Strategic Human Resource Management in the Hospitality Industry:

A Digitalized Economic Paradigm

Kannapat Kankaew
Suan Sunandha Rajabhat University, Thailand

IGI Global
PUBLISHER of TIMELY KNOWLEDGE

A volume in the Advances in
Human Resources Management
and Organizational Development
(AHRMOD) Book Series

Advances in Human Resources Management and Organizational Development (AHRMOD) Book Series

Editor-in-Chief: Patricia Ordóñez de Pablos Universidad de Oviedo, Spain

MISSION

A solid foundation is essential to the development and success of any organization and can be accomplished through the effective and careful management of an organization's human capital. Research in human resources management and organizational development is necessary in providing business leaders with the tools and methodologies which will assist in the development and maintenance of their organizational structure.

The **Advances in Human Resources Management and Organizational Development (AHRMOD) Book Series** aims to publish the latest research on all aspects of human resources as well as the latest methodologies, tools, and theories regarding organizational development and sustainability. The **AHRMOD Book Series** intends to provide business professionals, managers, researchers, and students with the necessary resources to effectively develop and implement organizational strategies.

COVERAGE

- Worker Behavior and Engagement
- Recruitment Process
- Organizational Learning
- Employment and Labor Laws
- Organizational Development
- Executive Education
- Employee Evaluation
- Succession Planning
- Change Management
- Employee Benefits

> IGI Global is currently accepting manuscripts for publication within this series. To submit a proposal for a volume in this series, please contact our Acquisition Editors at Acquisitions@igi-global.com or visit: http://www.igi-global.com/publish/.

Titles in this Series

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

Detailed Table of Contents

Chapter 1
"P-People": The Marketing Mix Approach of Value-Added in LCC Ancillary
Service 1
    Benjapol Worasuwannarak, Cranfield University, UK

From the price mechanism of low-cost airlines to the intense promotion process,
low-cost airlines overcome cost reductions towards ticket prices that influence
customer intention to fly with this airline business model. Hence, low-cost airlines
firmly intend to use ancillary products and services that approach passengers,
including seat selection, baggage service, priority pass, food and beverage, and
in-flight entertainment. Therefore, this paper focuses on the theoretical concept of
ancillary products and services of low-cost airlines and the review of the passenger
perspective regarding this value-added from people service based on marketing
mix in this competitive market of low-cost airlines. This research aims to propose
the marketing mix approach, which focuses on people that generate service value-
added in ancillary.

Chapter 2
Design Thinking as a Strategic Lever in Promoting Tourism in KwaZulu-
Natal, South Africa 15
    Zahir Sayed, University of KwaZulu-Natal, South Africa
    *Cecile Naomi Gerwel Proches, University of KwaZulu-Natal, South
       Africa*
    Abdullah Kader, University of KwaZulu-Natal, South Africa
    Simon Micheal Taylor, University of KwaZulu-Natal, South Africa

The tourism industry in South Africa is viewed as the most significant potential
engine of economic growth and employment creation among all industrial groupings.

The introduction of the coronavirus had a terrible effect on the travel and tourism industry both internationally and in South Africa. The study's primary goals were to introduce design thinking to the tourism industry, comprehend its special ability to address difficulties unique to the industry, and eventually identify design thinking as a key strategic tool for advancing tourism in KwaZulu-Natal, South Africa. This study employed a qualitative research methodology with purposive sampling. The key findings indicated that participants in the study expressed a desire for design thinking to be adopted in this industry and offered a variety of activities to help achieve this goal. It is recommended that the tourism industry collaborates with key stakeholders and the design thinking model developed from this study be applied with various customized strategies in human resource design thinking competency.

Chapter 3

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

    Theppaluk Komolvanij, 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 Worasuwannarak, Cranfield University, UK

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

The aftermath of globalization resulted in people coming to be global citizens. Though, the technology advancement and its adoption in organizations creating and allowing both customers and employees savoring new experiences. Furthermore, technology helps airlines facilitate the task, elevate performance, and accommodate customer's comfort. And yet, the training and development is required for the improvement of human resource competencies. The aims of this study were to: (1) investigate human resource development approaches that fit for ground service personnel in airline companies; and (2) examine the sense of sustainability implementation during development practices. A mixed method was administered in this study. The structural equation modelling (SEM) and in-depth interview were applied. The sampling were low-cost airlines and full-service airlines operating to and from Thailand.

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

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.

Shaista Anayat, Central University of Jammu, India

Artificial intelligence (AI) continues to be a puzzling hypothesis, and it's probable that philosophical zeal might have influenced service standards of AI far beyond reality. This chapter contributes to the domain of AI in HRM, gives in depth theoretical analysis of the field, and opens up new avenues for researchers to examine. While analysis found that AI technologies like machine learning (ML), natural language processing (NLP), machine vision and recommendation systems are being used in HRM functions for distinctive uses. Analysis of the literature also revealed that automation, cost optimisation, and technological development acts as enablers for AI incorporation in HRM domain. Lack of skills, unrealistic standards, privacy and security, and job obsolescence are the factors that act as hindrances during adoption of AI-systems in HRM. Study also revealed that the major applications of AI in HRM are in screening and hiring process; automated induction process; skill development and training; decision making; queries and feedback ; performance appraisal; and employee involvement.

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

The industrial revolution is referred to by its abbreviation (IR). The IR adventure began almost 360 years ago. The life span of that time is exceptionally uncommon. The average lifespan has been extended whenever the IR evolution takes place. The comfortable lifestyle made possible by technological development is the reason for this ratio. As a result, human interaction gradually reduced in the machinery process, and the automated process has increased. The use of technology like artificial intelligence in day-to-day living and e-commerce has shrunk the distance worldwide. The development of communication technologies has given the commercial world limitless aspects. This aspect created corporate client services that need much more tolerance, consistency, and timeliness. Robotic process automation (RPA) bots are computer program applications that achieve corporate client service in the commercial environment. RPA application processes work as a brilliant employee and work ever-fresh helpdesk source person for the client side.

*Ayodeji Oguntade Ilesanmi, Elizade University, Ilara-Mokin, Nigeria &
    Ondo State, Nigeria
David Olamide Awe, University of Lagos, Nigeria*

This study examined man, machine, and technology integration services in a digital economy. This arises out of the need to downplay the fear of machines and rapid technological changes towards replacing man and downgrading its importance. The study takes epistemological conceptual reasoning into consideration and exhibits man as unique that would remain the centre of force behind the digital economy. The chapter establishes that the effective use of machines with the right technology to revolutionize every sector of the economy by most developed countries has improved their growth and development with a positive impact on the citizens' standards of living. The study concludes that artificial intelligence machines are not bound to displace more jobs in the workplace than the benefits it meant to create for performing day-to-day business activities towards achieving meaningful productivity and the benefit of mankind in general.

Faced with a changing environment, technological developments, and increased global competition, companies are progressively focusing on key success factors that generate an inimitable competitive advantage. Among these factors, human resources were and still are a primary resource. The motivation of human resources provokes the desire for accomplishment, which translates into a personality disposition that pushes the individual to strive for performance. This motivation is essential in service companies and especially in the hotel industry. The purpose of the research is to identify the factors that affect the motivation of employees in hotel companies and the importance of these factors for the employees. The study is based on a fuzzy research method. Based on a literature review, the authors synthesized the indicators related to motivation in hotels. Of the various motivational factors analyzed, training, development, and remuneration are the strongest.

The COVID-19 pandemic poses substantial leadership and governance challenges and opportunities for organizations. This chapter intends to better understand the role of public leadership during the crisis and calls for public health professionals to play a more active role in crisis management. This chapter is a thoughtful reflection on how executives and boards respond to crises. This chapter focuses on three critical activities needed to understand public officials' involvement in the current crisis: values and purpose, rapid decision-making, and thinking outside the box. Understanding public leadership as a key to crisis management, particularly important when developing policy solutions to public health crises. This chapter broadens our understanding of human resource management's roles in crisis response and recovery. As a result of this, we can better identify the shifting leadership roles necessary for crisis management and learn about potential public health issues in the future.

Organizations face many challenges to sustain in today's competitive business environment. People are considered an indispensable internal value-created resource of any organization. It is necessary to invest in human talent, which is a significant intangible asset in an organization and has a straight association through organizational goal accomplishment. Talent is a scarce resource. Talent is a unique ability composed of skill, adaptability, and acquiescence. This chapter provides an overview on comprehensive understanding of talent management and its significance towards strategic HRM. It will also provide a conceptual overview on the talent management building blocks, which help to create talent plans as well as talent acquisition and the retention aspects of talent management. These blocks consist of an appraisal system, various competencies required in organizations, and potential forecasting. This helps the organization to place the right talent in the right place.

Chapter 11

Sakshi Arora, Chaudhary Devi Lal University, Sirsa, India
D. P. Warne, Haryana State Higher Education Council, India
Monika Dahiya, Chaudhary Devi Lal University, India

This chapter's major goal is to help the reader understand how strategic human resource management works in businesses. Human resources are seen as important factors within organisations. Organizations will be able to improve their reputation thanks to the knowledge, skills, and aptitude of their people resources. It is imperative that human resources periodically update their knowledge and abilities due to the onset of modernity, globalization, and developments. Since it calls for connecting human resources practices and policies with organisational strategy, the notion of strategic human resource management is seen as essential. In order to achieve the desired goals and objectives, companies must make sure that the policies and procedures they develop are in line with those goals and objectives. The key topics covered in this chapter include the definition, objectives, and importance of strategic human resource management, models of strategic management, and theories of strategic human resource management.

Chapter 12

Monika Dahiya, Chaudhary Devi Lal University, Sirsa, India
D. P. Warne, Haryana State Higher Education Council, Panchkula,
*   India*
Sakshi Arora, Chaudhary Devi Lal University, Sirsa, India

Human resource development requires improving the skills, knowledge, and abilities of human resources. It implies the training and development programmes that an organisation offers to its staff members and employees to help them become more

competent and goal oriented. This chapter comprises the concept of human resources development (HRD), its characteristics, importance, scope, and essentials. The role of HRD is defined at both micro and macro levels. In addition, this chapter includes the theories given by researchers, qualities of HRD managers, mechanisms that can be adapted to measure the effect of HRD on employee performance, and the field in which the concept of HRD is employed. Various strategies that help in the development of the concept of human resources development are discussed in this chapter.

