

Review Article

Importance and advancements of HR management in the Tourism Sector

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A B S T R A C T

For any sector to function smoothly and efficiently, it is very important to look at the ethical and psychological aspects of their employees, namely work. As researchers believe that a company is nothing but a pure reflection of their employee that makes any particular field a success. That makes this topic an important one to consider as proper human resource management can affect sector performance. Professionalism, staff development, and common motivation are the keys to a successful tourism business.

The goal of human resource management is to treat employees well in order to provide organizations a competitive edge. The workforce's goal is to ascertain whether the company's performance is favorable to the success of its employees. An effective and visible component of a successful tourism product is the provision of efficient and high-quality service to visitors, which will be guaranteed by highly qualified and well-trained institutions. Encouraging a high level of service is crucial for long-term growth. The quality of services rendered by qualified personnel is just as important to the success of domestic and foreign tourism attractions as price competition or the range of options.

One of the key elements in fostering the destination's long-term development and support is the availability of knowledgeable and experienced employees. The quality of the goods and services provided by the highly skilled workers are just as important to destination success as the price or duration of the things available.

Managing the Department of Labor in the tourism sector is a key topic that is being investigated in the current context. Employee management policies in respect of employment policy are well thought out in the decisions that work with the Department of Labor, as part of the strategic business objectives and procedures for setting employee investment objectives, are very important and contribute to the financial position of the organization. In the twenty-first century, tourism has become a significant economic and social development. It is the world's greatest source of investment money and jobs.

Keywords: Recruitment, screening, training, employee relations, performance management, compensation, appraisal, remuneration, talent acquisition, and the gig economy.

Introduction

The tourism industry is a vast and multifaceted industry through which enormous industries. Has anybody wondered about the gigantic money-making industries, registering revenue in millions? Where are they getting all this work done? It is only the human resources or the workforce that gets all the duties of the organization; it's the employees that generally enable the industries to work efficiently and effectively. I believe that the company is nothing but a clear depiction of the employees and workforce working under the firm, which makes it great. For example, if I require Chikankari's work on cloth, then the department of HR has to look at certain artists who know this art very well; the quality of the artist will decide the fate of the firm that requires Chikankari.

This, in another way, symbolizes the significance of human resources and its management. This can be a tiresome and effort-consuming task, as acquiring talent for the organization is not anyone's cup of tea. Recently, the generation has witnessed frequent advancements in technology, and in another way, that technology has also affected the tourism industry. indirectly the HR department, the recent condition of Coronavirus has also taught the companies to upgrade their systems to adapt to the new scenario of the market. To acquire the best workforce, individual organizations are opting for various techniques like SEO posting, mobile job posting, AI screening, machine learning-based aptitude tests, and other forms of screening, recruiting, and selecting the employee in the firm. These techniques can not only provide a quality workforce but will also deal with the various challenges offered by the traditional HR system and will make the process of recruiting and selecting more facilitated for both recruiter and applicant. Even for the post-selection analysis of the employees and also to deal with the performance and grievances, certain systems have shown excellence in the market.

Literature Review:

The hospitality industry faces the same benefits of labor and employment as well as the consequences of failure to choose, which will negatively affect the quality of service and cost. And staff-related time hiring and training, while increasing intellectual productivity. Strategies allegedly used by the interviewed for testing and eligible for the relationship between data responses in application form and steps for success in the current job.

According to Lakshmi BM and Shruthi K in HRM in the tourism industry (2020), the shortage of qualified staff, especially at the management level, poses a major barrier to the development of the tourism industry. Lack of teaching and trained staff at trainee training centers. Lack of training

materials and resources depending on the needs of today's industry. Lack of human resource development strategies and policies in the hospitality sector. difficulty adjusting to the rapid changes in the global marketplace and new technical advancements; the intricacy of tourism studies' varied character; a significant discrepancy between industry demand and training institutes' capabilities [1].

According to Emma Parry and Valentina Battista on the impact of emerging technologies on HR operations (2019), the ability to touch work and staff more. The technology process itself and organizations' willingness to accept that HR work plays a significant role in assisting employees in paving the way for change in the workplace, particularly with regard to skill development, work order, and mental health, will determine the extent and speed of this impact. Key HRM management tasks help employees carry out their everyday tasks and are unlikely to alter, but as the potential advantages and hazards of new employee technologies increase, HR work may take on an even more significant role [2].

