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# HRM Strategies in the Tourism and Hospitality Sector – An Overview

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## ABSTRACT

**Background/purpose:** The study's goal is to evaluate and comprehend HRM tactics used in the travel and hospitality industry. In areas including hiring, training, performance management, employee engagement, and diversity and inclusion, it seeks to pinpoint typical approaches. Metrics such as employee productivity, customer happiness, and retention rates will be looked at throughout the study to see how beneficial these techniques are. It also aims to identify the particular difficulties and chances that HR managers in this industry encounter. The study's ultimate goal is to offer perceptions and suggestions for HRM best practices customized to the tourist and hospitality sectors, adding to academic understanding and enhancing organizational performance.

**Objective:** The purpose of this study is to attempt to highlight HRM practices in the hospitality and tourism sectors. There are three major factors that influence the adoption of HRM practices in the tourism sector: First, the degree to which hotels have tried out novel HRM strategies. Second, what factors affect HRM decisions and whether they differ in any way in the hotel business from other industries. The connection between HRM and performance in the hotel business is the last point

**Design/Methodology/Approach:** This descriptive article uses secondary sources to compile its data, including articles on the hotel industry's efforts to retain top talent, new retention strategies, the most recent editions of cited books, articles, and magazines, the hotel's records and training reports, as well as other pertinent resources like the internet.

**Findings:** Attracting, nurturing, and retaining a talented and motivated workforce are the main goals of effective HRM initiatives in the tourist and hospitality business. Organizations may increase their competitiveness, boost customer satisfaction, and foster a healthy work environment by putting these principles into practice.

**Originality/Value:** Employing, training, and retaining a dedicated, qualified, well-managed, and motivated workforce who are focused on delivering a high-quality "product" to the customer who is getting more picky and demanding poses real challenges for businesses and managers in the tourism and hospitality industries. In order for firms to maintain a healthy work environment, a number of significant human resource (HR) issues must be addressed.

**Paper Type:** Research Paper

**KEYWORDS:** HRM, Industry, Tourism, Policies, and Practice.

## I. INTRODUCTION

According to the World Travel and Tourism Council (WTTC), 8.7% of all jobs worldwide are tied to travel and tourism, which employs about 230 million people worldwide (WTTC, 2023). Unquestionably, there is a lot of employment, but policymakers and academics alike are concerned about the quality of many of these professions (Head, J., & Lucas, R. [2004]). Many people still doubt that people are the industry's most valuable asset, despite the rhetoric from governments and corporate executives to that effect. A successful hotel business is primarily fuelled by professionalism, the development of human resources, and continual motivation. The service front-line staff provides to potential consumers is greatly improved by routine communication skill training for front-line staff. Customers can be confident in both competence and professional abilities (Knowles, T., et al [2003]). Lack of training for hotel staff has proven ineffective because it typically leads to subpar performance and dedication in the hospitality sector. A critical component of HRM that needs to be formally integrated into an organization's mode of operation is the creation of human resource practises (HRP), which includes routine staff training. Nevertheless, only a small number of organisations are aware of this phenomenon (Combs, J., et al [2006]). According to hotel management, the goal of this study is to investigate the factors that contribute to subpar HRP practices at a few selected hotels to identify the

challenges that poorly implemented HRP's face. Underlined the requirement that periodic training be given by hotel management to ensure employee professionalism. In addition to being a helpful tool for effective management, HRM training improves service output and organizational stability. Supplying the knowledge and abilities required for hotel staff to perform their duties (Panayotopoulou, L., et al [2003]). Therefore, service line staff must receive quality training to deliver excellent services to hotel visitors. Although it may go against the idea of human resource practices (HRPs), there is evidence that this lowers the productivity and effectiveness of hotel staff. Since human resource practices (HRPs) have a key role in shaping how guests perceive hotels, frequent training and employee human resource evaluation are necessary (Schuler, R. S. [1992]). The employer's perspective on HDPs is a key factor in increasing the competence and productivity of hotel employees. Since human resource practices (HRPs) play a key role in shaping how guests perceive hotels, it is crucial to regularly train and evaluate staff human resources. The employer's perspective on HDPs is a key motivator for boosting the expertise and productivity of hotel employees. Due to continuing patronage and the country as a whole benefiting from their civic responsibilities, this will improve income for hotel staff and management (Evans, W. R., & Davis, W. D. [2005]). Due to a lack of adequate infrastructure, it is important to take note that certain HR professionals working in the hospitality industry are underqualified. Worker productivity has been significantly impacted by this (Wang, W., et al [2011]). To address present issues and improve service delivery, the effects of a few HR-trained personnel will be evaluated using a performance index in connection to the company's HRD and HR. This will serve as a benchmark for creating a stronger HR strategy to deal with the present issues facing the sector. However, this will boost the hotel staff's productivity and performance index compared to where they are now (Karatepe, O. M. [2013]).