Chapter 13

Stress is one of the important aspects in the present time. Employee stress is a huge issue not only in the service sector but in every business sector, and it affects both employers and employees in every way. It affects business results due to employee and employer stress despite the fact that reducing pressure in the workplace is detrimental to both parties. Measuring how much work stress is in the service sector and to what extent work stress affects employees and employers is a very difficult task. Because employer stress is different from employee stress from positions, the main objective of this study is to examine how various stressors affect employees and employers in the service sector. Along with those important factors, the main factors of work stress are various negative effects including high complexity of occupations, unfair perception of delegates, long working hours, lack of significant time with family, responsibilities of raising family, bad working environments, and lack of jobs.

Preface

"People Power: the real engine of any business. Good people are not just crucial to a business, they are the business" (Branson, 2013, p. 14)

Definitely, it is true and undeniable that people are pivotal to all businesses. Specifically, in the hospitality industry where the human interaction in providing service is considered high priority influencing the return of customers. The service provider who can serve the needs and satisfy customer, though, is extensively use to attract, impress, and retain customer on pre-purchasing, during purchasing, and post-purchasing of the products/services. The exceptional services would, certainly, satisfy the customers to become loyalty and result to organization's profit. Taken for example, the airline companies operate rather the same routes, schedules, aircrafts. While, the class of services and cabin decorations are quite similar, but the people who provide the service are differed. They could make the airlines distinct from others. Addedly, the employees are also the brand of organization (Branson, 2013). Antecedently, the service relies heavily on human providing the customers, which creates customers' delighted experiences. As Janawade (2022) arrayed the evolution of the customer experience studied earlier during 1960s-1970s stress on customers' purchasing behavior and processes. Later in 1970s-2000 the studies conducted on customers' satisfaction, loyalty, customer relationship marketing and its concept. And in 2000-2010 the scholars highlighted on customer-centric approaches, until to date the customer engagement in experience creation was examined. That was because of the shift from industrial economy to service economy, as such developed country like USA the service represents 80 percent of its gross national product. Principally, the service excellent was discussed, where the workforce management system was one of the key service action chains (Frei and Morris, 2012). Relatively to Wirtz and Lovelock (2016) cited global economy dominated by the services. The scholars revealed the growth of service sector in myriad countries, i.e., developed countries and emerging economies, the service represents almost half of the Gross Domestic Product (GDP). Yet, the service that related to the adoption of high technology or *skilled service-providers* called *knowledge-based services*. Furthermore, the

dramatically growth of service sector around the globe creates multiple service jobs in different degrees. For instance, the frontline service position to professional service positions which need good personality, positive mindset, interpersonal skill, and good education alike healthcare sector, education sector, service business. As well as, the hospitality is the core in delivering courtesy services in diverse industries for example; government services, real estate, wholesale and retail, finance and insurance. In contrary to the surge of service supply, there are some forces influencing the service market including information technology advancement, globalization, business trends, social changes, and government policies. These factors result to the increasing demand for services and competition from the new markets and products creation. Henceforth, the technology adoption in providing services and the right strategies are crucial for organization strive to success.

Essentially, the skilled-workforces are necessary for organization in the knowledge-based economy. They are considered as the intellectual assets of organization. So that, the strategic human resource management highlights on specific issues are critical to the firms' (Baron and Armstrong, 2007). Additionally, Baron and Armstrong (2007) draw attention on the employee-customer-profit chain that is the employee engagement by satisfying the employees and in return the satisfied-employees would flourish and retain the customers. It can be described that the higher employees' engagement results to the better customer services, return intention of customers, and cross-selling. Therefore, human resource (HR) strategy creating employees' engagement and business strategy integration is vital. More importantly in the hospitality industry, it is necessary to assess and improve HR satisfaction for organizational improvement. Mainly, the assessment deals with the attitude of employees. The positive mindset of human resource reflects their behavior on assisting customers, creating value-added to the products/services. These, finally, delight the customers' intention to return and recommend to others. According to Pender (2005) mirrored the characteristics of service in tourism as one of the hospitality industries that tourism products are rather complex deriving from various suppliers forming into total tourism product. For instance, taken overseas holiday has to negotiate with myriad service providers both within the country and abroad. Besides, the tourism itself is a complex industry where suppliers and tourists performed and understand different roles particularly the individual tourist. And, the tourism is a fragmented industry which its development was formed from small companies to vast geographical areas. Meanwhile, Sharpley (2005) added the challenges in related hospitality industry that is the accommodation or hotel services. The hotel is the largest within tourism economy. Managing the hotel quality concerns with three attributes namely, the employee, the assets, and the customers. Then, the quality management and human resource policies shall be address for creating a culture of service quality. The scholar suggested to symbiosis the service quality

with the hotel's culture and operations through the human resource policies. These are including, selection and recruitment to identify potential workforces, training and development focusing on key technical and interpersonal skills that align with organizational culture and objectives. It is compatible with the empowerment to allow employees apply their creativity in the task and problem solving. Another issue is an effective teamwork, where everyone having common goal in fulfilling the customers' needs. While the reward system both intrinsic and extrinsic have to be taken into account for enhancing the employees perform the desired-behavior.

Baum and Kokkranikal (2005) shed the light on strategic and competitive opportunity through the human resource management in tourism. That is the workforces should have autonomy in handling customer-related problems. At the time, human resource management underlines the recruitment for appropriate staff and develop both soft and hard competencies. Managing the workforces in tourism is quite challenging due to the high turnover rate, seasonality demand, unattractive remuneration package, unsociable working condition, and the trends of technology substitution. However, the tourism quality is still relied on human skills during the service encounter or the moments of truth. The professional human resources are considered the determinant of competitive edge of the firms. Conversely, the globalization created the changing pace of human resource management since the skilled and knowledgeable workforces are increasing mobility throughout the globe. Hence, the recruitment will be communicated through global pool by using global media rather than the local one. The firms which are unable to offer attractive package would definitely confront with the labor shortage. Moreover, the globalization has accentuated new skills as such technological and digital skill, social and cultural quotient. Simultaneously, human resource professional shall possess the understanding of multi-ethnicity, multinationalism, and multiculturalism mindset in the workplace. What is more in the service economy, the organization are sourcing for aesthetic labor who embodied with capacities, attributes, and a sense of customer service for delivering high-quality service from the first day of employment. Still, the human resource management could develop aesthetic labor by performing the recruitment, selection, and training to transform aesthetically.

As prior mentioned technology is one of the forces that shape every business (Wagaw and Mulugeta, 2018), the information and communication technology (ICT) was suggested to integrate in hospitality industry to enhance the development of tourism sector as an example. The ICT will be enabling to promulgate fast information, maximizing transparency, and minimizing the distance between countries (Kumar and Shekhar, 2020). In concord with Suryanto et al (2023) disclosed the implication of ICT in multiple public services and every organizational activity which was known as e-business for instance, e-government, and e-learning. The ICT enriches the innovation and create competitiveness via the information technology sharing

community namely, SMAC (social media, mobile applications, analytics, and cloud-based technology) (Sadreddin and Chan, 2023). Where Baum and Kokkranikal (2005) presented the ICT concerning with human resource management (HRM) in hospitality and tourism that assists in creating new processes and organizational structure, reducing hierarchical, supporting employee empowerment and improving individual competencies. The adoption of ICT, moreover, facilitates HRM in electronic recruitment system and pre-select candidates, and reduce the complex and repetitive task. It is advised that HR department act as an expertise center working with line managers allowing them to access without the limitation of places and times. This is in regard with the strategic human resource management (SHRM) concept that HR professional work closely with line managers by developing them to be expertise in human resource management. Since, line managers work and interact with the workforces pretty much than HR professional. Thence, they can build employees' engagement, motivate, and solve the problem instantly. On the other hand, SHRM is the people management aligning to the external environment changes. In sum, the SHRM is to manage people integrating to both organization's strategy or internal fit, and external environment (Kankaew et al., 2021). Thereby, it is essential to illuminate the practice of SHRM in hospitality industry alike other industries. As the prominence that the workforces are significantly affecting to organization's strategies, culture, and operational issues. Precisely in the digitalized era that the hybrid workplace and the technology adoption become common. Not only the technology disruption, but also the occurrence of great resignation after the pandemic have changed business and people lifespan.

It is inevitably to excel on the great resignation caused by the pandemic. Due to the lockdown policy has been placed affecting various businesses in difficulties, collapsed and laid off its manpower specifically in the hospitality industry. Recently, the situation was sounded and recovered from the pandemic. Many countries unlock the restrictions and flourish the tourism and hospitality boosting their economic. Unfortunately, the manpower seems inadequate for the demand surge in hospitality industry. As an illustration, in Thailand, the Government Public Relations Department (2022) reported the recovery of tourism after the outbreak COVID-19 resulting to the massive return of visitors. In contrast, there are the shortage of workforces in hospitality industry because the majority of laid off workforces having their own business or became freelancers rather than get back to the same industry. On top of that, Arora (2023) disclosed from the survey that the 93.7 per cent of global workforces concentrate on work-life balance, 83 per cent prefer flexible working hours, and 71 per cent admire flexible locations. These are contrasting to the characteristic of hospitality job working in the odd hours. More than that, the workforces are in quest of hybrid workplace, secure job, inclusive, and stability in financial. Somehow, there are five guidance including, making work from anywhere policy, support the

IT tools to allow employees to use anywhere, create hybrid event to strengthen the workforces' relationships, increase more holidays ensuring they have enough rest and maintain well-being, and implement digitalized operations by using more online platform. In general, these solutions are sounds and practicable. Despite the fact that the hospitality industry requires human interaction in some degrees creating the moment of truth, readiness to assist customers, and creating exceptional experiences. According to Wirtz and Lovelock (2016) stated the quality-of-service organization's employee is important for firm's success in the market and financial performance. The frontline workforces present and connect the boundary between inside and outside. Thence, the good HR strategies shall ally throughout management at all levels for sustainable competitiveness. The effective HRM starts with hire the right people, training and development extensively, empower the frontline, manage service employees into effective service delivery teams, motivate and retain the employees. In consideration of the challenges of SHRM in hospitality that the taking care and encouraging of the employees' mental health. It is on the basis of customer service job quite stress. It is also considered low-paid in some positions and depending on seasonality, and the blending harmoniously of human and technology in services.

