

Chapter 4

Digitalization of Human Resources Management Practices in Nigeria's Hospitality Industry

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ABSTRACT

Progressions on account of digital technologies, such as various electronic devices, cell phone technologies, and information systems, among others, can be referred to as the fourth industrial revolution. The fourth industrial revolution is characterized by a sporadic adoption of technology in the business world; this revolution enabled organization to develop noticeable skills which aided the achievement of organizational goals. Hotel businesses have a face change on account of the adoption of technology. This book chapter captured digitalization of human resource management practices in the Nigeria's hospitality industry. Discourse is captured under five sub-headings: an overview of hospitality industry in Nigeria; evidence from hotel businesses; human resource management practices in the 20th century vis-a-vis the 21st century; concept of digitalization; salient issues with respect to the core human resource management practices cum digitalization; and future trends in digitalization and HRM practices.

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INTRODUCTION

Globally, human resources (HR) is a core asset of any organization. Human resource management (HRM) is viewed as being prominent with respect to developing various policies, providing a means of implementing those policies, and adjustment of the policies if need be. HRM in the industry is currently going through diverse pragmatic changes which are traceable to technological advancement. HRM is germane in the functionality of an organization, its activities ranges from recruitment, selection, training, development, and compensation among others . Musakuro and De Klerk (2021) identified key HRM practices as; human resource planning, recruitment and selection, training and development, succession planning, performance management, reward management and talent retention among others. These activities have been handled differently over time as a result of digitalization.

Overview of Hospitality Industry in Nigeria: Evidence from Hotel Businesses

Hospitality industry is widely used when referring to service based industries such as; hotels, eatery and fun places among others. This industry is globally responsible to cater for the needs of travelers and others as the case may be. Hospitality is derived from the word hospitable this means to make an individual feel highly welcome or to cater for the welfare of an individual. Hospitality is targeted towards making an individual to feel highly important at a cost.

The act of hospitality entails taking care of the needs of people, hospitality business specializes in providing services to customers, the business encompasses; eatery, hotels, nightclubs, fun parks, tours, leisure, and other tourism-related services these divisions are majorly customer-focused. Bello and Bello, (2020) corroborated that hospitality industry is responsible for the provision of accommodation, food, drinks, and other needed services for individuals on vacation. Over the years Nigeria has been over dependent on oil and these had generated a lot of issues, recently, there has been a shift from total dependence on oil to other sectors out of which the hospitality industry has emerged as a strong force behind the economy of Nigeria. The industry witness a tremendous growth lately and it has been referred to as a money making industry because of the amount that is being generated from it from time to time. Hotels has contributed immensely to the economy of Nigeria in recent times, this is evident in the large quantum of tourists and travelers that lodges in hotels across the nation. Studies {Timothy and Samson (2014); Ajake, (2015)} affirmed that the hospitality industry as contributed significantly to the Nigerian economy. The hotel business in Nigeria is booming with a major concentration on accommodation and restaurant services. Traditionally, Nigerian hospitality business has been grouped into

Digitalization of Human Resources Management Practices in Nigeria's Hospitality Industry

two categories namely; formal and informal. The formal category encompasses the operations of hotels and other related service based businesses such as accommodation and restaurants among others. Street local restaurants and kitchens represent the informal categories of businesses. A lodging house was first named hotel in 1760 AD, hotel has its origin in a French word which means town house. Its origin can also be found in the word hostel which implies a place where travelers stays to receive attention with respect to food and shelter at a cost. Services rendered in the hotels include; eatery, coffee shops, inn, swimming pool, feast halls, board rooms etc. Hotel businesses is one of the major drivers of the economy, this is because of its significant contributions to the economy of any nation. The first hotel in Nigeria was named Ann's Inn this later metamorphosis into Lagos Airport Hotel in 1942. Basically, hotel businesses in Nigeria was purely owned and maintained by the government at the initial stage and this was in operation for a long period of time until individual business owners leveraged on privatization of businesses which birthed the establishments of hotels basically in Abuja which is the capital territory, Lagos which happens to be the home of business and Port Harcourt which is known for oil processing (Adedipe & Adeleke 2016). Hotel businesses in Nigeria is booming with a major concentration on accommodation and restaurant services. Hotels are highly significant, they have massive investments, Augusto and Co, (2015) revealed that as at 2014 Nigeria had over 7,000 hotels with room capacity of over 245,000.