## II. INDUSTRY OF TOURISM AND HOSPITALITY:

Overview Although many academics, businesspeople, and politicians have attempted to define the nature of the tourism industry and the function of the hospitality sub-sector within this broader vision, no consensus has been reached (Posthuma, R. A., et al [2013]). Because it is difficult to define what constitutes a vast and diverse industry, many activities may overlap and be categorized as falling under the umbrella of tourism and hospitality. For instance, in her most recent research on employment relations in the hospitality and tourism industries, Lucas (2004) chose to talk generally about the Hotel, Catering, and Tourist Sector (HCTS) (Kusluvan, S., et al [2010]). Many careers in the hospitality and tourism industries "share comparable characteristics and are connected with both hospitality and tourist activities," according to this definition of the HCTS. We must accept the prospect of uncertainty in the characteristics of the tourism and hospitality industries (Marco-Lajara, B., & Úbeda-García, M. [2013]). This book uses the framework established by People, which is the Sector Skills Council (SSC) for the hospitality, leisure, travel, and tourism sector, to illustrate the wide range of activities that may be seen in the HCTS to avoid oversimplification while portraying the sector's diversity (Alleyne, P., et al [2006]). SSCs are organizations with a government license in the UK that are in charge of creating industrial skills, which is why People 1st was hired. SSCs are employer-led and work to represent the industry's concerns on skills and best practices in hiring, among other things. Hotels, restaurants, pubs, bars, and nightclubs are examples of contract food service providers. Other examples include membership clubs, events, gambling, travel services, tourist attractions, youth hostels, vacation parks, and self-catering lodging. Additionally, there is a huge variety in the jobs created within this broad category of travel, tourism, and hospitality in terms of the technical and skill demands, educational requirements, terms and conditions, and the type of person who is likely to be drawn to employment in them (Yang, H. O., et al [2008]). Consider Baum's (1997: 97-98) description of the types of people a package trip buyer is likely to interact with: the retail travel agent, insurance companies, ground transportation to and from the airport, at least two sets of airport handling agents (outbound and return), airport services (shops, food and beverage outlets, bureaux de change), the airline for all legs of the journey, immigration and customs services, local ground transportation (Costa, J. [2004]).

## III. REVIEW OF LITERATURE

To pinpoint the crucial components of HR strategies that have been influencing talent retention in the hotel business, the research analyzed a variety of pertinent literature. Offering high-quality service and achieving the highest levels of customer and employee satisfaction has been made possible by an effective HR strategy about talent retention. Many studies, seminars, and papers on the topic attest to the significance of HR strategy for talent retention. Express





Hospitality, Travel World, and other hospitality periodicals provide regular pieces on the aforementioned topic. In addition, the information stated below will be helpful. (Luo, Y., & Milne, S. [2014]).