The majority contributors of this book are from India which is an emerging market and one of the BRICs countries. This book sought, selected from scholars and practitioners in strategic human resource management in hospitality industry around the globe. There are experts from seven countries sharing their profound studies on different types of strategic human resource management in hospitality industry, such as airlines, education, tourism, as well as managerial outlook of design thinking and technology adoption in the field. The book aims to provide the insight idea, strategies, and theory implication to the human resource discipline. It encapsulated with how people could be value-added to the hospitality, the importance of design thinking skill in tourism sector, dealing with digitalization and crises, AI and robotic process automation (RPA), leadership, talent, motivation, stress management, and public organization serving community etc., Precisely, it incorporates with empirical and theoretical studies, general review, and specific context in some parts of the world. Aforementioned this book could crystalize the complexity of strategies and human resource management.

The intention of this book aspires to deliver easy reading for everyone including students, researchers, academicians, human resource professionals, lecturers, or those who are interested in the hospitality industry and strategic human resource management (SHRM). The book is organized into thirteen chapters. A brief description of each chapter is given as follows:

Chapter 1 highlights the importance of people aside from marketing mix approach. This paper focuses on the theoretical concept of ancillary products and services of low-cost airlines and the review of the passenger perspective regarding this value-

added from people service based on marketing mix in the competitive market of low-cost airlines. This research aims to propose the marketing mix approach, which focuses on people that generate service value-added in ancillary service.

Chapter 2 outlines the significant of design thinking to the tourism industry, comprehend its special ability to address difficulties unique to the industry, and eventually identify design thinking as a key strategic tool for advancing tourism in KwaZulu-Natal, South Africa. This study employed a qualitative research methodology with purposive sampling. The key findings indicated that participants in the study expressed a desire for design thinking to be adopted in this industry and offered a variety of activities to help achieve the goal. It is recommended that the tourism industry collaborates with key stakeholders and the design thinking model developed from this study be applied with various customized strategies in human resource design thinking competency.

Chapter 3 investigates the technology advancement and its adoption in airline organizations creating and allowing both customers and employees savoring new experiences. This study shed the light on investigating human resource development approaches that fit for ground service personnel in airline companies, examining the sense of sustainability implementation during development practices. The low-cost airlines and full-service airlines operating to and from Thailand were studied.

Chapter 4 the author addresses the progressions on account of digital technologies such as 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. The 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 of human resource management practices cum digitalization, and future trends in digitalization and HRM practices.

Chapter 5 contributes to the domain of AI in HRM, gives in depth theoretical analysis of the field and opens up new avenues for researchers to examine. While analysis it was found that AI technologies like machine learning (ML), natural language processing (NLP); machine vision and recommendation systems are being used in HRM functions for distinctive uses. Analysis of the literature also revealed that automation; cost optimisation, and technological development act as enablers for AI incorporation in HRM domain. Lack of skills, unrealistic standards, privacy and security, job obsolescence are the factors that act as hindrances during

adoption of AI-systems in HRM. Study also revealed that the major applications of AI in HRM are in screening and hiring process; automated induction process; skill development and training; decision making; queries and feedback; performance appraisal and employee involvement.

Chapter 6 examines the industrial revolution - I.R. The I.R. adventure began almost 360 years ago. The life span of that time is exceptionally uncommon. The average lifespan has been extended whenever the I.R. evolution takes place. The comfortable lifestyle made possible by technological development is the reason for this ratio. As a result, human interaction gradually reduced in the machinery process, and the automated process has increased. The use of technology like artificial intelligence in day-to-day living and e-commerce has shrunk the distance worldwide. The development of communication technologies has given the commercial world limitless aspects. This aspect created corporate client services that need much more tolerance, consistency, and timeliness. Robotic process automation (RPA) bots are computer program applications that achieve above said corporate client service in the commercial environment. RPA application processes work as a brilliant employee and work ever-fresh helpdesk source person for the client side.

Chapter 7 assesses man, machine, and technology integration services in a digital economy. This arises out of the need to downplay the fear of machines and rapid technological changes towards replacing man and downgrading its importance. The study takes epistemological conceptual reasoning into consideration and exhibits man as unique that would remain the centre of force behind the digital economy. The chapter establishes that the effective use of machines with the right technology to revolutionize every sector of the economy by most developed countries has improved their growth and development with a positive impact on the citizens' standards of living. The study concludes that artificial intelligence machines are not bound to displace more jobs in the workplace than the benefits it meant to create for performing day-to-day business activities towards achieving meaningful productivity and the benefit of mankind in general.

Chapter 8 highlights on the changing environment, technological developments, and increased global competition, companies are progressively focusing on key success factors that generate an inimitable competitive advantage. Among these factors, human resources were and still are a primary resource. The motivation of human resources provokes the desire for accomplishment, which translates into a personality disposition that pushes the individual to strive for performance. This motivation is essential in-service companies and especially in the hotel industry. The purpose of this research is to identify the factors that affect the motivation of employees in hotel companies and the importance of these factors for the employees. The study is based on a Fuzzy research method. Based on a literature review, the scholars synthesized the indicators related to motivation in hotel industry. Of the

various motivational factors analyzed, training, development and remuneration are the strongest.

Chapter 9 lays stress on better understand the role of public leadership during the crisis and call for public health professionals to play a more active role in crisis management. This chapter is a thoughtful reflection on how executives and boards respond to crises. It focuses on three critical activities needed to understand public officials' involvement in the current crisis: values and purpose, rapid decision-making, and thinking outside the box. Understanding public leadership as a key to crisis management, particularly important when developing policy solutions to public health crises. This chapter broadens readers' understanding of human resource management's roles in crisis response and recovery. As a result of this, readers can better identify the shifting leadership roles necessary for crisis management and learn about potential public health issues in the future.

Chapter 10 provides an overview on comprehensive understanding of talent management and its significance towards strategic HRM. It will also provide conceptual overview on the talent management building blocks which helps to create talent plans as well as talent acquisition and retentions aspect of talent management. These blocks consist appraisal system, various competencies required in organization and potential forecasting. This helps the organization to place right talent at right place.

Chapter 11's major goal is to help the reader understand how strategic human resource management works in businesses. Human resources are seen as important factors within the organisations. Organizations will be able to improve their reputation thanks to the knowledge, skills, and aptitude of their people resources. It is imperative that human resources periodically update their knowledge and abilities due to the onset of modernity, globalization, and developments. Since it calls for connecting human resources practices and policies with organisational strategy, the notion of strategic human resource management is seen as essential. In order to achieve the desired goals and objectives, companies must make sure that the policies and procedures they develop are in line with those goals and objectives. The key topics covered in this chapter include the definition, objectives and importance of strategic human resource management, models of strategic management, theories of strategic human resource management.

Chapter 12 comprises the concept of Human Resource Development (HRD), its characteristics, importance, scope, and essentials of HRD. The role of HRD is defined at both micro and macro level. In addition, this chapter includes the theories given by researchers, qualities of HRD manager, mechanisms that can be adapted to measure the effect of HRD on employees' performance and the field in which the concept of HRD is employed. Various strategies that help in the development of the concept of Human Resource development are discussed in this chapter.

Chapter 13 scrutinizes the various stressors affect employees and employers in the service sector. Along with those important factors, the main factors of work stress are various negative effects including high complexity of occupations, unfair perception of delegates, long working hours, lack of significant time with family, responsibilities of raising family, bad working environment and lack of jobs.

Throughout 13 chapters of this book, it reflects multi aspects of strategic human resource management in hospitality. It reveals a novel knowledge, managerial issues, and technology adoption for a better customer experience. All contributors are the experts in the field presenting the vital details of current and outlook topics encapsulated.

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

REFERENCES

Arora, P. (2023, January 31). *Leaders are Responsible for Powering Employees in all Aspects of Work: Piya Vittayavarotkit, CHRO, SKE Group*. ETHRWorld South-East Asia. https://hrsea.economictimes.indiatimes.com/

Baron, A., & Armstrong, M. (2007). *Human Capital Management: Achieving Added Value Through People*. Kogan Page.

Baum, T., & Kokkranikal, J. (2005). Human Resource Management in Tourism. In L. Pender & R. Sharpley (Eds.), *The Management of Tourism*. Sage. doi:10.4135/9781446214961.n6

Branson, R. (2013). *Like A Virgin: Secrets They Won't Teach You at Business School*. Virgin Books.

Frei, F., & Morriss, A. (2012). *Uncommon Service*. Harvard Business Review Press.

Government Public Relations Department. (2022, September 20). *Service Jobs in Hospitality Industry in Thailand Shortage after the COVID-19 Recovery*. www.prd.go.th

Janawade, V. (2022). Customer Expereinces of Omni-Partner Services: An Insight from the Airline Alliance Perspective. In K. Kankaew (Ed.), *Global Air Transport Management and Reshaping Business Models for the New Era*. IGI Global Publishing. doi:10.4018/978-1-6684-4615-7.ch008

Kankaew, K., Kangwol, K., Guzikova, L. A., Kungwol, S., Sitikarn, B., & Suksutdhi, T. Organizational Structure Enhancing Airline Efficiency Amid the Pandemic: Low-Cost Carriers in Thailand as a Case. *GeoJournal and Geosites*, *38*(4), 1189-1194. doi:10.30892/gtg.38425-759

Kumar, S., & Shekhar. (2020). Digitalization: A Strategic Approach for Development of Tourism Industry in India. *Paradigm*, *24*(1), 93–180. doi:10.1177/0971890720914111

Pender, L. (2005). Managing the Tourism System. In L. Pender & R. Sharpley (Eds.), *The Management of Tourism*. Sage. doi:10.4135/9781446214961.n5

Sadreddin, A., & Chan, E. Y. (2023). Pathways to Developing Information Technology-Enabled Capabilities in Born-Digital New Ventures. *International Journal of Information Management*, *68*, 102572. doi:10.1016/j.ijinfomgt.2022.102572

Sharpley, R. (2005). The Accommodation Sector: Managing for Quality. In L. Pender & R. Sharpley (Eds.), *The Management of Tourism*. Sage. doi:10.4135/9781446214961.n2

Wagaw, M., & Mulugeta, F. (2018). Integration of ICT and Tourism for Improved Promotion of Tourist Attractions in Ethiopia. *Applied Informatics*, *5*(6), 1–12. doi:10.118640535-018-0053-x

Wirtz, J., & Lovelcok, C. (2016). *Services Marketing: People Technology Strategy* (8th ed.). World Scientific. doi:10.1142/y0001

Acknowledgment

The editor would like to appreciate the help and support from everyone involved in this project, specifically, all contributors and reviewers that took part along the processes. Without their support and contributions, this book would have not been launched. I am also highly grateful to all people from IGI Global who assist in preparing and aiding the publication. Once, again the editor would like to express gratitude to all reviewers who contribute their extra time and effort that shape the ideas, notion, and expand the insightful novel.