In the context of HRM (2019), Dr. G. Saravana Kumar asserts that the hotel management center should also be a key player in teaching them about fundamental grooming habits and how to use practical knowledge and abilities. They must also be competent mentors. Hotel HR managers must use and handle updates efficiently, pay attention to their issues, and work to find solutions. Lowering high standards and emphasizing attitude and fundamental knowledge before recruiting and training are necessary. Similar to this, new students should constructively develop themselves during their Occupational Training (OJT) by understanding the needs of the sector. and professionally follow the SOPs work happily under any circumstances, and be known by management[3].

According to Ashok Kumar and Deborah Rose Shylla Passah on IT-empowered HRP in Indian Hospitality (2019), claiming it has applications and barriers to hospitality and the tourism industry, these applications are the internet/intranet/extranets, office automation, booking, accounting, paid employee management, and applications for procurement management, internal management instruments including decision-making, management information, and support systems, and internal management software, information management systems, and websites. Partners and networks for business transactions (e.g., extranet or EDI) Distribution of networks and open

Online product distribution, computer reservation systems (CRS), and global distribution systems (GDS) (such as WorldSpan, SABER, Amadeus, and Galileo), local management systems (DMS), Internet-based travel mediators (like Expedia.com, Travelocity.com, PR preview Travel, Priceline.com, etc.), wireless-based booking systems,

mobile devices, WAP, traditional distribution technology that supports automated systems (like Videotext), interactive digital television (IDTV), kiosks, and touch screen terminals (POS) are all examples of cash requests for new hospitality organizations [4].

As technology develops, there might be fewer job opportunities, which would leave a large number of workers without jobs. Because they lack sufficient understanding of contemporary technologies, workers are unable to secure the positions they desire. Sometimes it is difficult for organizations in emerging and less developed countries to provide the amount of trained workers they need to complete their job. Technical development, staff familiarity, security, hacking, maintenance, and antivirus software .

In A Study of Employees' Perception of Human Resource Practices and Involvement in the Hospitality Industry, Bhavana Raina and Dr. Anjali Kalse state that businesses are facing more and more pressure to enhance their operations. but to do what organizations need to do everywhere. It must include every facet of managing the company and cannot be limited to specific areas of organization. They are the individuals who comprise the organization's foundation and essential components. In order to meet consumer expectations and improve organizational performance, all employees must be completely committed and prepared to collaborate in order to realize the organization's stated vision and purpose [5].

As a result, businesses must always engage with employees and not merely make haughty attempts. This study has demonstrated that HR involves more than merely reflexive work. According to this study, there will be more engaged employees if HR procedures are founded on employee demand and prioritizing. how they handle human resources.

The worldwide ranking (2018) states that tourism is a personal experience, a social experience, a geographical experience, and a thriving enterprise, according to Sujith AS in Personal Resource Development in the Tourism Enterprise in India. It is a significant social phenomenon in contemporary culture that has significant economic ramifications. The world has finally acknowledged its significance as a vehicle for employment creation and economic growth, particularly in distant locations [6].

Today, the sector is widely acknowledged as a significant employer and economic driver. This industry is seeing a steady increase in investment. The quality of labor is one of the most significant labor market issues that the tourism industry has encountered. The necessity for skilled, qualified people is very important to the sector.

Research Methodology

Reputable tourism study journals, research papers, websites, books, and travel magazines have all provided

secondary data. This study focuses on assessing the state of human resources and the strategies managers are doing to better the lot of workers in the company.

Additionally, it focuses on assessing how well tourist firms use electronic human resources management systems as integrated, technology-driven systems. in addition to evaluating the existing situation and issues that the workers in the tourism sector are dealing with.

Research Objectives:

Current Scenario and Impact of HR Management in Tourism: Depicting the various human resource management practices used for recruiting and training currently along with tracing the impact of this system on the industry.

Employee's perception of HRM practices: Depicting the workforce's mentality and approach towards the current HRM practices being used in the industry, the state of mind, and their perspective about the system.