Adeola, (2016) affirmed that hospitality businesses will continue to thrive in Nigeria because the country's population happens to be the largest in Africa. National Tourism Policy also favors hospitality businesses in Nigeria, this allowed private individuals to be involved in the establishment of their own businesses Ibemere (2014). Hotel services helps in providing a home that is far away from home for individuals on vacations. The contribution of hotel businesses is significant to the economy of Nigeria. PricewaterhouseCoopers, (2018) opined that hotels generated more than \$3 billion in the last three years while Ekwujuru (2016) asserted that the involvement of hotel to the gross domestic product of Nigeria in 2016 stands at N 1.7 billion totaling \$5.5 million. The following hotels have been identified as the top 10 hotels in Nigeria. They include; Transcorp Hilton, The Wheatbaker, Inter Continental Lagos Hotel, Sheraton, Radisson Blu Lagos Ikeja, Bristol Palace Hotel, The Federal Palace Hotel, The George Hotel, The George Hotel and Leola Hotel (Olivia, 2018).

METHODOLOGY

This book chapter reviewed the digitalization of human resources practices in hospitality industry. It is a conceptual study, this implies that various concepts

Digitalization of Human Resources Management Practices in Nigeria's Hospitality Industry

such as human resources, human resource management, human resources practices, hospitality industry, hotels and digitalization among others were reviewed from the literature through a methodical search of electronic databases such as Springer links, Wiley online library, and Google. However, the search was limited to scientific journals that were peer-reviewed and published in English. The hospitality industry with special focus on hotels represented the scope of the study, majorly literature between 2014-2021 were considered. Reference lists in the selected journals were reviewed so as to facilitate access to other potential journals.

Inclusion Criteria: Journal context represent the basis for the inclusion. More than 40 related articles were searched and not less than 16 articles were reviewed.

Exclusion Criteria: Articles that are not related to the title under review were excluded.

Human Resource Management Practices in the 20th Century vis-a-vis the 21st Century

Human resource management as a concept has gained popularity during the past fifteen to twenty years. Before that, "personnel administration" was the term used to describe the profession. Throughout history, there have been several names used to refer to HRM. The name change was primarily motivated by changing social and economic developments. The first form of HRM was industrial welfare. Personnel management, which became a distinct discipline by the 1920s and was recognised as a "staff" position in most businesses, was primarily concerned with the technical requirements of hiring, analysing, training, and compensating employees. Historically, the discipline was not given much attention to how different employment practices affect an organization's overall performance or how these practices are systematically related to one another (Ahammad, 2017).

Human Resource Management

Armstrong, (2006) described HRM as a methodical and cohesive view to the management of an organization's most precious assets - the people who work there who individually and collectively contribute to the attainment of its objectives". The multidisciplinary field of human resource management (HRM) combines ideas from psychology, sociology, management and economics (Richman, 2015). Human resources management is responsible for encouraging staff employees and guaranteeing their long-term growth, in addition to choosing the best applicant for the job at the right moment (Shuana, 2017).