Chapter 1
"P-People":
The Marketing Mix Approach of Value-Added in LCC Ancillary Service

Benjapol Worasuwannarak
Cranfield University, UK

ABSTRACT

From the price mechanism of low-cost airlines to the intense promotion process, low-cost airlines overcome cost reductions towards ticket prices that influence customer intention to fly with this airline business model. Hence, low-cost airlines firmly intend to use ancillary products and services that approach passengers, including seat selection, baggage service, priority pass, food and beverage, and in-flight entertainment. Therefore, this paper focuses on the theoretical concept of ancillary products and services of low-cost airlines and the review of the passenger perspective regarding this value-added from people service based on marketing mix in this competitive market of low-cost airlines. This research aims to propose the marketing mix approach, which focuses on people that generate service value-added in ancillary.

INTRODUCTION

The intense atmosphere of low-cost airlines worldwide after air transportation deregulation (Ushakov, 2014) brings the competitive challenge in ticket price as the priority of this business model. Southwest Airlines, EasyJet, Ryanair, AirAsia, and IndiGo are an example of strict competitive low-cost airlines in the world market. There is not only one low-cost airline in a country or even the region with the same

Figure 1. The prediction growth rate of the low-cost airline from 2020-2027 (Source: Salas (2022))
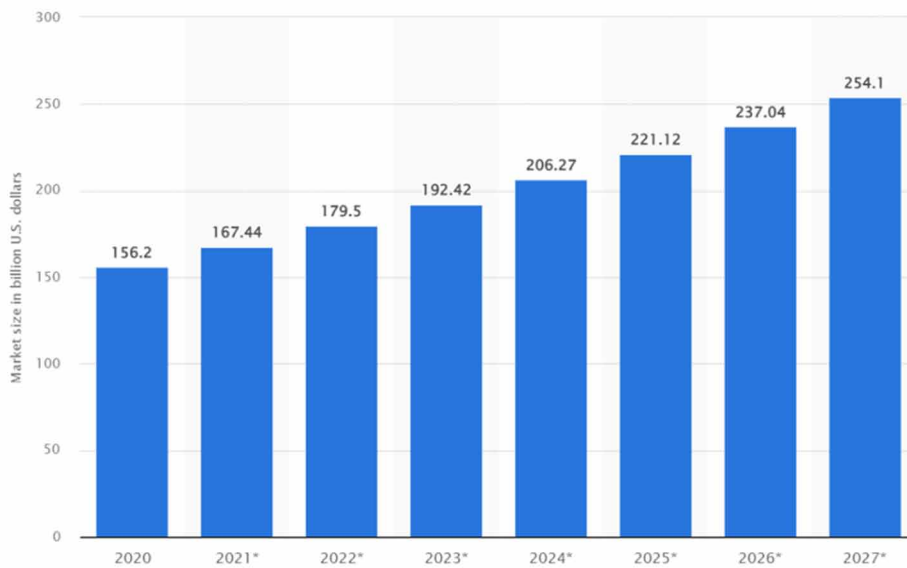
operation route. Passengers are the ones who choose which low-cost airlines they want to fly with as well as the service or products that they offer to the passenger (Par et al., 2020). The rapid growth of low-cost airlines brings the value of service quality and product development as passengers focus on different emotional approaches during inflight activities (Odegaard and Wilson, 2016). According to Salas (2022), the growth of low-cost airlines around the globe is significantly increasing to 254.1 billion in market size.

Airline ancillary has become a considerable approach for low-cost airlines. The previous study by Leon and Uddin (2017) found that interesting ancillary can influence passengers to purchase. Therefore, low-cost airlines need to examine the interesting ancillary items that can convince and better represent the airline to other airlines. In terms of the development and competitive challenge of ancillary objects in the low-cost airline, the marketing mix strategy is one of the practical approaches as a tactical marketing model. The compliance of marketing mix is voluntary to understand the concept of product and service approach as product, price, place, and promotion (4Ps) (Shaw, 2016). However, according to the service sector of the low-cost airline, the 7Ps of the marketing mix are focused (on the product, price, place, promotion, process, physical evidence, and people). Therefore, the marketing mix can enhance the development of airline ancillary and specifically focus on

2

"P-People"

passengers needed and wanted in those items. Importantly, this study is to study the theoretical concept of low-cost airline ancillary and development ancillary with marketing mix marketing strategy for a competitive approach.

Also, people, in this case, means airline staffs are part of the "People" marketing mix that generates the vital role of offering products and services to passengers. As ancillary is sometimes called different products and services to some passengers, a good representative can overcome that situation and provide sales achievement. Theoretically, it is not only people working alone, but the whole part of the 7Ps is essential. However, for the success of service value-added in ancillary, people are the core. Additionally, in a competitive industry, human resources management must work with the marketing team in the marketing mix for the best result of revenue. In contrast, the development of ancillary value-added in the low-cost airline marketing mix, especially in people, is significant in substantial value-added.

Marketing Mix

The strategic approach of the marketing mix has been focused on the travel industry or travel marketing concept (Camilleri, 2018). Marketing mix brings a valuable significant positive impact on the business and customer (Alipour et al., 2015). It is the core of decision-making, from company to customer (Shaw, 2016). Despite from 4Ps, the 7Ps of the marketing mix can extend the pure understanding of the business concept (Shaw, 2016). An account of the marketing mix can reinforce the differentiation and focus on the airline position, especially in this red ocean market (Perreault et al., 2012; Simarmata et al., 2016).

Product

Product is the core of marketing (Alipour et al., 2015). Therefore, it is a crucial element of the marketing mix. The airline's intangible products include seats, food and beverage, inflight entertainment, etc. Therefore, low-cost airlines must understand the product that serves passengers well. Moreover, it is the first stem of customer intention to purchase. Ancillary products include seats, baggage, food and beverage, inflight entertainment, car and hotel booking, souvenir, and co-brand items.

Price

Price is related to what passengers set as a standard. Airlines' price of products for passengers leads to purchase intention (Wongleedee, 2015). Passengers demand what they pay for the product (Camilleri, 2018). Price refers to marketing objective achievement where customers are willing to spend at a reasonable price but vary in

3

each customer's perspective (Manafzadeh et al., 2012). Price is an essential factor in revenue for the company (Kotler and Armstrong, 2016).

Place

The place is the product's distribution channel (Mohammad, 2015). Therefore, it is referred to where the product will distribute to the customer. In terms of this study, it can be online while passengers book the ticket or inflight when they travel. Therefore, the location during the passenger purchasing the ticket in the first place is essential to show products as the first impression.

Promotion

Promotion is how a company communicates with customers (Sihite et al., 2015). It is an important role that pushes customers' purchase intention (Kadhim et al., 2016). It is the communication between the company and the customer via advertising and marketing. Also, the promotion channel is crucial to the target customer (Malaval et al., 2016), and it is the process that can generate more revenue for the company (Rao, 2009).

Process

The process delivers the product or service to customers (Malava et al., 2016). According to Bahman (2012), this is quite an unusual step to satisfy customers as the logistics or human part of delivering a product or service is essential.

People

People play a crucial role in converting sales to customers. People represent the brand to customers (Avram, 2019). This is not only human but also a chatbot that deals with customer responses in a supporting role (Crespo-Almendros and Barrio-García, 2016). This marketing mix can overcome all sales burdens from promotion with good sales staff representatives.

Physical Evidence

This is the evidence that the brand has to represent to customers that the brand exists, for example, a website and brick-and-mortar store (Avram, 2019). Also, the proof of purchase is indicated as physical evidence (Sihite et al., 2015).

4

"P-People"

The demand of passengers for ancillary items depends on the marketing mix, especially product, price, and promotion, while place, people, process, and physical evidence play the supporting role. Product is represented by what passengers see and demand (Camilleri, 2018). In terms of service value-added, passenger what to get service that represents their experience. The product can represent demand. Human capital represents service negotiation that convinces the product to the passenger. Hence, a marketing mix is essential to overcome all sales processes.

Airline Ancillary

Airline ancillary means a non-ticket sold by the airline before or during the flight. Airlines' ancillary includes baggage, hotel, car booking, seat selection, frequent flyer program, airline souvenirs, etc. Ancillary items are the practical approach that makes each low-cost airline different (O'Connell and Warnock-Smith, 2013). Ancillary is part of the passenger experience during travel (Belobaba et al., 2016). For example, the excitement of new products on board Thai low-cost airline Thai AirAsia launched the boba milk tea to sell onboard collaboration with After you (the notable dessert brand in Thailand) led to new exciting activity for the passenger who flew with Thai AirAsia. This is why ancillary items can bring a new challenge to low-cost airlines in income-generating and passenger experience. Therefore, ancillary has become the critical revenue and approach of low-cost airlines worldwide, which is the revenue-generating movement despite ticket prices (Avram, 2017). IdeaWorksCompany (2018a) declared three categories of ancillary.

1. A la Carter Features: This feature represents passengers' travel experiences that extend from a regular ticket from a low-cost airline. These are the different products (services) that passengers can purchase with their own needs to enhance their flight experience.
2. Commission-Based Products: This is the ancillary related to the airline's commission earned from the airline partnership. Airlines get commission fees when selling those items to passengers.
3. Frequent Flyer Program: The sale of mileage or points to an airline program partner and program member.

Those are airline ancillaries that low-cost airlines can earn revenue from them. A la Carte Features are among the visible things passengers are likely to purchase (Avram, 2017) while the rest of the ancillary revenue depends on the exciting product or service (Airline Trends, 2018).

