025; Peng et al., 2024).

Despite its numerous advantages, the implementation of the hospitality approach in non-tourism sectors also faces several challenges. One of the primary obstacles is the persistence of organizational cultures that remain hierarchical and resistant to more participatory approaches. Furthermore, an excessive emphasis on efficiency and productivity often leads organizations to overlook the importance of relationships and

human experiences. In reality, strong and harmonious relationships are critical factors in maintaining organizational stability and sustainability over the long term. Overall, the hospitality approach offers a valuable perspective for strengthening industrial relations in the non-tourism sector. By placing values such as empathy, service, and positive experiences at the center of organizational interactions, organizations can foster more harmonious relationships, enhance trust among stakeholders, and improve overall organizational performance.

This approach demonstrates that hospitality is not merely a concept confined to the service industry but a universal paradigm that can be applied across various sectors to foster sustainable and meaningful relationships. Several practical programs can be implemented to operationalize this approach, as outlined below.

### **Employee Experience Journey Program**

This program is designed to manage the employee experience throughout the entire employment lifecycle, from recruitment to retirement, in a manner similar to the customer journey concept. The approach is aligned with William Kahn's concept of employee engagement, which emphasizes the importance of employees' emotional involvement within the organization.

Examples of implementation include:

1. A welcoming and supportive onboarding process, including orientation sessions and personal mentoring.
2. Regular dialogue-based check-ins between employees and supervisors rather than rigid performance evaluations.
3. Empathetic and constructive exit interviews.

### **Listening Culture Program (Humanistic Employee Voice Forum)**

This program provides a safe and supportive environment in which employees can express aspirations, concerns, complaints, and ideas. It strengthens industrial relations by promoting communication that is not only formal but also characterized by empathy and trust.

Examples of implementation include:

1. Interactive town hall meetings that encourage two-way communication.
2. Digital feedback platforms that provide personalized responses.
3. Bipartite forums that emphasize open dialogue and collaborative problem-solving.

### **Hospitality-Based Leadership Training**

This training program aims to develop leadership styles grounded in empathy and service, consistent with the principles of servant leadership. It is also aligned with Daniel Goleman's concept of emotional intelligence, which highlights the importance of empathy in effective leadership.

Core training topics include:

1. Active listening skills.
2. Emotional intelligence development.
3. Human-centered approaches to conflict management.

### **Well-Being and Care Initiative**

This program focuses on supporting employees' physical and mental well-being, thereby enhancing loyalty and reducing the potential for industrial conflict.

Examples of implementation include:

1. Access to professional psychological counseling services.
2. Flexible working arrangements.
3. Assistance and support during personal crises, such as health or family-related challenges.

### **Crisis Communication Care Program**

In times of organizational crisis, such as layoffs, restructuring, or major operational changes, organizations can implement hospitality-based communication strategies. This approach is particularly important because crises often represent critical moments that can intensify industrial relations conflicts.

Examples of implementation include:

1. Communicating information in a transparent, timely, and empathetic manner.
2. Establishing dedicated help desks for affected employees.
3. Providing career support services, including reskilling and outplacement programs.

### **Recognition and Appreciation Program**

A culture of consistent recognition and appreciation can foster strong emotional connections between employees and the organization.

Examples of implementation include:

1. Employee recognition programs based on contributions and organizational impact rather than solely on performance targets.
2. Personalized appreciation from organizational leaders.
3. Celebrations of significant milestones, such as work anniversaries, birthdays, and team achievements.

### **Community Building Program (Internal Community Development)**

This program aims to strengthen a sense of belonging and community within the organization. It helps reduce social distance between management and employees while fostering stronger interpersonal relationships.

Examples of implementation include:

1. Employee hobby and interest clubs.
2. Corporate Social Responsibility (CSR) initiatives involving employee participation.
3. Cross-departmental team-building and social activities.

Red Thread of some of the programs above own one similarities that is change industrial relations of a nature transactional become relational. Where the hospitality approach makes employee:

1. Feel appreciated (not just "power" Work")
2. Own attachment emotional with organization
3. More open in communication

Therefore, the hospitality approach in the non-tourism sector should not be understood merely as “being friendly.” Rather, it represents a communication and relationship management strategy that is oriented toward empathy, positive experiences, and trust. When implemented through practical programs such as those described above, this approach can help reduce industrial conflicts, enhance employee engagement, and foster harmonious and sustainable long-term relationships among organizational stakeholders.

## CONCLUSIONS

This study concludes that the hospitality approach has strong relevance in fostering industrial relations within the non-tourism sector, as it is capable of creating more harmonious, human-centered, and sustainable relationships. This approach places values such as empathy, service, positive experiences, and trust at the core of interactions between organizations and their employees, business partners, and surrounding communities. Its implementation can be realized through various initiatives, including employee experience programs, open communication and feedback mechanisms, empathy-based leadership training, employee well-being programs, human-centered crisis communication strategies. The hospitality approach has the potential to transform industrial relations from a predominantly transactional model into a more relational one. As a result, it can enhance employee emotional engagement, strengthen communication, reduce industrial conflict, and support long-term organizational sustainability.

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