- Books / Journals / Magazines / Newsletters
- Internet / Websites – Citation

| SL.NO | RESEARCH OUTCOMES     | FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | REFERENCE                                   |
|-------|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|
| 1     | Employee Issues       | According to the study, there may soon be a labour shortage in India's tourism and hospitality sectors in addition to the industry's high turnover rates. For those in the hotel business, having a greater grasp of how people perceive employment opportunities has become a crucial issue. The opinions of those prospective employees who lacked prior industry experience were a particular source of worry. The study took into account how potential employees who have no prior or present hotel employment experience perceive working in the industry. It is hypothesized that elements like income, chances for advancement, work-life balance issues, and isolation at the workplace have a big impact on how prospective employees feel about working in hotels. These attitudes are therefore thought to influence both the intention to apply for a hotel job as well as the intention to encourage others to do the same. | Guerrier, Y., & Deery, M. (1998).           |
| 2     | HRM Challenges        | The study examined several issues with human resources that the Chinese hotel and tourism sector faced. The main problems were a lack of skilled employees at managerial and operational levels, a high staff turnover rate, a lack of interest among new graduates in entering the field, and more particularly, a mismatch between academic expectations and the realities of the workplace. The purpose was to investigate the problems by speaking with academic and professional professionals. According to the report, government officials, business executives, and academics should be aware of the problems because solving them will need cooperation from all of these parties.                                                                                                                                                                                                                                              | Jolliffe, L., & Farnsworth, R. (2003).      |
| 3     | Managerial Skills     | The cornerstone of any new organization is its key HR practices, which include hiring, selecting, training, and retaining personnel. Completing this goal successfully requires complex work. To ascertain the current state of the hotel industry about managerial abilities, leaders in the hospitality sector are surveyed over this topic.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Gruescu, R., et al, (2008).                 |
| 4     | HRM strategies        | According to the findings, HRM practices have a favourable impact on employee happiness, service quality, and behaviour. Additionally, it was discovered that when Jordan's hotel staff exhibits exceptional customer service behavior, customers' views of service quality rise. Finally, an efficient human resource management strategy methodically arranges all individual human resource management measures to have a positive impact on employee satisfaction, service behaviour, and service quality, which helps hotels succeed as an organization.                                                                                                                                                                                                                                                                                                                                                                             | Altarawmneh, I., & Al-Kilani, M. H. (2010). |
| 5     | Competitive advantage | The hospitality industry is the authors' area of expertise. The hard version of HRM, which adopts an economic, logical approach to HRM, presents a quantitative, calculated view of human resources, which are viewed as just another of the firm's resources in this context. The soft version, on the other hand, adopts a more humanistic strategy and seeks to gain                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Baum, T. (2012).                            |



|   |                                 |                                                                                                                                                                                                                                                                                                                                                                         |                                       |
|---|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|
|   |                                 | workers' loyalty, trust, and productivity by treating them as proactive and reliable people.                                                                                                                                                                                                                                                                            |                                       |
| 6 | HRM Procedures                  | The majority of hotels in Delhi (NCR) understand how good human resource management practices can lead to greater performance, but they are unable to implement these practices because of the high turnover rate and unique business demographics. The outcomes demonstrate the impact of human resource management strategies on performance and quality enhancement. | Nzozzo, J. C., & Chipfuva, T. (2013). |
| 7 | Hospitality industry management | The current HR practices used in the hotel sector and the discrepancy between their theoretical justification and practical use.                                                                                                                                                                                                                                        | Nzozzo, J. C., & Chipfuva, T. (2013). |
| 8 | Success of the Hotel Industry   | According to the study paper, the hotel sector must be labor-intensive, which makes HRM practices particularly crucial. As a result, it should establish efficient human resource practices and policies to succeed in the competitive market.                                                                                                                          | López-Gamero, M. D., et al, (2023).   |

**1. RESEARCH METHODOLOGY**

This descriptive article uses secondary sources to compile its data, including articles on the hotel industry's efforts to retain top talent, new retention strategies, the most recent editions of cited books, articles, and magazines, the hotel's records and training reports, as well as other pertinent resources like the internet.

**2. OBJECTIVES OF THE STUDY**

1. To comprehend the function played by the tourism and hospitality sectors as well as the range of job prospects they produce.
2. To assess the major gaps and different challenges the tourism and hospitality industries are facing.
3. To comprehend the importance of HRM and HRM practices within the tourism and hospitality sector.
4. To come to some conclusions and make some suggestions for improving HR practices in the tourism and hospitality sector.