Technological advancement in HR systems: Various and rigorous technological advancements are being recorded frequently. The impact it will create on the industry, along with the advantages and disadvantages of adopting such technological changes in HRM

Future aspects of HR management in tourism: analyzing all the above values and data predicting the future outcomes of the industry and either adopting certain suggestions or changes necessary in the HRM of the tourism industry.

Current Scenario and Impact of HR Management in the Tourism Sector

There is a severe lack of skilled labor in the tourism sector, and there are numerous barriers to the development of human resources in the sector. The conference found that employees in the tourism sector are extremely uneducated, unmotivated, unskilled, and unproductive, which is caused by their unappealing pay and working conditions (International Tourism Labor Market Conference, 1995). In comparison to other industries like IT, call centers, retail establishments, banks, insurance, finance, telecom, and homes, the tourist sector in India likewise pays extremely low wages.

Additionally, because the tourism industry is primarily composed of small and medium-sized businesses, HR procedures vary, and there are issues with professionalism, vision, a defined work ethic, safe and long-term employment, learning and development possibilities, and job quality. Talented individuals are deterred from pursuing careers in the hospitality and tourist business by the industry's reputation as well as by insufficient and ineffective training and education programs, which results in a shortage of skilled workers (Sujith AS, 2018).

“Energy Requirement in the Hotel Industry, Tour Operator and Travel Sector, Employee Training for Various Institutions and Positions” is a human resource requirement. In India, there are roughly 1.2 billion hotel rooms in both the formal and informal sectors; only 7% of these are in star-studded hotels; the remaining 36,000 rooms are in 5- and 4-star hotels and heritage, while the remaining 43,000 rooms are in three-, two-, and one-star hotels. It is estimated that by 2010 and 2020, there will be 2.9 million and 6.6 million hotels in the nation, respectively; 750,000 people work in the formal and informal hotel industries, and the tourism sector would require 3.5 million workers. Recruitment and selection, staff planning, job design, training and development, quality recruitment and payment system (Chand, 2010), information exchange, job analysis, and internal HR procedures are among the HR procedures utilized in the tourism sector.

Grievance procedures, pre-employment evaluations, performance compensation, performance evaluations, promotions, and training (Cho, Woods, Jang, & Erdem, 2006); hiring and selection policies, decision-making, training, performance appraisals, equipping, and compensation (Tang & Tang, 2012); job analysis, staffing, job planning, performance appraisals, payroll, employee voice, dispute resolution, and job security (Chow, 2007); and employee management participation surveys internal promotion process, conditions of employment assessment, selection criteria, multiple skills and knowledge, staff planning, including formal staff planning, work culture, job planning, all departmental involvement, job creation, “definition flexible work ethic, learning organization development, multi-task design, team performance,” training and development (T&D) including needs based on T&D, formal admission process, learning organization, formal T&D, quality “circle” including staff involvement in goal setting, production/service staff in charge of their service, employees are involved in quality circles, frequent use of “psychological surveys” and a “payment system” that contains information on the company’s performance and the state of the market, the merit component of the compensation package, an official evaluation of every employee, no financial gain, and public knowledge and acknowledgment (Chand & Katou, 2007). Other abilities that workers exhibit at work include interpersonal, communication, oral, and problem-solving abilities; teamwork abilities; critical thinking abilities; and leadership abilities.

office knowledge, writing abilities, and business understanding. Nonverbal capabilities, computer literacy, system skills, and computer program application skills (Chan & Kuok, 2011). Several HRM practices include: hiring/selection, training and development, pay, and benefits; performance, compensation, and training measurement. instruction, correspondence, equipment, and performance

assessment Employing the most qualified candidates, empowering employees via training, offering support networks, and keeping the best employees (Kusluvan, Kusluvan, Ilhan, & Buyruk, 2010).

Impact: Because the HR selection procedure is frequently strict and time-consuming, applicants become impatient. Additionally, some organizations do not renew results if they are rejected, which further prolongs the applicant’s displeasure. HR managers and employees with the necessary training are in limited supply. Additionally, this condition affects the industry by weakening HR policies, which are already very weak in the sector. Because of this, the industry has also been hesitant to adopt new technologies that are regularly created on a daily and ongoing basis.