Table 1. Ancillary categories

Ancillary Category	Example
A la Carter Features	- Seat - Baggage Allowance - Food and Beverage - Inflight Entertainment - Priority Check-in - Wifi on Board - Airline souvenir
Commission-Based Products	- Hotel - Car Rental - Travel Insurance - Duty-Free - Consumer Product
Frequent Flyer Program	- Credit Card Point - Hotel Point - Restaurant Point - Retail Store Point - Airline Mileage

RESEARCH METHODOLOGY

The study employed a qualitative research method on the previous case study. The case study approach of this study is studying the critical role of low-cost airline ancillary items from three categories according to the literature review and link to the marketing mix, which brings the voluntary development of low-cost airline ancillary products and services development in the future. Therefore, this study will not focus on the individual low-cost airline but the general picture of low-cost airlines and theoretical ancillary items. The dimension of this study is based on the marketing mix and link to each element of ancillary items.

MARKETING MIXED APPROACH AND PEOPLE SERVICE VALUE-ADDED

Ancillary is based on marketing approach. Low-cost airlines need to develop the sale approach of ancillary to passenger as this is the extra or optional products and services that passengers can ignore to purchase. Marketing is one of the essential strategic role to the airline, on the other hand, human capital is a must element of success. In this case, this study has study and develop marketing mix into account of low-cost airline ancillary.

"P-People"

Given the vital role airlines play in the tourism industry, this study aims to provide a summary of how airlines deal with the marketing mix and how it affects their strategies and tactics. The airline business is widely regarded as one of the most crucial to the growth of the tourist industry, making it a prime area for further study and examination into the ways in which product, pricing, place-distribution, and marketing must be addressed, and are treated, by airlines (Crespo-Almendros & Del Barrio-Garca, 2016, Kankaew 2022). A significant amount of an airline's personnel performs tasks—both directly and indirectly—that improve the customer experience that customers have when they use an airline's services, making marketing one of the airline's most important operations. A large portion of the airline's staff is involved in marketing, as their tasks and performance affect the overall airline image and the consumer perception of the airline. This is in addition to the core marketing department, which is responsible for planning and executing the airline's marketing strategy.

Given the significance of marketing to the airline industry, it is of great interest to the tourism research field, the airline industry, and the tourist sector to analyse and assess the elements impacting airline marketing decisions. Based on the foregoing and as stated earlier, this research aims to identify promotional strategies related to key determinant factors influencing the purchasing decision process of consumers that airlines employ to achieve short- and long-term corporate objectives and ensure their continued existence. Therefore, the 7Ps model of marketing mix of low-cost airlines in ancillary need to analyse and optimize into relevant program (Shaw, 2016). To provide the concept of marketing mix and focusing on service value-added in people. The analyse of 7Ps in ancillary is below.

1. Product

Product: According to ancillary, the product or also called service includes all three types of categories which are A la Carte feature, Commission-based product, and Frequent Flyer Program. Those are representative as extra service to the passenger that they might be able to purchase during ticket booking or during flight in some type of item to fullfill their needs and demands. This must be done by airline's development to attract passengers along with promotion that can influence passenger purchase.

As ancillary is the core revenue of low-cost airline unlike a full-service airline that does not concern much on extra selling as it is all included in ticket price. Unlikely, ancillary items contain different dimensions in each of low-cost airlines that can attract passengers. Thai low-cost airline like Thai AirAsia, and NokAir tried to launch the new product in A la Carte such as food and beverage and airline's souvenir. This is the challenge as also flight attendance is willingness to sell product

on board as their core job activity. This will be about in the people section as well as service value-added development.

2. Price

Price in marketing mix is related to all categories of ancillary. Low-cost airlines need to set up the price that has the impact of products and services. Each low-cost airline has a different pricing strategy. The low price point is normally found when passengers purchase a product or service in advance before the flight while normal price is found during flight. The reason for the lower price during booking or before flight is to convince passengers to buy additional products and services. Normally airlines set up the price compared to each airline for reasonable for passenger.

As the low-ticket fare strategy, the experimental of pricing strategy in extra products and services has learnt and adapted to earn revenue. The attractive baggage and seat selection price can convince passengers to purchase with just a small extra money when compared to money that pays to full-service airlines. Also, interesting Souvenir with just a few pounds can pull passengers to buy. Same as product, airline's staff can also represent the great price to passenger when they show products to passenger with price.

3. Place

Place is where all ancillary features are sold to passengers. In this case it includes the airline's website, airline's application, and on board. The place is well known as distribution channel (Shaw, 2016). In the marketing strategy, it is important to deploy the strategy for distributing ancillary items to passengers. The channel to distribute those ancillaries is important to create awareness to passenger and aslo influence passenger to quickly purchase those items. For example, low-cost airlines always distribute ancillaries' items in seat selection, baggage allowance, food and beverage, travel insurance, hotel booking, and car booking in the sequence after passengers has booked the ticket before reach into the payment method. Each ancillary item is ranked in sequence from the most important into the least important interesting by passenger. Passengers are aware to but the seat as aware of not seating together while baggage is sometime important in any purpose. While hotel booking might be a good choice.

Rather than website and application place of purchase, passenger can also purchase extra products and services like airline souvenior, airline partner products, duty-free items, food and beverage and much more on board. Flight attendance will be in change to sell all those items professionally with ability of people management as sale person. This must be developed and learnt before conducting the sale process.

"P-People"

4. Promotion

Promotion is the crucial aspect of the sales force (Camilleri, 2018). Airlines use different tools to promote ancillary items to passengers such as discounts when purchase during ticket booking, product bundle, and promotion. Airlines always show that partnership product and duty-free items are cheaper than retail to convince passenger to make a purchase. The marketing communication of the airline in promotion must be relevant and trustworthy to make passengers feel confident and quickly create the purchase. People who are flight attendants are represented as the ones who communicate promotion to passengers on board. Also, the people in the marketing team must launch an attractive promotion to passengers.

5. Process

Process of ancillary items means the process of selling items from those distribution channels and also the process of setting up the price and picking up the items to purpose to passengers. Firstly, ancillary team which is under marketing department has to research what kind of items that suitable to purpose to their passengers. This is an important part as the team needs to study their passengers' nature and behaviour on purchasing behaviour. The knowledge of ancillary team must be developed as human resource development proposal to work on this field. As the knowledgeable in ancillary can create high impact of ancillary. The ancillary team also needs to set up the price hence sale strategy knowledge is required. After that, the process of distribution is also essential. People who work as distribution channel developers include IT that generates website and application and logistic that provide stock on board of the aircraft for sufficient product sell on board.

6. People

People are the base line on low-cost airline ancillary development. Before all products and services are launched to passengers, people in this one mean ancillary team, IT staff, logistics team, and management team must have the knowledge of ancillary. People control every step of selling items to passengers. They must obtain ancillary skills and knowledge before conducting any work regarding revenue attractiveness. Therefore, human resources development is a core competency in these roles. As low-cost airline said that ancillary is a top priority of revenue generating. However, people who are behind this is crucial to develop and learn.

In terms of service value-added, flight attendants take responsibility for this. As they are facing up to passengers on board and they are selling ancillary items to passengers. However, service mind is appropriated to this sale atmosphere. They

9

must show passengers respective with smile and informative given in the right resources provided. Therefore, passengers will feel confident purchasing any items. Rather than flight attendants, customer service is another department that must deal with passengers before and after a flight. Passengers might have questions regarding ancillary items. Same as flight attendants, customer service staff must show respective service value-added to passengers with willingness to help.

People who are under ancillary approach need to provide service value-added to passengers as passengers will feel strong bond to purchase extra products and services which generate high revenue to the airline. However, it is necessary to develop those staff as core competency knowledge. In other word, the technique to bring people forward in revenue approach especially in ancillary products and services is important regarding to value of.

- People selection: Preliminary role to choose the right man for the right job; selecting people for the correct position leads to a positive outcome in job performance. It shows the individual skill that can be obtained into job duty as a requirement. Hence, the proper selection has a robust beneficial outcome.
- People talent: Talent is another topic of people selection; in other words, people's talent can be found during the selection process or the career purpose. Finding a talented candidate for the job and gifted people in the organisation is also essential to fulfil the correct position, especially in the role of a flight attendant or ancillary expertise that requires a talented person. However, gifted people are not easy to find, but they are harder to keep them.
- People development: Rather than finding talented people, people development is a critical thing that the airline must concern about. Human resource development is overcome; human resource management in terms of development is crucial. People development can bring a solid profit for the airline in sales and workforce. Development can gain strong people culture, skills, knowledge, and individual growth, which airlines all require.
- People culture (to an organisation): The culture made by the organisation and pass-through people while people bring the culture arrived. Therefore, it is crucial to bring organisational culture to all airline staff and make them understand the importance of the airline's culture well.

However, those are the value-added of understanding "P" for people in the marketing mix, especially in the ancillary purpose of low-cost airlines where people play a crucial role in bringing income and profit to the airlines.

"P-People"

7. Physical Evidence

Physical evidence is about proof of purchase as the example. In the low-cost airline where the strong brand image is represented, all ancillary items that purchased from the airline have proof of purchase on the ticket and the logo of the airline on those items. Passengers can have strong confidence when purchasing ancillary items. Also, flight attendants and customer service staff must provide this information as value-added to passenger to understand and bring the high trust.

SOLUTION AND RECOMMENDATION

Those are marketing mixes (7PS) that create causal relationships with low-cost airline ancillary items where they focus on people service value-added. It means that people who represent ancillary team (marketing department), IT, logistics team, management team, flight attendants, and customer service must develop themselves in ancillary knowledge. Human resources development is essential for low-cost airlines to train those positions in the right direction. Service value-added made from people and bring forward passengers' satisfaction and loyalty in the future. However, low-cost airlines must develop people strictly and appropriately in service value-added and knowledge in ancillary items as it can generate revenue to airlines themselves.

IMPLICATION

This research aims to review the relationship between low-cost airline ancillary products and services with marketing mix approaches where people focus on creating service value-added to passengers when they are purchasing ancillary items. The 7Ps of the marketing mix are essential to understanding the concept of ancillary that can develop value-added into the airlines. More than that, people are factors that challenge low-cost airlines in terms of value-added generation. People management can generate more sales or lower sales, depending on people's characteristics, training and development, and intention of work. According to Bapna et al. (2013), people are the company investment that needs to focus on and develop. As low-cost airlines need revenue from ancillary, people who mean the airline's staff can help achieve sales. Furthermore, the human resource management team must understand the characteristics of the airline well and get into the point of airline interest.