Using both tough and lenient measures, this function must make sure that everyone adheres to both the laws and regulations of the company. Keeping up

Digitalization of Human Resources Management Practices in Nigeria's Hospitality Industry

Table 1. Differences between Human Resource Management in the 20th century and 21st century

S/N	Factors	HRM in the 20 th century	HRM in the 21st Century
1.	Planning	Reactive, sporadic, short-term, and marginal	Proactive, long-term, and integrative
2.	Psychological Contact	Conformability	Dedication, Loyalty
3.	Employee relations	Pluralist, team-based, low level of trust	Unitarist, individualistic, high level of trust
4.	Organisational Structure	Centralised, bureaucratic, formal/defined roles	Adaptable, devolved, and spontaneous roles
5.	Roles	Specialized/Professional	Roles are integrated into line managers
6.	Evaluation	Cost minimization	Maximum utilization (human asset accounting)

Source: Adapted from (Rotich, 2015)

with developments in both technology and the environment is germane. One of the biggest challenges HR professionals face today is how to develop people following global environmental conditions and the global marketplace (Joynes et al., 2019). Going beyond its conventional supportive role in organizational functioning, HR is currently taking the lead in developing a strategic and competitive edge. This activity's function has changed over time to become more strategic. Human resource management unit is highly essential if the 21st-century businesses will be successful (Aslam et al., 2014).

Utilizing people's knowledge and experience efficiently and effectively to achieve corporate goals is the 21st-century approach to HRM (Joynes et al., 2019). Similarly to this, Mathur, (2019) highlighted the significance of HR focusing on employee perks and concerns because people are crucial to the success of organizations. Organizations today must embrace modern changes and make efforts to maximise profits due to the challenges of a dynamic environment (Aslam et al., 2014). A few of the difficulties that organizations today must address when it comes to human resources for the 21st century include the adoption of new technology, globalization, political and economic instability, as well as ethical and ecological concerns.

Personnel Management and Human Resource Management

A previously known domestic market has is now been referred to as a global network on account of globalization thereby transforming the functionality of HR functions. Human capital became less predictive as a result, and employees had more opportunities than previously (Rodríguez et al., 1989). Hence, for recruitment,

Digitalization of Human Resources Management Practices in Nigeria's Hospitality Industry

selection and other HR functions to be effectively managed there is the need for growth and adjustment. HR specialists modified the policy design to reflect market developments and to strengthen organization capabilities by establishing effective HRM.

Personnel management and Human resource management have been used interchangeably for a while, the terminology change was not significant. In other words, PM gave way to HRM when the phrase "HR" first debuted in the late 1980s, signaling a break from conventional personnel management. The emphasis shifted from domestic to multinational to global during that time, business was conducted more quickly, organizations realised that labour costs and productivity needed to be addressed from a global perspective, and many businesses understood that a competitive advantage could be gained and maintained through the strategic use of human resources.

The new phenomena fundamentally stressed the importance of employees in gaining a competitive edge, the necessity of incorporating human resources into corporate strategy, and the ability of human resources specialists to help management achieve both efficiency and equity goals. Because it was intended to be "strategic" in two different ways, HRM came to be seen by PM as advanced and all-encompassing:

- i. The function was designed from the start to be proactive rather than reactive, and
- ii. The corporate and general company strategies would eventually be connected to the HRM strategy.

Human resource planning, staff acquisition, training and development, performance reviews, remuneration, safety and health, and labour relations are just a few of the many operations that fall under the umbrella of HRM. Additionally addressed are work and organizational design, managing change and culture, and coordinating HR initiatives with strategic objectives (Aikaterini, 2014).

According to Fleming, (2000), HRM differs from conventional personnel management in four ways:

- It has a clear connection to business strategy;
- Rather than focusing on compliance, it seeks employee dedication;
- An integrated approach to human resource policy (such as remuneration, appraisal, selection, and training) can help to increase employee commitment; and,
- To promote integration, line managers own human resources management (HRM), as opposed to personnel management, which is generally the purview of specialists.

Digitalization of Human Resources Management Practices in Nigeria's Hospitality Industry

Table 2. Comparison chart of personnel management and human resource management

BASIS FOR COMPARISON	PERSONNEL MANAGEMENT	HUMAN RESOURCE MANAGEMENT
Meaning	The aspect of management that deals with the work force and how it relates to the entity.	An aspect of management that majors on how to effectively utilize manpower to achieve organizational goals.
Approach	Traditional	Modern
Categorization of manpower	Machines	Asset
Function	Routine	Strategic
Basis for compensation	Job Evaluation	Performance Evaluation
Management Role	Transactional	Transformational
Mode of Communication	Indirect	Direct
Labor Management	Collective Bargaining Contracts	Individual Contracts
Initiatives	Piecemeal	Integrated
Management Actions	Procedure	Business needs
Decision Making	Slow	Fast
Job Design	Division of Labor	Groups/Teams
Focus	Primarily on mundane activities like employee hiring, remunerating, training, and harmony.	Treatment of manpower as an asset to the organization.

