

Human Resource Management Practice Tourism and Hotel Industry

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Abstract. Due to the importance of human resources management (HRM) in promoting competitiveness in tourism and hotel industry, this review intend to enhance the understanding of practical issues of HRM more importantly since it involve organizing the management of human resources, with respect to accomplishment of organizational objective further more it shows that the issues either related to external factors, which include technological change, legislation and regulation, and national culture, globalization, or internal factors including size, industry and sector characteristic and structure of an organization, strategy and past practice of HRM. On the issue of human resources capability training, this research review recommend provision of array of opportunity for capability building and conducive working environment to promote productivity. Also worth considering, employee, employer relationship, Other variables such as attitude and productivity of employees, relationship between employees and employers, increase and decrease in financial assets should be taken into account.

1 Introduction

Professionalism, manpower development and frequent motivation are the cardinal drive towards successful hotel business [1]. Regular training of frontline personnel in the area of communication skill goes a long way in upgrading the frontline staff in their service delivery to their prospective customers [2] which ensures competence skills as well as professional skills.

Lack of adequate training among the hotel staff has been counterproductive [3] because this has often resulted into low performance and commitment in the hotel business. Conversely, Human resource practice (HRP) development which involve regular staff training, is an important factor of HRM which has to be formally entrenched in the modus operandi in an organization [4] although very few organization pay due attention to this fact.

The aim of this research work is therefore to investigate the factors contributing to the unsuitable practices of HRP in some selected hotels according to the hotel management in order to unravel the challenges faced HRP as it is poorly implemented [5]. The need by the hotel management to carry out regular training was reported by [6] this will ensure staff professionalism. Apart of being a complimentary tool for good management, HRM training promotes productivity of the service and helps in organizational stability [7].

Equipping hotel employees with the skills that are necessary for performing their job. Is very important therefore, service line workers should be well-trained to get skillful, which gives good services to hotel customers. This might run contrary to the principle of human resource practices (HRPs) this has been seen to reduce the productivity and performance of hotel staff.

Human resource practices (HRPs) is very important as hotel image makers between the hotel management and the customers hence regular training and assessment of the staff human resources is essential. The employer's approach to HRPs is a key driving factor in improving the expertise and productivity of the hotel staff. This will lead to improve income to the hotel staff and management through continue patronage enjoyed and the country as a whole through the fulfillment of their civic responsibility.

It is worth reporting the that due to lack of adequate infrastructures, some HR staff in the hotel industry are not properly skilled. This has grossly affected the workers productivity [8]. The effect of the few trained Staff from the HR will be investigated with the performance index with respect to the company's HRD and HR with aim of solving the present challenges being faced and improving their service delivery.

This will serve as a yardstick to formulate a better HR strategy to overcome the present challenges being face in the industry. However this will improve the hotel staff's productivity and equally improve the performance index of the staff from their present status.

2 Factors Affecting HRM Practices

Despite the fact that HRM practices vary from one country to another, factors affecting it could be divided into two via- internal and external factors. These factors as it affect the HRP differ significantly across countries [7]. Meaning that this is still governed by some underlying factors as follows:

2.1 External Factors

According to [9], some factors affecting HR practices are long term. these factors include:

2.1.1 Economic Internationally Changes

HR practices has become more and more significant due to the gradual development of global economy [10]. The scope of HR has taken global and international dimension.

2.1.2 Technological Changes

Technology affects HRM to the extent that the performance and perspective of technological development modify the HR practices. National Culture culture plays a key role in organization preferences in the appropriate structure and method development for HR practice affectivity [11].

The degree of interaction between technology and HR affect the ways we work, the roles we undertake, and the interactions through which work gets done [12], facilitates the growth of a multinational enterprise [13] and also generates simultaneous challenges among a geographically dispersed workforce. It could be concluded that technology has a lot of business advantage and is the nucleus industrial growth [6].