However, the people's skill level and clear statement of the marketing mix are knowledgeable of the low-cost airline that transforms traditional management into modern management. The development of service value-added in a service industry

11

like LCC is the scale of performance of success. As the main objective of this study is to develop service value-added, the outcome of this study can bring an advantage to the low-cost airline in the future. It is also, understanding the service sector development of airline's staff to push up the sale of ancillary in low-cost airlines beneath the marketing mix.

REFERENCES

Airline Trends. (2018). *Ancillary Revenues*. Airline Trends. http://www.airlinetrends. com/ category/ancillary-revenues/

Alipour, H., Shahani, T. B., Shahani, M. B., & Shahan, M. B. (2015). Investigating two mixes of product and promotion (advertising) from mixed marketing elements with an outlook of the sales rate in 6 average and small knowledge-based companies (nano companies). *Indian Journal of Fundamental and Applied Life Sciences*, *5*, 1315–1323.

Avram, B. (2017). Ancillaries in the Aviation Industry. Importance, Trends, Going Digital. *Expert Journal of Marketing*, *5*, 53–65.

Bahman Saeidi Pour, K. N. (2012). The effect of marketing mix in attracting customers: Case study of Saderat Bank in Kermanshah Province. *African Journal of Business Management*.

Bapna, R., Langer, N., Mehra, A., Gopal, R., & Gupta, A. (2013). Human capital investments and employee performance: An analysis of it services industry. *Management Science*, *59*(3), 641–658. doi:10.1287/mnsc.1120.1586

Belobaba, P. P., Odoni, A., & Barnhart, C. (2016). Th e Global Airline Industry (2nd ed.).Chichester, United Kingdom: John Wiley & Sons Ltd .

Camilleri, M. A. (2018). *Travel Marketing, Tourism Economics and the Airline Product*. Springer.

Crespo-Almendros, E., & Del Barrio-García, S. (2016). Online airline ticket purchasing: Influence of online sales promotion type and Internet. experience. *Journal of Air Transport Management*, *53*, 23–34. doi:10.1016/j.jairtraman.2016.01.004

IdeaWorksCompany. (2018a). *The 2017 CarTrawler Yearbook of Ancillary Revenue*. Idea Works Company. http://www.ideaworkscompany.com/wp-content/uploads/2018/09/2 018-Ancillary-Revenue-Yearbook-R.pdf

"P-People"

Kadhim, F. A., Abdullah, T. F., & Abdullah, M. F. (2016). Effects of marketing mix on customer satisfaction: Empirical study on tourism industry in Malaysia. *International Journal of Applied Research*, *2*(2), 357–360.

Kankaew, K. (2022). Preface. In K. Kankaew (Ed.), *Global Air Transport Management and Reshaping Business Models for the New Era*. IGI Global Publishing. doi:10.4018/978-1-6684-4615-7

Kotler, P., & Armstrong, G. (2016). *Principles of marketing: Global edition* (16th ed.). Pearson.

Leon, S., & Uddin, N. (2017). Airline Ancillary Services: An Investigation into Passenger Purchase Behavior. *Journal of the Transportation Research Forum*, *56*, 41–62. doi:10.5399/osu/jtrf.56.1.4411

Malaval, P., Bénaroya, C., & Aflalo, J. (2014). *Aerospace Marketing Management; A Handbook for the Entire Value Chain* (1st ed.). Springer International Publishing. doi:10.1007/978-3-319-01354-1

Manafzadeh, Z., Ghafarloo, A., Sayadan, M. C., Sendi, J. S., Elahi, S., Hosseinzadeh, S., & Janati, N. (2012). Does Marketing Mix Have Effect on Consumers Behavior of Dairy Products? *Journal of Basic and Applied Scientific Research*, *2*(6), 5823–5827.

Mohammad, H. I. (2015). 7ps marketing mix and retail bank customer satisfaction in northeast nigeria. *British Journal of Marketing Studies*, *3*(3), 71–88.

O'Connell, J. F., & Warnock-Smith, D. (2013). An Investigation into Traveler Preferences and Acceptance Levels of Airline Ancillary Revenues. *Journal of Air Transport Management*, *33*, 12–21. doi:10.1016/j.jairtraman.2013.06.006

Odegaard, F., & Wilson, J. G. (2016). Dynamic Pricing of Primary Products and Ancillary Services. *European Journal of Operational Research*, *251*(2), 586–599. doi:10.1016/j.ejor.2015.11.026

Perreault, W., Cannon, J. P., & McCarthy, E. J. (2012). *Essentials of Marketing: A Marketing Strategy Planning Approach* (13th ed.). McGraw-Hill/Irwin.

Salas, E. B. (2022, September 28). *Global low-cost carrier market size 2020*. Statista. https://www.statista.com/statistics/1100652/low-cost-carrier-market-size-worldwide/

Shaw, S. (2016). *Airline Marketing and Management* (7th ed.). Routledge. doi:10.4324/9781315566436

Sihite, J., Harun, T. W., & Nugroho, A. (2015). The low cost airline consumer price sensitivity. An investigation on the mediating role of promotion and trust in brand. *International Research Journal of Business Studies, 7*(3).

Simarmata, J., RS, M., Keke, Y., & Panjaitan, F. (2016). the airline customer's buying decision through online travel agent: A case study of the passenger of scheduled domestic airlines in indonesia. *International Journal of Economics, Commerce and Management, 4*(3), 335-349.

Wongleedee, K. (2015). Marketing Mix and Purchasing Behavior for Community Products at Traditional Markets. *7th World Conference on Educational Sciences, (WCES- 2015), 05-07 February 2015, Novotel Athens Convention Center*. Procedia - Social and Behavioral Sciences.

Chapter 2

Design Thinking as a Strategic Lever in Promoting Tourism in KwaZulu-Natal, South Africa

Zahir Sayed

https://orcid.org/0000-0001-7434-5413
University of KwaZulu-Natal, South Africa

Cecile Naomi Gerwel Proches

https://orcid.org/0000-0002-2330-9575

University of KwaZulu-Natal, South Africa

Abdullah Kader
University of KwaZulu-Natal, South Africa

Simon Micheal Taylor
University of KwaZulu-Natal, South Africa

ABSTRACT

The tourism industry in South Africa is viewed as the most significant potential engine of economic growth and employment creation among all industrial groupings. The introduction of the coronavirus had a terrible effect on the travel and tourism industry both internationally and in South Africa. The study's primary goals were to introduce design thinking to the tourism industry, comprehend its special ability to address difficulties unique to the industry, and eventually identify design thinking as a key strategic tool for advancing tourism in KwaZulu-Natal, South Africa. This study employed a qualitative research methodology with purposive sampling. The key findings indicated that participants in the study expressed a desire for design thinking to be adopted in this industry and offered a variety of activities to help achieve this goal. It is recommended that the tourism industry collaborates with key stakeholders and the design thinking model developed from this study be applied with various customized strategies in human resource design thinking competency.

INTRODUCTION

The South African tourism industry is seen as having the greatest potential for economic growth and job creation out of all industry classifications, and it concentrates on the wider economic advantages that tourism expenditure has on economic activity, investment, and job creation chances. A highly diverse sector like tourism has the potential to benefit the economies of its primary and interdependent stakeholders. This idea was supported by Stark (2019), who noted that the tourism sector has a broad value chain and, as a result, not only has the ability to create jobs, but also to foster entrepreneurship since the sector interacts with other stakeholders and businesses. If the tourism industry is to significantly contribute to South Africa's economic growth and assist the sector reclaim its former grandeur, it must create innovative projects. South Africa will need to cooperate to accomplish this if it is to profit from these increasing visitor numbers and gain a sizable portion of this market share. 'We must do more', said President Ramaphosa (State Of The Nation Address, 2019). Although KwaZulu-Natal's tourist sector is expanding (Phili, 2021), there are still a multitude of challenges to be resolved before the region can win back investors' confidence and meet national and international aspirations for travel and tourism. It is widely believed that more can be done through joint private-public sector initiatives to boost the city's tourism position and maintain its reputation as "South Africa's playground." (Phili, 2021).

In South Africa, the tourism sector is regarded as the most important potential engine of economic growth and job creation (among all industry classifications), with a focus on the broader economic benefits of tourism expenditure on economic activity, investment, and job creation opportunities (PWC, 2020). The emergence of the coronavirus had a devastating impact on the tourism sector globally, as well as in South Africa. The Coronavirus disease 2019 (COVID-19) pandemic has infected the African economy, with many African countries taking bold quarantine and lockdown measures to contain COVID-19's spread, albeit at the expense of deteriorating health systems and a painful economic crisis or recession. A significant portion of the South African workforce benefited from government retention initiatives and decreased hours, but job losses remain a risk in the absence of a complete recovery in travel and tourism. Smith (2021) asserts that, considering direct, indirect, and induced consequences, one out of every four new jobs created prior to the epidemic were related to travel and tourism. Creating jobs for the unemployed while simultaneously ensuring that workers are qualified for future employment is South Africa's most urgent problem.

South Africa needs a solution to deal with these national issues. According to previous research (Munyai, 2016; Ordonez et al., 2017; Akay and Demirel, 2018; Hernandez-Ramirez, 2018; Ivanova and Vodenova, 2018; Tu, Liu and Wu, 2018;

Dam and Siang, 2019; Yilmaz, 2021; Jamal, Kircher and Donaldson, 2021), design thinking is a problem-solving tool that will help South Africa overcome its current difficulties. South Africa has had a considerable rise in unemployment over the past year, along with a steep decline in growth. The wealth gap is widening and poverty is rising (State Of The Nation Address, 2021). In addition, South Africa's unemployment rate has risen to an all-time high of 30.8% and is still rising (State Of The Nation Address, 2021). There must be a coordinated effort to address any issues that may limit the economy's development (Mahlakoana, 2019) because the tourism sector is one of 18 sectors in the South African economy that are regarded as "holy grails" for their potential to create jobs.

The Human resources department within a tourism setting is also in charge of ensuring that the employees and the company have a harmonious relationship. Communication between employees and employers is not well structured, as is common in business organizations. A lack of a proper communication channel can result in a variety of problems. The human resources team ensures that both parties stay connected and that communication is possible between them. Empathy, a core principle of this approach, is a much-needed aspect when dealing with employee issues and concerns, making Design Thinking particularly relevant in the context of human resources. In fact, research shows that human resources and people operations are five times more likely than any other department to use design thinking in everyday business (Chaterjee, 2022). Design Thinking can help to improve this process by emphasizing issues that are important to both parties. Using Design thinking methodology, the human resources team can assess the situation and devise solutions that satisfy all parties (Chaterjee, 2022). Employee involvement in ideation, prototyping, and receiving feedback for course correction prior to final organization level rollout can help design thinking make human resources operations more agile. Such an approach may lead to greater employee acceptance of human resources policies and procedures, resulting in a better employee experience (Sivathanu, 2019).