Authors Compilation (2022)

HRM in the twentieth century focuses on hiring and firing employees while also upholding organizational standards. HRM in the twenty-first century, on the other hand, proactively satisfies organizational demands by acquiring, organising, and managing human resources (Richman, 2015). The move from project management to human resource management arose from the evolution of management practices and concepts introduced by behaviour theorists.

Human Resource Management: A Contemporary Issue

HRM is fundamentally different from past human management approaches in terms of its focus, guiding principles, and practical implementations. People, resources, and management are the three components that make up human resource management (HRM). Humans possess the current and potential resources (knowledge, skills, and capacities) that organizations can use to fulfil both individual needs and short- and

Digitalization of Human Resources Management Practices in Nigeria's Hospitality Industry

long-term goals. Consequently, HRM today is focused on an organization's efficient overall administration.

HR functions and practices in the 21st century are an integrated aspect of overall HRM strategy. According to Beer et al (1985) HRM strategies, policies, and practices can be divided into four main groups:

- I. Employee involvement and influence. This measures how much input from staff members is welcomed during organisational consultation and decision-making processes;
- II. Human resource flow. Employee management includes all HRM processes, such as job creation, recruitment, and selection, as well as performance reviews and discipline.
- III. Reward programmes. How employees are rewarded financially and non-financially;
- IV. Work systems. includes considering how well employees and their surroundings "fit"

According to the model, HRM in the 21st-century policy, strategy and process reflects management choice as regards employee relations and all aspects of employment. The concepts on which HRM theories are built are typically broader and place a greater focus on management than personnel management, as this model illustrates. The key idea is, of course, that staff must be used well to support the accomplishment of organizational goals.

Concept of Digitalization

Digitalization is a transformation that revolutionised all works of life be it businesses or society at large across global territories from existing conventional platforms to postmodern platforms. With the help of globalization which has perched the whole world together as a village or one household, digital information and sophisticated technology are required to meet the new challenges to ease activities across businesses and societies globally. This transformation starts from changing the spectrum of life demands from individual and family settings, economic structure and development, business activities, employee and engagement, knowledge development and societal/community development e.t.c.

Digitalization was not fully adopted in hotel businesses in the olden days, to a greater extent self service was not strategically deployed into hotel operations but few hoteliers deployed it into their businesses. Recruitment and selection for instance are rigorous exercises which begin with the identification of job vacancies and spans through the selection of the most suitable applicant. Major HR operations

Digitalization of Human Resources Management Practices in Nigeria's Hospitality Industry

were done traditionally as such it led to a lot of wastages with respect to various resources that is being deployed into the process, however, HRM operations in the 21st century witness a massive shift from the conventional way of doing things to an automated way, the full adoption of digitalization herald a beautiful beginning in all spheres of a business life

Digitalization and digitization are common terms that are used interchangeably often among various authors, this requires knowledge-based efforts to differentiate the two terms on account of their scope as well as their contributions without excluding their characteristics.

According to the dictionary, digitization is the use of a technical model in the conversion of text, pictures, or sound from analogue form into a digital form which consists of 1s and 0s that are processed through a computer. The US Institute of Museum and Library Services (IMLS) of a similar view describe digitization as the postmodern transformation of documents, books, journals, artworks, files, photos, etc. into the smart electronic platform in which they can be viewed through a computer device. Examples are encoding data into smart form; changing handwritten text, scanning pictures, and paper reports to PDF smart form; converting music audio or VHS tape, and cassette into the smart format in the form of CDs/DVDs, and Blu-Ray discs. There are unique characteristics of digitization which include neutrality and mechanical. The former represents a compact attribute meaning the digitized information value is discrete while the latter is static in the approach used in converting analogue to digital. The objective of digitization is to ease access to information, improve document security and storage capacity etc. Having clarified the attributes of discontinuity in digitization can further be described as the prerequisite to digitalization.