**6. RESEARCH GAP**

Research in the fields of talent acquisition, employee engagement, leadership development, diversity and inclusion, employee well-being, technology integration, training and development, and performance management is needed to close several gaps in the HR practises of the hospitality industry. This study aims to bridge the theory-practice gap and address conceptual changes in personnel selection in order to enhance HR strategies in the industry.

**7. RESEARCH AGENDA**

This study aims to investigate the linkages between HRM and performance in the hospitality sector and what these correlations mean in practical contexts. The primary objective of this study was to evaluate the impact of HRM practises on organisational performance in the hotel and restaurant industries.

**8. HRM PRACTICES IN THE TOURISM AND HOSPITALITY INDUSTRY**

The tourist and hospitality industry, which depends largely on qualified and motivated personnel to provide top-notch customer service, benefits greatly from HRM tactics. Effective HRM methods in this sector put a strong emphasis on finding, nurturing, and keeping talented employees while fostering a healthy workplace culture (Palguna, I. G. R. [2021]). Here are some crucial HRM tactics for the travel and hospitality industries:

- a. **Planning for the workforce:** HR managers must be aware of the tourist and hospitality sectors' seasonal character to account for changing staffing requirements. Forecasting peak times, determining skill requirements, and putting mechanisms in place to overcome staffing shortfalls are all part of this process.

- b. **Recruitment and Selection:** Any tourist or hospitality organization's success depends on attracting the best individuals. HR managers should create hiring procedures that focus on people with the necessary expertise, abilities, and customer-focused attitudes. Utilizing several recruitment methods, such as university placements, industry-specific websites, and online job portals, may be necessary.
- c. **Training and Development:** It's essential to provide personnel in the tourist and hospitality industries with ongoing training and development opportunities. Employees should receive regular training from HR managers with a focus on customer service, language proficiency, cultural sensitivity, and technological proficiency. Employees in several departments may benefit from cross-training to increase their adaptability.
- d. **Performance Management:** Setting up a strong performance management system makes it easier to recognize and reward top performers while dealing with underperformers. A significant component of efficient performance management is the regular conduct of performance reviews, feedback sessions, and the formulation of SMART (Specific, Measurable, Achievable, Relevant, Time-bound) targets.
- e. **Employee Engagement:** In the tourist and hospitality industries, creating a positive workplace culture and encouraging employee engagement is essential. Managers of human resources should promote a positive environment that values and honours employee contributions. Implementing efforts like team-building exercises, employee feedback tools, and staff recognition programs can assist raise morale and engagement.
- f. **Work-Life Balance:** Because of the erratic hours, seasonal demands, and high-stress situations, balancing work schedules can be difficult in the tourism and hospitality industries. HR managers ought to make an effort to design work schedules that encourage work-life balance and lessen burnout. This can be accomplished by providing flexible working conditions, equitable scheduling procedures, and staff wellness programmes.
- g. **Effective succession planning** is crucial to ensuring a seamless transition of key positions given the changing nature of the sector. High-potential personnel should be identified by HR managers, and they should be given chances for development. Planning for succession lessens the impact of leadership changes and aids in retaining outstanding people.
- h. **Diversity and inclusion:** Promoting an inclusive workplace and embracing diversity can help tourism and hospitality firms in several ways. HR managers need to actively support diversity in hiring practices, develop inclusive policies, and offer cultural sensitivity training. This promotes a varied consumer base and fosters a friendly environment for both staff and visitors.
- i. **Employee Wellbeing:** Employee performance and job satisfaction are directly correlated with each other. The support systems that HR managers should offer include measures to reduce stress, employee assistance programs, and mental health services. Making employee well-being a priority fosters a productive workplace and lowers attrition rates.
- j. **Integration of Technology:** Given the growing use of technology in the travel and hospitality industries, HR managers should be abreast of market developments and incorporate technology-based solutions into their HR procedures. This entails using HR software for hiring, managing employees, and measuring performance, as well as utilizing technology for training and communication (Blayney, C., [2020]).