Employee’s Perception of HRM Practices

The percentage of hotel managers and guests who may be Directly employed on the 6% to 18% of people get a job after college. The only skill-based evaluation instrument in the tourism business in India, the 2-hour Tourist Recruitment and Tourism Survey, was completed by over 3,000 students from more than 120 hotel and tourism management institutes spread across numerous Indian states. Students’ grades for critical abilities including English language proficiency were low.

intelligence strength, and soft skills such as self-control, quality practice, and management skills, etc. According to the report, about 43% of the students are employed due to a lack of English. language skills and preferred communication language in almost all luxury hotels and fine restaurants. (DR. G. Sarvana Kumar, 2019)

New employees expect a better salary, free accommodation, free quality meals on duty, promotional opportunities, a professional working atmosphere, to be treated well by superiors, a good uniform, training and learning opportunities, motivation, and some leave benefits. But generally, in the initial stages, these perks are hard to find in the organization. Even the employees require time to cope with and understand the HR practices followed by the company. The concerning issues, like the time an individual needs to work daily to get a full month’s salary, stipulated time for bonus money, some remuneration, and miscellaneous costs that are generally hidden in the salary, sometimes bring conflict between the employees and the HR managers. There are certain confidential deductions made by the organization to which the company cannot provide an answer, and then directly or indirectly, the work is getting hampered. Fig. 1: Percentage of employable students.

Thousands of people apply for jobs, and because of the antiquated HR management system, it takes weeks to

review and shortlist resumes, which frequently results in the selection of unskilled candidates. Additionally, some companies do not even bother to notify the rejected candidates, which leaves them feeling deceived and unhappy. The main issues HR managers face are

- Lack of communication skills
- Lack of general etiquette
- Improper grooming
- Quitting a job without serving a notice period
- Taking leave frequently
- Lack of interest while working.

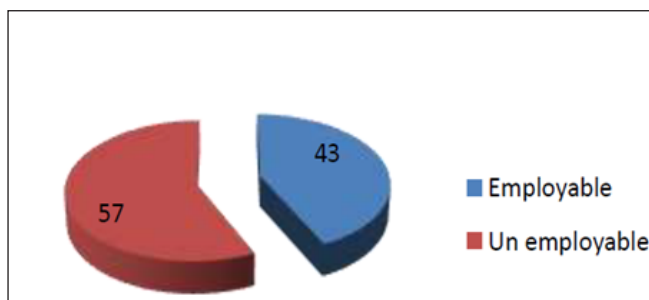


Figure 1. Percentage of Employable students

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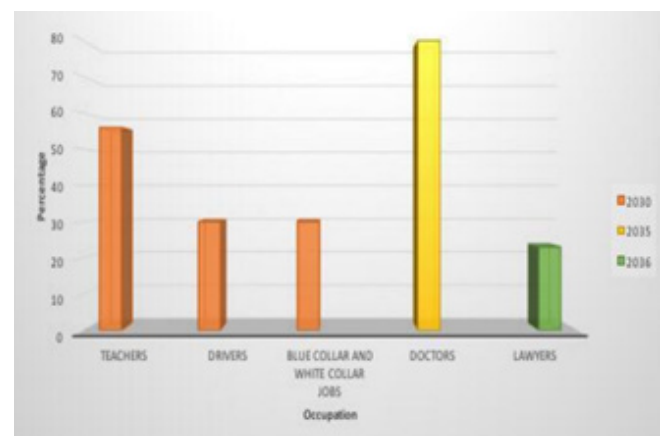


Figure 2. Percentage of Jobs Affected due to AI

Technological Advancements in HR Management

As the generation is moving towards innovation and creative approach towards every aspect the hunt for excellence is a never-ending process. Concerning this people tend to upgrade themselves with technological advancements and spend the revenue to master the fact and keep themselves updated. Fig2: Percentage of Jobs Affected due to AI. Similarly, in HR management various new technologies are adopted to facilitate the HR process and meanwhile save some crucial time and money. These technological advancements one side might seem to be a blessing to the industries, but every aspect has two phases another phase is that AI has affected lots of jobs including teachers, drivers, blue collar & white-collar jobs, doctors, and lawyers as companies getting machinery which can

perform the task. Table1: represents the percentage of Jobs Affected due to AI.