The research therefore aimed to establish the role of design thinking as a strategic lever in boosting tourism in KwaZulu-Natal. Overall, this article provided a comprehensive understanding of design thinking in a tourism setting and in human resources applications, while also espousing key initiatives that will be required from the tourism sector to fully realise the benefits of design thinking in this sector. It is envisaged that this article will, by using design thinking, provide some insightful guidance on how the tourism industry may chart a strategic course to overcome the problems and unfavorable consequences that this sector has to deal with.

LITERATURE REVIEW

The worldwide access to limitless markets and the rapid advancement of technology, has resulted in customers now having an almost limitless array of options and choices to meet their demands. In order to preserve their future business objectives and keep a competitive advantage (Noh and Abdul Karim, 2021), organizations must create more value and appeal to the interests and demands of their customers. The complexity of difficulties facing the business sector, engineers, and designers now is significantly higher than that of the previous ten years (Dam and Siang, 2019), which is substantially exacerbated by globalization. Natural resource impacts and economic climate changes are felt globally, leading to shared difficulties that come from the interconnected global network to which we belong. According to Naiman (2019), the enormous technological advancement is the main cause of the rapid pace of change that business and society are currently experiencing. Design thinking has gained widespread acceptance and adoption and is being advanced by renowned institutions around the world (Friedlander, Murphy and Noel, 2021). It has significantly improved business, leadership, and management literature and has also provided a more innovative way to teach and provide managers with a critical tool for innovation (Dam and Siang, 2021).

1.1. What is Design Thinking and Why Is It Important

Design has typically been broadly embraced in the search for novel solutions, and its growth has accelerated recently with prominent ideas like Design Thinking. The capacity to examine presumptions and raise important issues is at the heart of design thinking (Kwon, Choi and Hwang, 2021). Deep qualitative analysis is required to thoroughly grasp the needs of the consumer. The need to empathize is crucial before attempting to design for a group of people (Hacker, 2019) because it is difficult to address an issue without first fully comprehending it. Therefore, it is crucial for a company to invest in developing a strong design culture (McCarthy, 2018).

According to Hacker (2019), research, design, and business goals are all intertwined and must work together for success. He added the following points:

- Products are designed for the end-user so that they are consumed, not just by anyone, but by the right ones - the customer;
- The research component in business is significant as it clarifies who the user is, prioritizes their expectations, and strategizes a clear path for fulfilling this anticipation, and

- Products and services do not exist simply for the sake of it, but serve a much more profound purpose in moving the measurement of the key objectives of business.

Shum (2018) stated that if Microsoft's objective is to cultivate a culture of design, then design thinking is the manifestation of that strategy, with individuals looking for meaning in their work to achieve a desired result and through developing a design spirit across the organization. A crucial component of service design, design thinking can produce practical and appealing user-friendly ideas, solutions, and future service experiences that are efficient and distinctive for service providers. According to Stevens (2019), design thinking is a method and a philosophy that seeks solutions to issues from a human perspective and concentrates on workable ideas that are:

- Economically viable: It is economical for organizations or corporations to adopt;
- Technically feasible: It may be developed into goods or processes that are functional; and
- Desirable for the user: The produced solution satisfies the users' actual needs (Stevens, 2019).

The user is essential to the design thinking process since it necessitates a keen interest in comprehending people for whom one is designing. Design thinking, according to Jamal et al. (2021), gives a solution-based approach to problem-solving. It is practical in its approach since it offers a way of thinking while working toward a solution and functions as an ideal hands-on method. According to Friedlander et al. (2021), design thinking has two aspects: one is the practice of acting as a designer, and the other is a human-centered approach to tackling difficult problems. Design Thinking has its own distinct goals (Diethelm, 2019), and its characteristic outcome is a cultural revolution and technological developments aimed at a determined change to subpar circumstances and the presentation of a novel, workable alternative.

Design thinking is an iterative technique for issue solving that uses objective thinking to concentrate on the specific demands of the user. Additionally, it is frequently referred to as "out-of-the-box" thinking because of how it attempts to develop fresh ways of thinking outside of conventional approaches to problem-solving. Instead of focusing solely on creating new goods and services, attention is being paid to carefully analyzing consumer needs and coming up with desirable alternatives (Qian, 2019).

1.2. Definition of Design Thinking

Brown (2008) defined design thinking as a technique that uses a designer's thought process to address customer needs in a way that is both commercially and technologically possible. Tim Brown characterized the goal of design thinking as converting the feelings and knowledge of the services and products that truly add value to people's lives, according to Ivanova and Vodenova (2018). Design thinking was previously described as a creative and analytical method (Razzouk and Shute, 2012) that invites a user to participate in the experiment and production of prototypes, and then reviews their comments and re-designs to better meet user expectations. Design thinking, according to Matthews and Wrigley (2017), is the process of using a designer's awareness and techniques to solve problems, regardless of what those problems are.

Design thinking can be characterized as exploratory, in which solutions are created through an iterative process of prototyping, testing, and providing regular feedback that is non-committal in offering a solution from the front. Instead, it promotes the development of ideas that finally result in a breakthrough in a useful and enjoyable procedure or service. Design thinking was described by Romslo (n.d.) as a user-centric, imaginative, and analytical process that prioritizes problem-solving and the use of various innovation techniques. Design thinking, according to Brown (2008), is the process of solving problems utilizing the skills and practices of designers. While Shahrasbi, Jin and Zheng (2021) saw design thinking as a creative and analytical process that promotes synergy across diverse disciplines, Ivanova and Vodenova (2018) also agreed with this description and added that it offers a chance for attaining better market supremacy.

1.3. Characteristics of Design Thinking

Design thinking is one of the most potent fads now sweeping the business world (Çeviker-Çınar, Mura, Mura, and Demirba-Kaplan, 2017). Design thinking calls for the courage and tenacity required by the attitude of an adventurer as faced with a volatile, uncertain, and time-consuming global landscape. According to Munyai (2016), design thinking encourages social connection by using common terminology that diverse groups can relate to. It can also be effective when working together on projects and challenges to develop solutions that people can relate to, as there is always something new to learn through interaction with diverse people. The design thinking process aims to solve complex problems by developing novel solutions through an iterative process of quickly developing, prototyping, and testing several potential solutions until an ideal one that is most value-adding is discovered. The

values, interests, and concerns of people are purposefully incorporated into the process. Smith (2013) outlined three fundamental qualities of design:

- Utilizing local expertise to identify key players while empathizing with them;
- thinking creatively through experimentation, exploration, and
- idea production; and collaborating through diversity.

Design thinking as a technique offers a fresh approach to dealing with problems that are complicated in nature and dealing with ill-defined difficulties, according to Ivanova and Vodenova (2018). Design thinking surpasses the practice of design, evolving from a skill to a well-informed process of analysis, reflection, and implementation that supports the desire to tackle complicated issues or obstacles. According to Qian (2019), the four Design Thinking principles created by Meinel and Leifer at Stanford University's Hasso-Plattner-Institute of Design are as follows:

- Human rule - All design activity is fundamentally social. The collaborative nature of projects has led to a rise in the development attitude of the designer.
- The ambiguity rule: Issues are always ambiguous. Designers should refrain from oversimplifying since it inhibits innovation.
- The nearly all designs are redesigned rule. People are constantly looking for fresh solutions to solve old problems.
- The "tangibility rule" encourages developers to communicate ideas more effectively by turning them into actual prototypes.

Design was added at the very end of the process, offering a decorative function and helping to partially generate a statement. These days, the idea of design encompasses much more. It has developed into the discipline of strategic thinking, incorporating all relevant external elements into the development process.

According to Dam and Siang (2019), design thinking is not only a mindset that may be used in situations when creativity or applied thinking are needed, but also a problem-solving strategy or process. Design thinking used to be heavily ingrained in product design, but more recently it has been adopted in system design. It is also no longer only used by private sector businesses; the public sector is now exploring the use of design thinking as a technique to solve the complex issues and challenges it faces. A key element of the design thinking process is creativity, which emphasizes the unmet wants of the customer while also adding a test segment and honing ideas toward a potential solution that is appealing and must be workable (Warner, 2017).

1.4. The Design Thinking Process

Research and techniques that have been well-developed give rise to the design thinking process (Friedlander et al., 2021). Users are invited to participate from an early stage in the process, which helps to inform the qualities of the solution in a real-time context, according to Ayala (2019), who defines the design thinking approach as being very practical and engaging. According to Noh and Abdul Karim (2021), design thinking is a process used to discover and address issues using a user-centric approach. It results in effective decision-making and inventive driven solutions that are appealing to customers. According to Saggia (2017), the design thinking method fosters a mindset that takes into account human experiences, commercial viability, and technological feasibility. Additionally, this method necessitates a high level of open-mindedness, which includes not passing judgment on the issue and being willing to try many things until a solution is found (Dunne, 2018).