## 9. ADVANTAGES, BENEFITS, CONSTRAINTS, AND DISADVANTAGES OF THE HUMAN RESOURCE MANAGEMENT STRATEGIES IN THE TOURISM AND HOSPITALITY SECTOR

Some key advantages, benefits, constraints, and disadvantages of the human resource management strategies in the tourism and hospitality sector include (Namreen Asif, V. A., & Panakaje, N., (2022)).

### 9.1 Benefits of employing human resource management techniques in the travel and hospitality industry:

- a. **Talent attraction and retention:** Successful HRM strategies aid in luring in highly qualified candidates who have the requisite credentials and competencies for the tourism and hospitality business. Organizations can

attract and keep top personnel by providing competitive salary packages, chances for professional progress, and a positive work environment.

- b. **Increasing employee engagement and motivation:** Employees who are more engaged and motivated at work report higher levels of commitment, productivity, and job satisfaction. Improved guest satisfaction and customer service delivery follow from this.
- c. **Creating a trained and adaptable workforce:** HRM policies that prioritize training and development initiatives give employees the chance to improve their knowledge and abilities. This enables businesses to develop a staff that is adaptable and qualified to carry out a variety of tasks within the travel and hospitality industry.
- d. **Enhancing client experiences:** Highly trained, engaged staff members who receive excellent HRM assistance are more likely to provide exceptional customer service. This has a favourable effect on the entire customer experience, resulting in client loyalty, good word of mouth, and more business chances.
- e. **HRM strategies** that are in line with organizational goals and objectives help organizations perform better overall and compete more effectively in the travel and hospitality industry. Effective HR practices assist corporate growth by streamlining operations, allocating resources optimally, and building a strong organizational culture.
- f. **Adapting to industry dynamics:** The tourist and hospitality industry is dynamic and influenced by a variety of outside influences, including seasonality, shifting consumer preferences, and technological development. Organizations may swiftly react to market changes and keep a competitive edge by implementing HRM strategies that prioritize personnel planning, training, and flexibility.
- g. **Fostering diversity and inclusion:** Employing HRM practices that support diversity and inclusion enables businesses to access a wider talent pool, boost innovation and creativity, and better cater to a variety of clientele. The ability to solve problems, make decisions, and operate as an organization can all be improved by embracing varied viewpoints and fostering an inclusive workplace.
- h. **Fostering a positive workplace culture:** requires HRM practices that put an emphasis on employee wellbeing, work-life balance, and appreciation. According to Ngoc Su et al. (2021) this increases employee satisfaction, lowers turnover rates, and strengthens a sense of loyalty and dedication among workers.

### 9.2 Advantages of employing human resource management techniques in the travel and hospitality industry:

- a. **Talent Acquisition:** The tourism and hospitality industries benefit from effective human resource management methods in attracting and acquiring skilled workers. Organizations can find and hire workers with the appropriate skills, experience, and cultural fit by putting in place effective recruitment procedures. This guarantees that the employees can provide top-notch services and improve the overall client experience.
- b. **Employee Retention:** It's critical for businesses in the tourist and hospitality sectors to retain knowledgeable, seasoned staff. An effective human resource management plan places a strong emphasis on possibilities for professional advancement, employee engagement, and recognition. Organizations may lower turnover and retain talented people by fostering a happy work environment, giving competitive pay and benefits, and providing opportunities for growth and promotion.
- c. **Training and development programs** are emphasized in human resource management strategies for the tourist and hospitality industries to improve employees' abilities. Training employees boost the organization's overall capabilities while also enhancing employee performance. Employees can learn new skills, stay current with industry trends, and adjust to shifting customer expectations thanks to it.
- d. **Customer Focus:** The tourist and hospitality industry places a high priority on satisfying customers, and effective human resource management practices are essential to achieving this goal. Employees who are motivated and well-trained offer superior service, comprehend the demands of guests and are more ready to deal with difficult situations. Higher levels of guest happiness, favorable evaluations, and return business result from this.
- e. **staff Productivity:** In the tourist and hospitality industries, effective human resource management practices maximize staff productivity. Organizations may encourage people to perform at their best by setting clear expectations, establishing performance standards, and providing performance rewards. Employee productivity increases when they are motivated and engaged, which boosts profitability and operational effectiveness.
- f. **Workforce Flexibility:** Seasonal variations, unique events, and unforeseen circumstances frequently cause demand shifts in the tourist and hospitality sectors. By introducing flexible work arrangements, cross-training personnel in numerous positions, and using part-time or temporary labour at peak times, human resource

management strategies enhance workforce flexibility. As a result, businesses are better able to control staffing levels and adjust to shifting demands.