Recruitment:

Earlier, most of the time was spent on job posting, screening, shortlisting, interacting, assessing, and selecting. Now these chores are carried out by software like programmatic job posting, where the specific job ad is broadcasted all over the internet, and using AI, the individual with matching quality will get notified about the job posting. Due to this, the job vacancy is reaching the right candidate. Interview Chatbots conduct the preliminary interview and screen and shortlist the best-suited resumes and candidates, along with the comparison with each candidate and a detailed report, which facilitates the work of HR managers. (Linchi Kwok, 2018) [7].

Table 1.Represents the percentage of Jobs Affected due to AI

S. No	Occupation	% of Jobs will be effected	Year
1.	Teachers	56	2030
2.	Divers	30	2030
3.	Blue collar and white collar jobs	30	2030
4.	Doctors	80	2035
5.	Lawyers	23	2036

Performance Management:

The company's HR department can handle employee records more effectively with the use of certain web-based solutions. Employees can be acknowledged and potentially promoted more quickly with such programs than if HR supervisors reviewed each employee's performance review separately (George Kettner, 2017). The majority of IT firms utilize the Ex-Qandle app, which allows workers to update their workload and duration. This creates a graph of performance and makes it easier for HR to manage each worker appropriately.

Compensation:

One of the most crucial tasks of the HR operations and the accounts department of the organization is to remunerate the employees correctly and within budget and to look after their bonuses and salary hikes whenever required. Now this is also conducted by the software, which keeps a record of the salary received by every employee, along with keeping a record of the bonuses, along with the employees who deserve salary hikes based on revenue, budget, and efficiency. The hike is also indicated in the analysis report (BEQOM, 2021). This helps the firm to keep the employees as well as revenue balanced.

Employee Relations:

The AI-based software monitors the working conditions and the amount of work and pressure undertaken by the employee, which suggests to the HR that the individual needs counseling. Also, the employees can interact with the software to explain their concerns, which can avoid the communication gap between the employee and the firm (Anant Deogaonkar, 2013). This will also increase the trust of employees in the firm and make them responsible for the work. Even if they want to leave or convey any message, the software will be there for the rescue; this will foster the processing of the concern without much delay.

Training and Development:

There are lots of applications and software in which the company can feed the orders and the training materials along with the duration and schedule, which should be used to train the employee efficiently and effectively.

So, with all these resources and technology, the HR management procedure is somewhat easier, but the main job is to be done by humans, so that will always be the priority. (Patrick Beer and Regina H. Mulder, 2020)

Future aspects of HR Management in tourism

Three significant developments that alter how we live, work, and play will shape human resources in the future. First, a tech-savvy age that purports to be thousands of years old is emerging. They are able to use distribution technology now that they have joined the community. Ultimately, COVID-19, a black swan event, compelled all societies to alter their behavior.

Future human resources are significantly impacted by all three. HRM, HRD, personnel management, labor management, and other policies are no longer in effect. The years of experience and artistic ability will now be announced by a talent management company. The introduction of technology to Keeping minimal touch with fewer individuals has been expedited by COVID-19. Therefore, in order to integrate personnel with unforeseen and inevitable changes, the Head of Talent will transition from a pure work ethic to a business strategy and business team[8].

The head of Talent will act as the organization's mentor, visionary, catalyst, and change agent. His abilities will include goal-setting and action, business acumen, proficiency with HRIS software management, facilitation, and being a capable team leader's partner. The following adjustments will also be part of his role: A flat and adaptable organization is ensured by changing the multi-layered pyramidal organizational structure to a deformed one. Key personnel will be positioned at the top to establish a foundation in customer service as a result.

The utilization of outside resources, including hiring agencies, digital marketing designers, financial management, job information specialists, job testing, skills mapping professionals, etc., will significantly alter human resources. There will be a shift in leadership. Leaving more and more skilled knowledge workers to provide outcomes. Instead of interfering with performance, leaders will go outside for useful resources. In addition, they will work in the areas of legal affairs, performance management, consolidation and acquisition, social corporate responsibilities, planning and financial management, and strategic planning. Below is a summary of how HR might help mitigate the possible effects of developing technologies on workers (Sudhir Andrews, 2021).

