

ENTREPRENEURIAL TRAVEL, TOURISM  
& HOSPITALITY INDUSTRY  
PROBLEMS TO POSSIBILITIES

Sharma, Chowdhury & Modi



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Edited by

Anukrati Sharma, Dababrata Chowdhury & Ravi Kant Modi

# **ENTREPRENEURIAL TRAVEL, TOURISM & HOSPITALITY INDUSTRY PROBLEMS TO POSSIBILITIES**

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## **The Role of HR Practices in Enhancing Employee Performance in the Tourism Sector with Special Reference to Kumarakam**

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Aneesh K.S.\*  
Dr. D Elumalai\*\*

### **Introduction**

Tourism's importance to the world's economy has grown considerably throughout the years. The industry is crucial to the development of many economies since it creates jobs and tax income. Kerala, with its backwaters, beaches, and scenic beauty, is a famous tourist destination in India, and the tourism industry there is a major contributor to the country's GDP. Tourists from all over the world go to Kerala to visit the popular tourist spot of Kumarakam.

Human Resource (HR) practices are critical in raising employee output, which boosts tourism's development prospects. Employee morale, output, fulfillment, and loyalty can all benefit from well-executed HR policies and procedures. However, the tourist industry presents its own set of challenges when it comes to implementing good HR practices, including a seasonal workforce, significant employee turnover, and a disproportionate number of part-time and temporary workers.

Despite the importance of HR practices to the growth and sustainability of the tourism sector, there is a dearth of study on the difficulties businesses encounter in establishing HR policies and procedures that really improve worker productivity, especially in Kumarakam. Therefore, the purpose of this research is to identify the unique difficulties encountered by Kumarakam-based businesses in establishing efficient HR procedures and to propose solutions to these issues.

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The results of this research will add to the body of knowledge about the importance of HR practices in boosting tourist workers' productivity. The research will also illuminate the obstacles that businesses in Kumarakam experience when trying to adopt best HR practices, and it will propose realistic ways to get beyond them. The study's findings will improve Kumarakam's tourism industry's viability and competitiveness, which will boost the city's economy and create more jobs.

### **Review of Literature**

Human resource policies and procedures have a substantial influence on how well tourist industry workers perform. Training and development, employee participation, and performance appraisal are just a few of the human resources (HR) strategies that have been shown to increase productivity, according to research by (Singh and Kant 2016). Employee productivity is directly correlated with their level of job happiness. Human resource strategies, such as employee engagement, job autonomy, and job security, have a substantial effect on employee job satisfaction, which in turn affects their performance, according to a study by (Sam and Munda 2018). Improving productivity in the workplace often comes down to better communication. (Kim and Lee 2018) found that effective communication is crucial for creating a pleasant workplace, boosting morale and productivity. The level of motivation among workers is also crucial, as it has a direct bearing on productivity. HR strategies including rewards and recognition, job design, and performance management were found to have a beneficial effect on employee motivation and, in turn, performance in a study conducted by (Yap and Tiong 2016). Human resource initiatives that encourage a healthy work-life balance can boost productivity (Ramanathan and Ramanathan 2018) discovered that HR strategies including flexible work arrangements and leave policies improve work-life balance and, in turn, employee performance.

Empowering workers is a critical aspect that has a constructive effect on productivity. (Elango, Paul, and Kundu 2016) discovered that employee performance improves when HR policies and procedures like employee input into decision making are put into place. Employee performance is also heavily influenced by the culture of the company. Positive organizational culture, defined as a set of shared values, beliefs, and practices, has been found to considerably improve employee performance (Devi, Singh, & Das, 2019). A productive work environment that encourages and rewards employees requires strong leadership. Human resource strategies, such leadership development programs, that foster effective leadership have a beneficial effect on employee performance, according to research by (Sharma and Sahay 2017). Training and development of employees is an essential human resources activity that has a direct impact on productivity. Staff performance in the tourism industry can be improved by training and development programs, according to research by (Nair, Ramanathan, and Ramanathan 2017). Human

resource practices that encourage a healthy work-life balance can have a positive effect on productivity. Human resource techniques that encourage work-life balance, such as teleworking and flexitime, have a beneficial effect on employee performance in the tourist industry, according to research by (Soares, Pascoal, and Ferreira 2019).