Digitalization is a process of using digital technology (digitization) for value creation and efficiency. This position is aligned with almost all the authors according to Kazmi (2009), Clerck (2017), Tilen and Andrej (2019). Digitalization has moved beyond the technical aspect of digital information (digitization) into the renewed process of transforming the business model to enhance customer interaction, demand, delivery, and satisfaction. In addition to the business model, firms improve performance through the invocation of advanced technology across industries' value systems from pre-production, production, and postproduction processes.

Digitalization is the use of digital technology that are a continuum in nature which could be applied across the management spectrum in the driven communication process and synergies among functioning units in the organization and also aid proper planning, organizing and decision making etc. where the performance can be improved upon (Clerck (2017). Tilen and Andrej (2019) and (OECD, 2019) describe how organizations' use of digitalization improves service delivery, and

cost advantage and generate more income both in either service/manufacturing industries or private/public organization.

Based on this attribute of continuum and how digitalization is linked to the measure of performance, we can therefore conceptualize digitalization as the use of digital technology to embrace the new way of life across human endeavours. Digitalization in this embrace a new culture or new way of doing things that will improve performance for human engagement and satisfaction using advanced digital technology.

Benefits associated with digitalization:

- i. **Improve Customer Satisfaction and Engagement:** Digitalization enhances human engagement and interaction which ease the process of getting things done between the organization and the public. For example, the use of the bank app reduces queuing/traffic in the banking room, eases bank transactions and allows customers to enjoy 24 hours operation.
- ii. **Cost Reduction:** The advances in digital technology provide an opportunity for the organization to generate more income and output which makes the marginal cost of production to be reduced.
- iii. **Enhancing Functional Integration:** It helps the easy communication flow from both vertical and horizontal fits for better coordination, synergies and integration of activities across the organization for efficiency and improved performance.

Human Resource Management Practices Cum Digitalization

HRM is strategically managing human resources for the benefit of the firm. Similar to other professions, HRM faces a variety of difficult challenges and conundrums about its obligations, practices, and the nature of its professional organizations. These problems will eventually be solved through the creative and efficient development of Strategic HRM. The study of Strategic HRM as a current topic is informed by its dynamic nature.

e-HRM is capable of reducing various organizational workloads, for instance employment forms can be computerized, curriculum vitae can be scanned, selection and screening of candidates can be done faster among others. Digitalization entails the usage of digital platforms to render various services, human life has been enhanced on account of digital technology. There are numerous software that helps in facilitating human resource (HR) practices examples are; ITES, Social Media Network and different android application among others. Digitalization of human resource management practices is essential for the business to remain relevant with respect to her contributions to the growth of the economy. Digitalization was less

Digitalization of Human Resources Management Practices in Nigeria's Hospitality Industry

employed in hotel businesses during the 20th century in Nigeria however, HRM practices in the 21st century witness a massive shift from the conventional way of doing things to an automated way, the full adoption of digitalization heralded a beautiful beginning in all spheres of a business life. Currently, these functions are grouped under the umbrella of electronic human resource management (*e*-HRM), this houses the HRM and information technology. *e*-Recruitment can be described as a form of recruitment that is carried out online on the website of a particular recruitment vendor, *e*-Selection involves carrying out online test to determine the suitability of the applicant. *e*-Learning avoids a new entrant of the opportunity to create knowledge through web-based learning or online classroom. *e*-Performance appraisal is done on the web to assess employees skills, knowledge and capabilities while *e*-Compensation is a web-based remuneration plan that is targeted at equitable distribution of reward. These functions are properly captured as digitalization of HRM practices.