Automatic and switching skills requirements

It implies that there are substantial financial advantages, allowing firms to automatically enhance their procedures, and that the advancement of automation has the potential to fundamentally alter the nature of employment opportunities. The ability of the code to build a series of steps that will enhance the problem definition and take into consideration every case is actually what determines if the function can be executed automatically. Without this restriction, automation is being employed more and more in fields like fraud detection, medical diagnosis, and law that need to store or access information. Furthermore, a growing number of occupations, including mining, driving, and shipping, are becoming automated (Frey & Osbourne, 2017).

Increased flexibility of time and space

There is a lot of proof that businesses actually exist and offer flexible work arrangements to satisfy workers' demands while lowering the expenses related to establishing a physical office. It is obvious that the development of the internet and, more recently, technology has made it easier for people to work remotely and, consequently, outside of regular business hours. But it's crucial to remember that other factors, such as the large proportion of women in the workforce and flexible pension plans, have also contributed to more flexibility (Atkinson, 2017).

Unquestionably, the advantages of HR work include the development of performance and performance management systems that guarantee that employees who are disadvantaged by flexibility are included, as well as flexible performance management rules. According to research, flexible applications can increase job satisfaction while granting workers autonomy over their schedule and location (Kelliher & Anderson, 2010).

Hiring arrangements

Evidence suggests that the practice for employees

Performing tasks using AI platforms through a gig economy and an open economy of talent leads to labor relations based on self-employment. contracts, subcontractors, and various types of 'gig work.' The study suggests that approximately 2.8 million workers on average in developed countries participate in the gig economy to some degree, and this contributes to a reduction in the demand for full-time workers, allowing organizations to reduce costs and increase numerical flexibility. This is said to lead to critical working conditions, the inability of people to influence the work environment, and a lack of communication in institutions. In addition, the gig economy is linked to growing economic insecurity, low productivity, declining independence, and rising levels of personal debt (Fleming, 2017).

Impacts on employee well-being

The discussion above suggests that employers need

Consider the potential disadvantages of increasing technology use in the workplace. Indeed, research has suggested that migration to more and more connected employees, as well as an increase in global employment, means that work is approaching 24/7 (Deloitte, 2016) and that employees may be overworked (and thus damage their well-being) to increase. Media coverage shows that workers are concerned about this prospect. For example, employees from Google refer to connection as a "power cord" that harms their well-being (Independent, 2017), while other reports link increased communication with stress and fatigue (The Guardian, 2016). Even whenever the candidates go through any assessment or interviews in any organization, they eagerly wait for the results for weeks and sometimes even for months and still do not receive any reply from the HR department of the company. As a result, the employees lose hope in the organization or even in further applying to the companies. Others generally apply to more than one organization and tend to receive more than one offer letter if selected, which directly doesn't make any major changes, but intensely that one extra offer given by the company to the applicant who rejected can be used by any other prospective applicant who might require the job. In this way, we can observe that the HR systems need upgradation, and some amount of consideration to the applicants should be given to avoid the over- or under-recruiting of any organization, i.e., proper allocation of the resources for the major job of HR.

Conclusion

Lastly, the quality of the products and services as well as competition are essential for business systems and tourism-related organizations to succeed. By linking various tourism-related business processes, one may improve the efficiency and caliber of goods and services. In order to improve productivity and the competitiveness of the business, management must be able to coordinate human resources, use them effectively by fostering a positive work environment, inspire them, and give their employees education and career advancement opportunities. They must also know how to maximize their efficiency. Organizations are under more and more pressure these days to enhance their commercial performance.

However, businesses must perform in every area in order to do that. It must encompass every facet of managing the company; it cannot be exceptional in just a few areas. The success of an organization is largely dependent on its members. As a result, it's critical to understand the habits and expectations of the millennial generation, which will make up the future workforce. They will be motivated to join companies that promote creativity and have the newest technology since they are tech-savvy. Organizations will become active incubation sites of innovation because they want to make a difference. They are expected to switch occupations every three years and get bored when their employment becomes monotonous.

The last strategies will present a fresh difficulty. Given that hotels have shifts, it might be feasible to accommodate their desire for variable hours. In order to achieve its objectives, the human resources department must carefully recruit, choose, and educate staff members to use this advanced technology. Employees need to simultaneously improve their technical skills in order to obtain employment in the more technologically advanced environment.

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