- g. **Diversity and inclusion:** The tourist and hospitality industries promote diversity and inclusion through effective human resource management practises. Organisations may foster an inclusive work environment that fosters innovation and creativity by appreciating and respecting people from various backgrounds. Diverse teams contribute a range of viewpoints, concepts, and cultural insights that can help in problem-solving and decision-making.
- h. **Legal Compliance:** In the tourism and hospitality industries, human resource management solutions guarantee adherence to labour laws, rules, and standards. Organisations can reduce legal risks, avoid fines, and uphold a good reputation by staying current with legal requirements and establishing relevant policies and processes (Gonzalez, R., et al [2020]) [29].

### 9.3 Restrictions on the use of human resource management techniques in the travel and hospitality industries:

- a. **High Employee Turnover:** Due to seasonal demand, temporary and part-time employment, and the availability of alternative employment possibilities, the tourist and hospitality industries frequently see high employee turnover rates. This turnover makes it difficult to find and keep talented workers, which drives up the cost of hiring and training new personnel.
- b. **Seasonality:** Since many tourism and hospitality firms are located in seasonal regions, demand for their services varies from season to season. It might be difficult to efficiently manage the workforce both during peak and off-peak times. Additional workers may be required during busy seasons, whereas firms may struggle to keep employment numbers and employee engagement levels high during off-peak seasons.
- c. **Skills Shortages:** The tourist and hospitality sectors frequently experience a lack of qualified workers in particular occupations like chefs, hotel managers, and specialized customer service positions. It might be challenging to find and attract skilled people with the required knowledge and expertise, especially in rural or less developed locations.
- d. **Diversity and Language Barriers:** The tourism and hospitality industry draws workers from a variety of linguistic and cultural backgrounds. Due to language hurdles, cultural differences, and the requirement for specialized training to meet the needs of foreign visitors, managing a diverse workforce can be difficult.
- e. **Intense competitiveness, price sensitivity, and cost pressures** are characteristics of the tourism and hospitality sector. Businesses sometimes operate on slim profit margins, which can limit their capacity to provide employees with competitive pay and benefits. Due to this, it may be difficult to find and keep talented people, which could result in increased turnover rates.
- f. **The tourist and hospitality industry** is governed by a number of laws, including labour rules, health and safety regulations, and immigration restrictions. Businesses must allocate resources to ensuring legal compliance and managing potential risks in order to comply with these requirements, which can be difficult and time-consuming to do.
- g. **Technological Advancements:** The tourist and hospitality industries face both opportunities and problems as a result of the technology's rapid advancement. While technology can improve operational effectiveness and visitor experiences, it also necessitates staff members to become accustomed to new procedures and systems. For some firms, managing this technological change and upskilling the staff can be a challenge.
- h. **staff Engagement and Motivation:** In the hotel and tourism sectors, it can be difficult to maintain high levels of staff engagement and motivation. Employee burnout and low job satisfaction may be caused by the nature of the work, which may include long hours, physically taxing duties, and dealing with demanding customers. Finding methods to improve employee happiness and job satisfaction is important but can be challenging to put into practice (Beda-Garca, M., et al. [2013]). [30].

### 9.4 Negative aspects of the tourist and hospitality industry's human resource management techniques include:

- a. **High turnover rates:** Because of seasonal demand, temporary employment, and the availability of alternative work possibilities, the tourist and hospitality sectors frequently see high turnover rates. This turnover may make it difficult to find, train, and retain stable personnel, which would raise expenses and cause interruptions in business operations.
- b. **Cost implications:** Putting in place comprehensive HRM policies may have a considerable financial impact. Organizations may find it difficult to afford investments in recruitment, training and development



programmes, employee perks, and engagement activities, especially if their profit margins are thin or when demand is weak.

