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## An Analysis of Human Resource Management in the Tourism and Hospitality Sector: Strategies for Planning, Implementation and Growth

**Caroline Pereira**

Research Scholar,  
Pacific Academy of Higher Education  
and Research, Udaipur (Rajasthan, India)

**Dr. Parul Mathur**

Professor,  
Pacific Academy of Higher Education  
and Research, Udaipur (Rajasthan, India)

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### **Abstract:**

*The present study addresses human resource management within tourism and hospitality service organizations in a clear and systematic way. In this sector, employees play a crucial role in fulfilling organizational policies, goals and objectives. They provide creativity, productivity, and are fundamental to overall business success. The paper focuses on the different phases of career development and related career programs, highlighting how an individual's professional journey evolves over time. It particularly emphasizes stages such as exploration (testing new roles), foundation, maintenance, and decline, while outlining activities according to developmental phases and personal accomplishments, in connection with age and varying levels of engagement.*

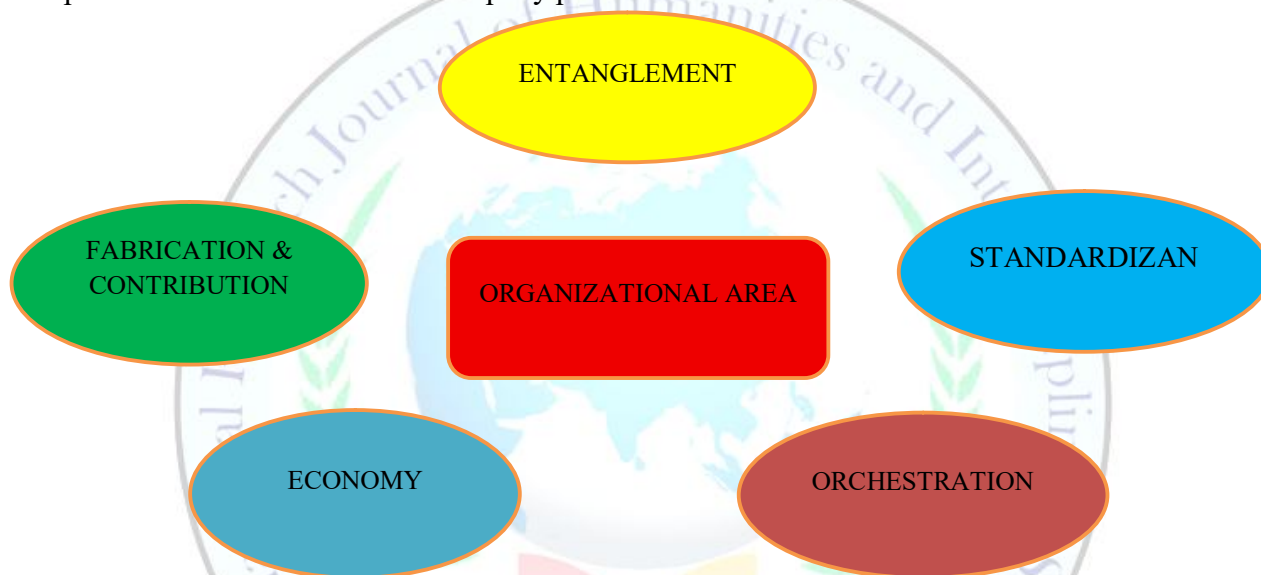
**Keywords:** Human Resources, Tourism Industry, Hospitality Industry, Management Studies.

### **Introduction:**

In the tourism sector, an organization represents a collective where individuals collaborate and perform specific activities within a defined hierarchy to accomplish common objectives (Zakirova & Gimadiev, 2019). Businesses utilize both human and physical resources in a systematic and structured manner to deliver outcomes, whether in the form of goods or services. Establishing an organizational structure requires identifying the tasks necessary to produce the intended product or service and arranging them in a way that ensures efficiency and goal attainment (Bagheri, 2016). Such coordination fosters relationships among different stakeholders, enabling the organization to operate effectively. When designing an organizational structure, several key aspects must be considered:

1. **Entanglement:** In the tourism industry, organizational complexity denotes the extent of hierarchical layers, the level of labour specialization, and the geographical dispersion of the enterprise.

2. **Standardization:** It refers to the internal rules, guidelines and procedures established within an organization. The functions of a company consist of the activities carried out inside it, which facilitate the achievement of organizational goals through coordinated efforts.
3. **Orchestration:** The management function is tasked with coordinating a company's technical, human, financial and material resources, ensuring they are effectively directed toward achieving the intended objectives.
4. **Economy:** This function involves securing and managing the financial resources required to support the company's operations and future investments.
5. **Fabrication & Contribution:** This function oversees the procurement of raw materials and their conversion into finished products, which may also involve storage when necessary (Oke & Kefas, 2019). It encompasses the range of activities undertaken to develop, design and deliver the products or services that the company presents to the market.



**Fig 1. Organzational Area**

#### **Human Resources in the Tourism Domain:**

Human resources cover a broad and cross-functional scope. As Ahmad (2019) notes, decisions made by top management consistently impact employees, while the HR department is responsible for formulating plans and establishing guidelines for their execution. In this context, talent-related objectives are aligned with the overall organizational goals; however, setting such objectives also requires consideration of the conditions and capabilities of the workforce (Fahed-Sreih, 2018).