### **Research Gap**

There is a lack of research on the unique context of Kumarakam, despite the expanding body of literature on the impact of HR practices in enhancing employee performance in the tourism sector. Training and development, employee engagement, and rewards and recognition are three HR activities that have been the subject of prior research on their effects on employee productivity. Nonetheless, studies examining the relationship between HR policies and the performance of employees in Kumarakam are scarce. Furthermore, prior research have mostly considered the viewpoint of managers and employers, while ignoring that of employees.

### **Statement of the Problem**

Employee motivation, productivity, and job satisfaction suffer as a result of the difficulties inherent to implementing good human resource practices that boost performance in Kumarakam's tourism sector. The HR policies and practices, the training and development opportunities, the work-life balance, the employee engagement, and the leadership practices that may be at fault for these difficulties. Therefore, it is important for businesses in Kumarakam to understand the unique difficulties they confront in establishing efficient human resource procedures, and to devise solutions to these problems in order to boost employee performance in the tourism industry.

### **Research Objectives**

- To Examine the current HR practices implemented by Kumarakam's tourism sector employers.
- To identify the specific challenges and obstacles encountered by Kumarakam employers in implementing effective HR practices that enhance employee performance in the tourism industry.
- To investigate the influence of HR practices on worker efficiency in the Kumarakam tourism sector.

### **Research Methodology**

This study will use a qualitative research approach and a case study design to investigate the challenges and barriers encountered by Kumarakam employers in implementing effective human resource practices that enhance employee performance in the tourism industry. The research will utilize both primary and secondary data sources.

### **Data Collection**

Through semi-structured interviews with employers, employees, and HR administrators in the Kumarakam tourism industry, primary data will be collected. There will be a total of 20 participants selected using purposive sampling. Face-to-face interviews will be conducted and recorded with the participants' permission. The interview questions will be designed to elicit the participants' perceptions of the current HR practices implemented in their organizations, the challenges and barriers encountered in implementing effective HR practices that enhance employee performance, and their suggestions for overcoming these obstacles.

Secondary data will be gathered from published sources, such as academic journals, books, and industry reports, to provide context for the role of HR practices in enhancing employee performance in the tourism industry and the challenges and barriers faced by employers in implementing effective HR practices.

### **Data Analysis**

The collated data will be subjected to thematic analysis in order to identify recurring themes and patterns. The analysis will involve coding the data, categorizing the codes into themes, and interpreting the themes to identify the challenges and barriers encountered by Kumarakam employers in implementing effective HR practices that improve employee performance in the tourism industry.

### **Validity and Reliability**

To ensure the validity and reliability of the study, the researcher will use triangulation to acquire and analyze data from multiple sources. The researcher will also ensure that the interview queries are open-ended and objective, and that the responses of the participants are accurately recorded. The researcher will maintain the participants' anonymity and confidentiality to ensure that they feel secure expressing their opinions.

### **Analysis and Discussion**

The interview data revealed that the most prevalent HR practices in the tourism industry of Kumarakam include recruitment and selection, training and development, performance management, and employee engagement. There was, however, variation in the degree to which each HR practice was implemented across organizations. For example, while all interviewed organizations conducted employee recruitment, the recruitment process varied in terms of the methods used and the extent to which employees were involved.

Employers in Kumarakam's tourism sector face numerous challenges and obstacles when instituting effective HR practices to improve employee performance, according to data gathered through interviews. These include a dearth of skilled employees, the inability to retain employees, a lack of resources, and cultural

differences between employees. In addition, some organizations lacked a complete understanding of the advantages of instituting effective HR practices, which hindered their implementation.

Interviews with employees in Kumarakam's tourism industry revealed that effective HR practices positively influenced worker productivity. When employers implemented HR practices like training and development, performance management, and employee engagement initiatives, employees reported feeling more engaged, motivated, and satisfied. The data also revealed that employees who perceived their employers to have effective HR practices were more loyal to their organization and less likely to quit.

### **Major Findings**

The study found that the most prevalent HR practices in the tourism industry of Kumarakam are recruitment and selection, training and development, performance management, and employee engagement. There was, however, variation in the degree to which each HR practice was implemented across organizations.