2.1.3 Industry/Sector Characteristics

In agreement with the opinion of [9] which states that in an organization, HR practices is differentiated by classification based on manufacturing and service organizations which is often used for analyzing the HRM practices.

2.1.4 Legislations /Regulations

[9] equally opined that HR practices are directly correlated with Legislations and regulations. Since a set of regulations of HRM is developed by every country, the HRM practices have to be planned and adapted to suit these regulations.

2.1.5 Actions of Competitors

Development of comprehensive HRP is one of the many way of which companies can gain a competitive edge or a lasting and sustained advantage over their competitors [14].

2.1.6 Action of Unions

Unionism is another important factor that has a correlation with HR of some organization.

2.1.7 Globalization

Another challenge facing organizational HR management is globalization which has rendered the global market as a single entity. HR activities has gone trans boundaries resulting in cross border exchange of HR management. More importantly, this has been paving way to modify and become practicable in another setting.

A synthesis of the review of literature is presented at the end of the paper. Sequel to the various reviews by researchers on the development of the conceptual framework, it has been reported that relationship between HRM practices and other important organizational variables is them presented along with Indian companies as practices in HR [15]. The next section of the current paper will discuss the types of HRM practices, followed by the detailed discussion of factors affecting HRM practices and various models of HRM practices.

The subsequent section will be evaluating the factors affecting HRM, the model and the types of HRM practices

2.2 Internal Factors

Among the variety of list compiled of organizational characteristic related to HR, internal factors plays a prominent role [16] as follows:

2.2.1 Organizations Size

Since there is a need for a different HR department [17], there is a large number of small firms which hardly institute formal HR practices in large organizations , at each functional level [18].

2.2.2 Organizational Structure

The design and operation of HR varies from one A firm to the other [19]. Structure and strategy and are important to determining HR practice flexibility and integration.

2.2.3 Business Strategy

Business environment can be improved by making efficient choices about human resource practices that consistently support their select strategy [16]. In order to achieve this competitive advantage, more productive correlated to HRM practices are used with different competitive strategies.

2.2.4 Human Resource Strategy

HR practices are fashioned according with the HR strategy [20]. Strongly related factors, such as history, traditions and past practices tend to generate resistance to change in most organizations [21].

2.2.5 Top Management

The importance of the top management on HR practices in designing and implementation [9] is well known by most analyst and documented in the literature.

2.2.6 Line Management

Apart from the top management, the line Management involvement in designing and implementing HR activities through the creation of values is equally important for any reasonable breakthrough in an organization [22].

2.2.7 Power and Politics

HR practices are usually influenced by organizational power and politics [23].

2.2.8 Academic and Professional influence on HR Practices

The valuable contributions of the academician and professionals on HR staffs are often well appreciated [9].

3 Conclusion

In the age of globalization and liberalization alongside tremendous development in service sector has transformed the world around us. These advancements have brought tourism industry to centre stage of importance where the human resources management and human resources developments are being thought as a pinpoint issue for proper service.

The point of human resource management (HRM) and human resources development (HRD) is to make sure fitting deployment of human resource so that the quality of culture is maintained and the customers are satisfied not only in local context but also in global level. In competitive situation of current business environment, effective and efficient utilization of human capital has become utmost priority.

The preliminary assignment of every business nowadays is to identify, recruit, channel and incorporate skilled human resources into their operations in order to improve productivity and increase functional efficiency. Apparently, the tourism industry is a rapidly growing industry which has been abundant and profitable across the world, engaging organizers and agencies that are in charge of tourist services. Each stakeholder requires thousands of staff to work efficiently.

The tourism characteristics, its key concepts, and factors fostering relationships between tourists, tour organizers, governments and local communities were mostly focused in this particular study. More specifically this research analysed the pro-social behaviour of the employees in Malaysian tourism and hospitality industry in general and the front-line staff in particular to see how the behaviour is linked to hotel industry and can promote the quality of the services offered by them.

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