#### **Determinants of the Significance of Human Resource Departments in Tourism:**

1. **Company integration:** A key factor is the ability to respect and adapt to established organizational structures.
2. **Strategy development:** High-performing employees should contribute to both personal and

organizational strategy formulation and implementation.

3. **Group acceptance:** Teamwork and the creation of a positive work environment are essential conditions for an organization to be considered attractive and employable.
4. **Organizational culture:** Employability also depends on an individual's capacity to understand, adapt to, and embrace the culture of the organization in which they work or aspire to work.
5. **Listening skills:** The ability to actively listen, internalize, and apply concepts is a crucial attribute for professional growth.

According to Stewart and Brown (2019), human talent represents a valuable asset that encompasses knowledge, skills, experience and professional networks acquired through both education and workplace practice. Employees' unique competencies provide a foundation for generating new knowledge that enhances productivity. In line with this, companies often offer competitive salaries and invest in continuous training programs to attract and retain well-qualified, experienced employees. Such initiatives contribute to the development of both general and specialized skills, thereby strengthening the organization's human capital.

### **Workforce Planning and Human Resource Development in the Tourism Sector:**

#### **Workforce Planning:**

The workforce planning process typically involves four broad, interconnected steps, each of which must be completed to achieve the overall objective. The ultimate aim is to formulate a strategy that enables the organization to effectively attract and retain a workforce with the necessary qualifications to meet its business demands.

#### **Labour Supply Scrutiny:**

The first stage of workforce planning involves assessing the organization's existing labour supply. At this stage, the HR department evaluates the company's workforce by examining factors such as employee headcount, skill sets, qualifications, job titles, accomplishments and overall performance levels.

#### **Labour Clamour Prophecy:**

The second step focuses on projecting the organization's future workforce requirements. At this stage, HR considers internal factors such as potential promotions, retirements, layoffs, and employee transfers. In addition, external influences that may shape labour demands such as emerging technologies that can either expand or reduce workforce needs are also taken into account.

#### **Labour Supply & Demand Complementing:**

The third step in the human resource planning process involves forecasting labor demand and comparing it with the existing workforce supply. At this stage, HR conducts a gap analysis to pinpoint the discrepancies between current staffing levels and future organizational needs. This evaluation often brings forward critical questions such as:

- Is there a need for employees to acquire new skills or undergo additional training?
- Does the organization require an increased number of managers to meet its future objectives?
- Are employees effectively utilizing their strengths within their current roles?

### Growth Planning & Execution:

The responses derived from the gap analysis guide HR in determining the appropriate course of action. This represents the final stage of the human resource planning process, where practical measures must be taken to align HR strategies with overall organizational objectives. Successful implementation requires adequate budgeting, the capacity to execute the proposed initiatives, and active collaboration across all departments to ensure the plan is effectively carried out.

## Human Resource Planning Process



**Fig 2. Planning Process of the Human Resources**

### Review of Literature:

Human capital is commonly understood as the collection of competencies, knowledge, skills, experiences and networks that individuals accumulate through education and professional practice (Oke, 2016). Economists have long emphasized its role in explaining economic growth, given its direct impact on human welfare. During the 1960s and 1970s, scholars turned their attention toward demand-side dynamics and scale effects, advocating for proactive public spending policies to stimulate development in low-growth regions where effective demand was lacking. By the late 1980s, however, the focus of economic research shifted from short-term business cycles to the drivers of long-term growth. This shift reflected both the increasing importance of long-term trends over cyclical fluctuations and a growing dissatisfaction with the explanatory power of the traditional neoclassical model of Thoreau (1957). A central assumption of this model is that the relationship between production inputs and national output can be expressed through an aggregate production function that operates under constant returns to scale (Samwel, 2018).

### Methodology:

The progression of an individual's career unfolds over time, encompassing several stages:

exploration (experimenting with new roles), establishment or foundation, maintenance and decline. This framework outlines activities according to developmental phases and highlights the relationship between age, personal accomplishments and levels of engagement or participation throughout the career.

### **Interpretation & Discussion:**

The findings of this study indicate that planning is a core function of human resource management, serving as a proactive decision-making process aimed at anticipating future needs. This function is inherently linked to both the internal community of the organization and the external public, highlighting their interaction and interdependence. HR planning involves fostering development, raising awareness of alternatives and implementing preventive measures. It ensures that human resources are provided in accordance with the required qualifications and job specifications, at the lowest possible cost, while remaining subject to ongoing monitoring and evaluation. Effective workforce planning avoids the pitfalls of either labour shortages or surpluses relative to actual organizational needs, acknowledging that some departments often face significant work pressure due to limited staffing.

### **Conclusion:**

In the tourism industry, workforce planning involves aligning the consistency and quality of human resources with the organization's mission and strategic objectives. The reflection of actual organizational needs within the HR function forms the core or "soul" of the HR planning framework. Human resource management systems serve as the primary tools for ensuring that both the organization and its employees are synchronized with business strategies. Consequently, the principle of "anticipate and deploy" becomes central to effectively managing this process. Strategic talent planning is crucial for responding promptly to changing market demands, sustaining organizational competitiveness & health and facilitating smoother management operations.

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