Digitalization of HRM Practices

- i. *e*-recruitment enhances the identification, evaluation, selection, and on boarding of new job holders, it also helps in increasing productivity (Neha, Anuj & Aashish, 2021). *e*-Recruitment: This entails the usage of electronic media and internet, Brandão, Silva, & dos Santos, (2019) affirmed that *e*-recruiting entails publishing job post online and provision of a web-based database which is essential in storing information. *E*-recruiting was made possible through technology, several hospitality industries are making use of social media handles which include Facebook, LinkedIn, Skype (video conferencing) in recruiting employees. Jayabalan, Zafir, Jenny, Nor, and Muhammad, (2019) opined that social media platforms is appropriate when it comes to recruiting millennials who happens to be digital natives. Digitalization aids the filling of the application forms, uploading of various documents and submission, often time the procedure is seamless, less cumbersome and more cost effective. Mochi, Bissola, & Imperatori, (2017) asserted that *e*- recruiting helps in accessing larger pool of applicants. *e*-Recruitment is of three types namely; operational *e*-recruitment, relational *e*- recruitment and transformational *e*-recruitment process.
- ii. *e*-Selection- The process of selection is often critical because it has to do with making decisions with respect to the choice of qualified employees. This process can either make or mar the success of an organization. It is a process the activities are inter-connected this implies that when an employee succeed at a stage there is a provision to move to the other stage and vice versa. Vial (2019) opined that digitalization of selection method primarily involves the

Digitalization of Human Resources Management Practices In Nigeria's Hospitality Industry

- usage of digital communication technologies which include; cloud, artificial intelligence, mobile media, internet analytics. Video interview is made possible by technology.
- iii. *e-Learning*: Training and development encompasses organisational activity that is targeted towards improving the job performance of an individual and group with an organization. It assist in polishing of skills, concepts, re-orienting employee's attitude and expanding knowledge so as to enhance the performance of employees. Training and development is also referred to as human resource development, human capital development, learning and development. *e-learning* can be defined as the learning that takes place through electronic or online correspondence. Examples of *e-learning* platforms are; Zoom, MS-teams, Google Meet etc. *e-learning* provides the valuable chance to the employees by making the learning more interesting and attractive. Mahesh (2020) asserted that training tools in *e-learning* ranges from online lectures, to webinars, case study discussion. Feedbacks can also be gotten through the usage of google form. Shafiq and Hamza (2017) asserted that *e-learning*, has contributed immensely to training and development.
 - iv. *e-Performance Management System*: This entails the arrangement and the implementation of technology in appraising the performance of an employee. Mahesh (2020) identified the benefits of *e-PMS*, it includes the reduction of cost, reduction of time spent on the exercise and it aids the effective storage of information with respect to employees' core competencies. 360 degree feedback system can be used while feedback can be gotten via google form. Studies (Jayabalan, Zafir, Selvanathan, Nng, Subramaniam, Nair and Perumal, 2020; Heuvel, and Bondarouk, 2017) affirmed that digitalization have a significant effect on performance appraisal.
 - v. *e-Compensation*: Compensation management is critical in human resource practices, it goes extra miles in attracting employees to an organization and it also enhances how employees are managed so as to stay on the job. The basic traditional method of compensation premised on the attendance of employees at work, employees record check, this was easily manipulated. However, the advent of technology use thumb punching machine to report either attendance or non attendance at work. It is easier to keep track on employees' attendance at work. Digitalisation enabled the development of compensation administration software which helps in incorporating compensation management, job evaluation, reward composition, remuneration plan and incentive compensation (Mahesh, 2020).