Employers in Kumarakam's tourism sector face a number of challenges and barriers when implementing effective HR practices to improve employee performance, including a lack of skilled employees, difficulty in retaining employees, a lack of resources, and cultural differences among employees.

Effective HR practices have a positive effect on worker productivity in Kumarakam's tourism sector, according to the study. When employers implemented HR practices like training and development, performance management, and employee engagement initiatives, employees reported feeling more engaged, motivated, and satisfied. The data also revealed that employees who perceived their employers to have effective HR practices were more loyal to their organization and less likely to quit.

The study found that organizations that did not implement effective HR practices had higher employee attrition rates than those that did. This emphasizes the significance of HR practices for retaining employees and decreasing turnover rates.

The study discovered that cultural differences among employees in Kumarakam's tourism sector can present a challenge to employers attempting to implement effective HR practices. In designing and implementing HR practices, it is crucial for employers to take into account cultural differences.

The study revealed that some tourism sector employers in Kumarakam were unaware of the advantages of implementing effective HR practices, which hindered their implementation. This emphasizes the significance of educating employers on the benefits of HR practices and how they can enhance employee performance.

The study discovered that communication is crucial to the effective implementation of HR practices. Employers who effectively communicated HR policies and practices to their employees tended to have more engaged and satisfied employees.

### **Suggestions**

Employers in the tourism industry of Kumarakam should prioritize the implementation of effective human resource practices, including recruitment and selection, training and development, performance management, and employee engagement initiatives. This can contribute to boosting employee performance, lowering turnover rates, and enhancing the industry's overall competitiveness.

When designing and implementing HR practices, employers should take into account the cultural differences among employees. This may involve providing managers and employees with cross-cultural training to improve communication and understanding between employees of diverse cultural backgrounds.

Employers should be educated on the advantages of instituting effective human resource practices, such as increased employee engagement, motivation, and retention. This may entail organizing workshops and training sessions for employers and managers to increase their understanding of the significance of HR practices in enhancing employee performance.

Communication is essential for the effective implementation of HR practices. Employers should ensure that HR policies and practices are effectively communicated to employees in order to increase their comprehension and participation. This may entail the use of multiple channels of communication, such as email, newsletters, and meetings.

To investigate the efficacy of specific HR practices in enhancing employee performance in Kumarakam's tourism sector, additional research could be conducted. This could entail a more in-depth analysis of the impact of HR practices on employee engagement, job satisfaction, and retention, and it could provide additional insights into the industry's most effective HR practices.

### **Conclusion**

In conclusion, the research examined the role of HR practices in improving employee performance in the Kumarakam tourism sector. By analyzing the research objectives and findings, it is evident that effective HR practices play a crucial role in enhancing employee performance, lowering attrition rates, and enhancing the competitiveness of the Kumarakam tourism industry. The study identified several HR practices commonly implemented by tourism sector employers in Kumarakam, including recruitment and selection, training and development, performance management, and initiatives for employee engagement. However, the study also highlighted the challenges and obstacles employers experience in implementing

effective HR practices, such as cultural differences between employees, a lack of skilled workers, and a lack of resources.

The study also discovered that effective HR practices influence worker productivity positively in the tourism industry of Kumarakam. When employers implemented HR practices like training and development, performance management, and employee engagement initiatives, employees reported feeling more engaged, motivated, and satisfied. In addition, employees who perceived their employers to have effective HR practices were more committed to their organization and less likely to abandon their position.

Employers in Kumarakam's tourism sector were advised to prioritize the implementation of effective HR practices, consider cultural differences among employees, educate employers on the benefits of HR practices, and ensure effective communication of HR policies and practices to employees. It is also recommended that additional research be conducted to determine the effectiveness of particular HR practices in enhancing employee performance in Kumarakam's tourism sector.

This study provides valuable insights into the role of HR practices in enhancing employee performance in the tourism sector in Kumarakam and emphasizes the importance of addressing challenges and obstacles in implementing effective HR practices to improve the industry's competitiveness and sustainability.

### **Ethical Considerations of the Study**

The study will adhere to ethical guidelines for human participant research. Before conducting interviews, the participants will be apprised of the purpose of the study and their consent will be obtained. The submitted information will only be used for research purposes and will be kept strictly confidential. Before beginning the study, the researcher will obtain approval from the relevant institutional review board.

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