- c. **Retaining experienced and qualified workers** can be difficult because of the transient nature of the tourist and hospitality sectors. Talented workers may leave the company due to aggressive job offers, possibilities for professional progression in other sectors, or personal preferences for job security. This could result in the loss of institutional knowledge and higher recruitment and training costs for the company.
- d. **Seasonal variations:** Seasonal variations in demand are common in the tourism and hospitality industries, which can make workforce management difficult. In order to manage workforce reductions during low seasons and plan for enough personnel during high seasons, HRM plans must take into account seasonal variations. This frequently necessitates temporary or part-time employment arrangements.
- e. **Managing a diverse workforce** in the tourist and hospitality industry can bring special difficulties, even though diversity and inclusion are crucial components of HRM. HR managers must create inclusive policies and offer specialized training in order to promote successful communication, understanding, and teamwork among various personnel due to language difficulties, cultural variations, and varying client preferences.
- f. **Issues with work-life balance:** Because of the nature of the profession, nights, weekends, and holidays are frequently spent working. Employees may experience burnout, exhaustion, and a decline in job satisfaction as a result, which can affect how they balance work and personal life. By offering flexible schedule alternatives, equitable workload distribution, and employee assistance programmes, HRM strategies need to address these issues.
- g. **Resistance to change:** Employees or managers used to current practices may be resistant to the implementation of new HRM strategies or the introduction of changes in policies and procedures. To overcome opposition and ensure successful implementation, change management initiatives, good communication, and stakeholder participation are crucial Asif, (N., & Niyaz Panakaje, D. [2022]) . (Bharwani, S., & Butt, N. [2012]).

#### FINDINGS:

1. Overall, these findings emphasize the importance of investing in HRM practices, particularly training, and development, to enhance employee professionalism, service quality, and organizational performance in the hotel industry.
2. These findings emphasize the complexity and diversity of the tourism and hospitality industry. The absence of a widely recognized definition, overlapping activities, and the wide range of job types within the sector contribute to the challenges faced in accurately defining and categorizing the industry.
3. These findings highlight the significance of well-implemented HRM practices in the tourism and hospitality industry, enabling organizations to attract and retain skilled employees, enhance service quality, and ultimately achieve business success.
4. These findings highlight the significant impact of effective HRM strategies on various aspects of the tourism and hospitality industry, including talent acquisition, employee engagement, customer experiences, organizational performance, adaptability, diversity and inclusion, and overall work culture.
5. Effective HRM strategies in the tourism and hospitality sector have a significant impact on talent acquisition, employee retention, skills development, guest satisfaction, employee productivity, workforce flexibility, diversity and inclusion, and legal compliance.

#### SUGGESTIONS:

1. Our research has shown that in order to maintain a competitive edge in the hotel industry, HR managers must apply practices that strengthen the performance of the hotel, enhance employee job satisfaction, and improve service quality.
2. By requiring communication with the staff through internal emails, newsletters, internal broadcasts, organizational storytelling, and advertising messaging, we propose to improve internal communication at the hotel for internal branding. This would contribute to improving the company's reputation among its workers.
3. For the advantage of the sector, human resource management has been successfully implemented to guarantee optimum employee involvement. Through the research conducted, it has been determined that this is the environment and that improvement projections have also come true among participants who hold management, governmental, and client roles.

#### IV. CONCLUSION

The world around us has undergone a change as a result of liberalization and globalization, as well as significant growth in the service industry. These advances have elevated the tourism industry to the top of the heap, where human resource development and management are seen as crucial issues for delivering high-quality services. In order to sustain cultural quality and satisfy customers not only locally but also worldwide, human resource management (HRM) and human resource development (HRD) aim to assure the optimal deployment of human resources. Utilizing human resources effectively and efficiently has emerged as a major priority in today's competitive corporate environment. Nowadays, finding, attracting, directing, and integrating qualified human resources into an organization's operations is the first task every corporation must complete in order to increase productivity and operational effectiveness.

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