Future Trends in Digitalization and HRM Practices of Hospitality Industry in Nigeria

The future is here for some hospitality industries in developed climes in terms of HRM practices; however, the hospitality industry of Nigeria and indeed Africa is presently operating behind the present future with insignificant adoption of digitalization into HRM practices. This is because there are different players in the industry with hotels having grades (One-star, Two-star, Three-star, Four-star, and Five-star), determining level of digitalization of HRM practices. For instance, the 5 star hotels appear to have digitized HRM practices strategically as some other hotels have digitalized their HRM operational processes reduce labour cost and provide seamless services while few ones only applies technological innovations into basic areas employees' responsibilities in service delivery. In all, it is expected that there will be a massive paradigm shift to human ware approach in the implementation of HRM practices in the industry before the turn of this decade irrespective of the star nature of the hotels. Authors like Nachit and Okar (2020) had remarked on this to be effected in all HRM practices.

The first emergence will be changes in workforce skills requirements in the industry as existing skills would be obsolete. Therefore, existing workforce in the industry must be ready to skill-up to execute emerging *e*-HRM practices. For instance, convention way of employee recruitment into the industry will change to automated process starting with online advert placement for jobs to medium of application via electronic medium. Also, sorting of application is expected to make use of online tools to identify suitable applicants by measures of applicants experience, skills and engagement, and notify successful applicants via electronic medium as well for interview. Whilst interviews would begin to be conducted virtually with the aid tools to assess specific skills desired from the prospective job holder and employable applicants determined without physical presence at the hotel.

Staff training will no longer be physically done as *e*-learning tools are readily available to make learning easy at the comfort of trainees. This is based on the fact that *e*-training now has different applications and programmes that are web-based suited for hospitality industry use for employees' training and coaching. These computer-aided training tools are designed for different expected learning outcomes. While in employment, basic analytics will aid workforce service delivery monitoring to reduce costs of hotel operations. A typical specification would be the use of hotel intelligence and dashboards to gather large data for decision making as regard various aspects of HRM practices. This web-based tool/specification will offer high-level and real-time data that will aid strategic people's management in the hotel. Also, *e*-compensation system is electronic in nature and highly objective in determining

Digitalization of Human Resources Management Practices in Nigeria's Hospitality Industry

contributions of individual employees to service delivery. It is holistic in coverage; basic, allowances, over-time, contributory pension, health insurance, among others.

Hotels that fail to prepare and adopt this future digitalization into its HRM practices are likely to go into extinction because the adoption of germane electronic tools will come with many benefits that will make competitors outclassed. Obviously, it will form part of what will be used to rate hotels in the Nigeria hospitality industry in few years to come and that is why it must be given place of priority by hoteliers and other interested players in the industry.

CONCLUSION

Human resource management (HRM) is a demanding and evolving field of study in both industry and academia. Despite its relative use and reliance on both global and regional challenges, human resource management (HRM) is a crucial component in the functioning of all organizations. Strategic human resource management is a dynamic specialization that constantly adapts to external forces such as economic, demographic, regulatory, and social changes, as well as its history, to better its philosophies, practices, and overall contributions to organizational efficiency. Beginning in the 1700s as a set of functions that were frequently neither interrelated nor conceptually sound. HRM is strategically managing human resources for the benefit of the firm. Similar to other professions, HRM faces a variety of difficult challenges and conundrums about its obligations, practices, and the nature of its professional organizations. These problems will eventually be solved through the creative and efficient development of Strategic HRM. The study of Strategic HRM as a current topic is informed by its dynamic nature.

Human resource management (HRM) is a demanding and evolving field of study in both industry and academia. Despite its relative youth and reliance on both global and regional challenges, human resource management (HRM) is a crucial component in the functioning of all organizations. Strategic human resource management is a dynamic specialization that constantly adapts to external forces such as economic, demographic, regulatory, and social changes, as well as its history, to better its philosophies, practices, and overall contributions to organizational efficiency. Beginning in the 1700s as a set of functions that were frequently neither interrelated nor conceptually sound.

The effects of digitalization on HR are massive, there is paucity of literature on digitalization of HRM practices in Nigeria, and hence this book chapter will be a great compendium of knowledge if published.

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KEY TERMS AND DEFINITIONS

Human Resource Management (HRM): Human resource management encompasses the management of people in the organization starting from when they come in and when they leave into the organization.

Digitalization: Digitalization entails the usage of digital avenues to aid organizational activities. Digitalization is a shift from the manual approach to an electronic approach through the use of technology.

HRM practices: It is a process that is well planned to handle human beings in a work environment beginning from when employees are acquired into the organization to the point of exiting the organization.

Hospitality Industry: This is a service based industry that basically deals with all monetary activities of travelers or tourist.

Hotels: It is an establishment that makes provision for lodging, food and other related services at a cost.

Strategic Human Resource Management in the Hospitality Industry:

A Digitalized Economic Paradigm

Kannapat Kankaew
Suan Sunandha Rajabhat University, Thailand

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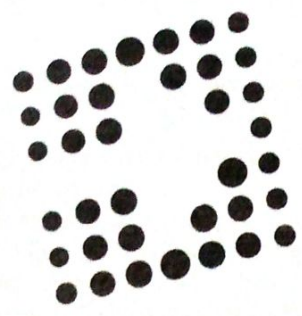
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This book is dedicated to my greatest father, Mr. Intho Kankaew, who has always support me. Thanks for your enlightenment and strength. Dad who believes in continuous learning and development. To my wonderful mother, Mrs. Sai Kankaew, who always believed in me and encouraged me with endless love. I am so blessed to have both of you in my life. To my sister, Mrs. Kesorn Sungkreua, who always ready to support me.

Table of Contents

Preface	xvi
Acknowledgment	xxvi
Chapter 1	
“P-People”: The Marketing Mix Approach of Value-Added in LCC Ancillary Service	1
<i>Benjapol Worasuwanarak, Cranfield University, UK</i>	
Chapter 2	
Design Thinking as a Strategic Lever in Promoting Tourism in KwaZulu-Natal, South Africa	15
<i>Zahir Sayed, University of KwaZulu-Natal, South Africa</i>	
<i>Cecile Naomi Gerwel Proches, University of KwaZulu-Natal, South Africa</i>	
<i>Abdullah Kader, University of KwaZulu-Natal, South Africa</i>	
<i>Simon Micheal Taylor, University of KwaZulu-Natal, South Africa</i>	

Chapter 3

Digitalization and Crises: The Opportunity Overturned on Sustainable Human Resource Development in Airlines in Thailand57

Kannapat Kankaew, College of Hospitality Industry Management, Suan Sunandha Rajabhat University, Thailand

Theppaluk Komolvani, College of Hospitality Industry Management, Suan Sunandha Rajabhat University, Thailand

Nisara Paethrangsi, Rajamangala University Thanyaburi of Technology, Thailand

Korawin Kungwol, College of Hospitality Industry Management, Suan Sunandha Rajabhat University, Thailand

Kanittha Charernnit, College of Hospitality Industry Management, Suan Sunandha Rajabhat University, Thailand

Benjapol Worasuwanarak, Cranfield University, UK

Rojanard Waramontri, College of Hospitality Industry Management, Suan Sunandha Rajabhat University, Thailand

Chapter 4

Digitalization of Human Resources Management Practices in Nigeria's Hospitality Industry79

Opeyemi Oyelude, Bowen University, Iwo, Nigeria

James Akinbode, Bowen University, Iwo, Nigeria

Olu-Itunu Ogunleye, Bowen University, Iwo, Nigeria

Akeem Bakare, Nile Univeristy, Abuja, Nigeria

Ranti Ogunrinade, Osun State Polytechnic, Iree, Nigeria

Chapter 5

Human Resources Management After Industry 4.0: Blending AI and HRM.....97

Shaista Anayat, Central University of Jammu, India

Chapter 6

Implication of RPA on Financial Services: A Novel Human Resources Information System.....116

Girija Narasimhan, University of Technology and Applied Science, Muscat, Oman

Chapter 7

Man and Artificial Intelligence: Influence on Strategic Human Resource Management in the Digital Economy140

Ayodeji Oguntade Ilesanmi, Elizade University, Ilara-Mokin, Nigeria & Ondo State, Nigeria

David Olamide Awe, University of Lagos, Nigeria