Fresh ideas, service demands, and different ways of employing technology are addressed when the customer and end-user are included in the design process (Ni-Shé, Farrell, Brunton, and Costello, 2022). In the recent past, there has been a surge in interest from academics who are interested in design thinking as they seek to embrace design as an agent of change and also improve skills using a designer's tactics (Kleinsmann, Valkenburg and Sluijs, 2017). In the process of creating products and services, design thinking involves people and their inputs. The design thinking method is built on the principles of being exploratory, iterative, and occasionally chaotic (Ni Shé et al., 2022). According to Gopinathan, Kaur, Ramasamy and Raman (2021), design thinking is a human-centered path to innovation that aids businesses in empathizing with their customers' and clients' needs by working to bring functions and observations closer together with the goal of being highly iterative so that the market can be more readily accepted and understood. According to Van Huy (2021), the importance of offering creative solutions that add value for the end user has increased. Design thinking is a method for addressing and solving issues that are particularly centered on the requirements of the end users. According to Warner (2017), there are five essential characteristics of this procedure:

- A human-centered approach,
- a strong emphasis on experimenting with artifacts,
- the integration of multidisciplinary teams,
- a thorough understanding of difficult challenges, and
- a featured 5-step procedure are all included in the process shown in Figure 1 (Tourism ID, 2017)

Figure 1. Design thinking process
Source: Adapted from Tourism ID (2017)
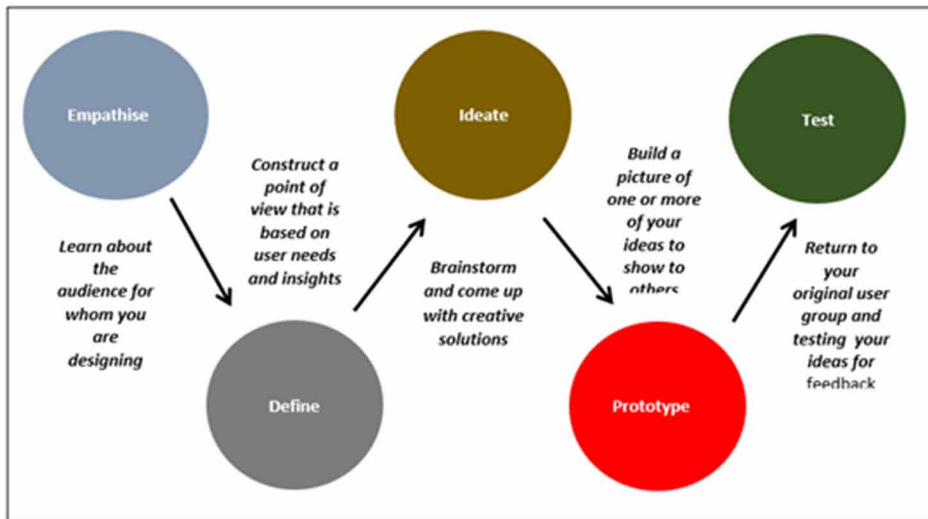
Design thinking and service design both use comparable processes. The customer's role has changed, which is one of the notable characteristics of the service sector (Marion, Cannon, Reid and McGowan, 2021). Service providers are companies that operate in the tourism industry. Design thinking, according to Warner (2017), is a methodical process that fosters innovation in both small and large businesses. It is not just limited to the development of products and services, but also extends to other elements of an organization, such as policies, systems, and end-user experiences. The intended outcome of a design thinking process is to eliminate resource waste, including waste of money, time, and materials. This will free up the individual to focus only on producing at the required level of quality. The design thinking method influences how difficult problems that businesses face can be solved (Gopinathan et al., 2021). For organizations to effectively address these issues and then design a solution, business research and user research must be combined. Instead of just addressing their concerns, such research can be carried out by organizations talking to their users and discovering their most recent wants (Henseler, Guerreiro and de Matos, 2021).

1.5. Design Thinking as a Capability

The heart of design thinking actually resides in thinking, not design (Tu et al., 2018). Design thinking is a mechanism with strategic benefits that must be employed to provide value by giving the end-user the right solutions. In addition to being a powerful tool for driving innovation, design thinking is also closely connected with and responsive to the more fundamental needs of humans (Hernández-Ramrez, 2018). Participants may fully comprehend how any system functions by connecting with all of its environment's components using the design thinking blueprint (Gopinathan et al., 2021). With the advent of design thinking, there has been a paradigm shift from being product-centric to customer-centric, allowing employees to view issues, difficulties, or problems from the perspective of the consumer (Noh and Abdul Karim, 2021). In order to tackle difficult problems, the emergent culture of design thinking blends human perspectives and experiences with participatory, innovative, and creative processes that are visual (Friedlander et al., 2021).

To maintain new competitive advantages and find new sources of development, organizations must first understand these behaviors. When establishing a new product or solution, businesses should start with the desired outcomes since this helps frame the remainder of the conversation (Marion et al., 2021). it is critical to ensure that employees executing the function can envision "the success" before even starting the activity if you want design thinking to be effective in your organization. Personnel in these organizations are drawn to methodologies that offer efficient answers to issues as they get more complicated, and recent literature has become vociferous about the use of design thinking by social organizations (Kummitha, 2019) in their efforts to create social value. According to Hernández-Ramrez (2018), the appeal of design thinking has expanded beyond the creation of products to now play a crucial part in the formulation of an organization's corporate strategy.

With the constant change in the dynamics of the global business environment, it is now more important than ever for organizations to strike a balance between efficiency and flexibility. This necessitates finding new ways to solve problems than relying solely on historical predictability (Shahrasbi et al., 2021). Large organizations' adoption of design thinking has outpaced their research efforts (Dunne, 2018), which is evidence of their drive for novel solutions to solve complicated challenges. According to Tu et al. (2018), creativity is produced through thought. Organizations are looking for innovative solutions to today's problems as a result of the increase in complex issues around the world.

1.6. Design Thinking as a Strategy

Creativity is essential for organizations to prosper, and when people think of innovation, they think of design. The impact of the Industrial Revolution on human development has prompted analysts to reassess economic, production, and business processes in an effort to extract more value from time and resources while sincerely seeking innovative capabilities (Dam and Siang, 2021). Kwon et al. (2021) highlight that it is at this stage that design thinking gains prominence by significantly altering tactics to resolving problems and challenges by removing the shackles of tradition.

An economy is primarily built on innovation, which involves the generation and use of new information. Competitiveness across all businesses is becoming increasingly influenced by how people gather, organize, and market their skills. The goal of management is to change the company's situation in the market it competes in, whereas a design process, according to Ribeiro and Souza (2021), aims to identify errors as soon as possible and find solutions to them using the adage "fail early, fail cheap, fail safe." As a result, a company that uses design thinking is planning to enter or build a new future state. Innovation and the development of novel solutions to problems are increasingly recognized as the basis of competitive advantage in a highly competitive market. It is therefore essential that fostering an innovative culture, selecting a qualified workforce, and creating the right attitudes are the important steps in fostering effective inventive skills inside organizations, businesses, and society. As follows, this is further explained:

- **Developing the Ideal Mental Dispositions for Innovation**

Albert Einstein once said that while logic can get you from point A to point B, imagination can take you anywhere. They continued by stating how important it is to promote open, cooperative, and explorative organizational cultures that blend reason and fantasy to generate original solutions. These are precisely the traits of design thinking.

- **Creating a Productive Team**

Design thinking relies on the cooperation of multidisciplinary teams to develop truly breakthrough ideas by fusing the perspectives of designers, business analysts, and strategists. Therefore, in order to promote innovation through design thinking, businesses must give up the silo model of thinking and adopt a more cross-disciplinary cooperative approach.

- **Creating a Setting That Fosters Innovation**

Living environments have a big impact on how people think, which in turn has an impact on how innovative they may be. Dam and Siang (2019) proposed that companies like Google invest in constructing workspaces made of recreational and unusual equipment not only to create a fun working environment but also on purpose to allow staff to access their creative thinking that develops breakthrough innovation through exploration in an unconventional and relaxed environment.

The application of design and design thinking on a larger scale, according to Ramanujam, Ravichandran, Nilsson and Ivansen (2021), is the uncharted territory of earlier management literature into developing needs and strategies for businesses that provide real value for the end-user and for enhancing the value of the organization. As many organizations throughout the world have discovered, the ability to innovate is becoming increasingly vital to exploit as a big strategic opportunity (Marion et al., 2021). For a variety of administrative decision-making scenarios, the advantages and applicability of the design methodology, especially design thinking, are considered as a preferred method.

2. METHODOLOGY

The data collection techniques employed in this study included focus groups, semi-structured interviews, and a design thinking workshop. The sample consisted of tourism industry participants from KwaZulu-Natal, South Africa. Owners, managers, and employees of tourism businesses were among the eleven people selected to participate in this study. Purposive sampling was used to select study participants from the tourism industry since it was believed that these individuals were skilled in the industry and could thus provide information on the significant issues it faces. The focus group session took place on September 28, 2021, after the design thinking workshops on August 10 and the individual interviews on August 24 and 26. The focus group session lasted for about 2 hours, while the average interview time was about 55 minutes.

The main objective of this study was to comprehend the difficulties encountered in a tourism setting because this laid the groundwork for the other research goals, which included figuring out the function of design thinking in the tourism industry and in leadership. Key players in the tourism sector were questioned to better understand how these issues affect the industry. Prior to collecting data, each participant was required to complete an informed consent form, which the researcher acquired ethical approval for. This study's goal was to comprehend the difficulties the KZN tourism industry faced. All study participants were believed to have previous employment experience in the tourism industry, which greatly aided the study's effectiveness. Each participant was expected to respond to all interview questions

Design Thinking as a Strategic Lever in Promoting Tourism in KwaZulu-Natal, South Africa

Table 1. Details of participants

#	Current Role	Business Sector (within Tourism)	Experience
1	Manager	Hotel and Accommodation	5-10 years
2	Business Owner	Hotel and Accommodation	10 years +
3	Staff Member	Media	5-10 years
4	Business Owner	Events Management	10 years +
5	Business Owner	Food and Catering	10 years +
6	Manager	Tourism Hospitality	5-10 years
7	Manager	Chamber of Commerce	10 years +
8	Manager	Chamber of Commerce	10 years +
9	Manager	Hotel and Accommodation	10 years +
10	Staff Member	Municipal/Governments	10 years +
11	Business Owner	Tourism - Souvenir and Crafts	10 years +

in addition to being given the opportunity to remark on additional issues related to the research topic. The interview questions were created and organized in such a way that the researcher could gradually record responses from participants that were straightforward, simple to understand, and concentrated on the goal of the study. Each participant's details from the design thinking workshop, focus group and interview sessions are listed in Table 1.

The option to freely share their ideas, opinions, and experiences regarding the research topic was provided to the study participants. Avoiding coercing the participants into providing responses that were deemed appropriate for the research study was crucial. It is essential for the researcher to have a thorough understanding of the research subject being addressed in order to ask the participants the proper questions. Participants were free to speak freely about their thoughts, experiences, and feelings relating to the research topic without feeling under any obligation to frame their explanations of the topic in terms of more general social norms and preferences. Every interview was digitally recorded to make sure all the data was appropriately gathered. To identify themes and patterns in the data resulting from the viewpoints of the participants, the researcher used a thematic analysis.

Before beginning the research study, the researcher ensured the study's credibility by reserving their own opinions about the study, being aware of the participants' expectations and interests, and allowing the data gathered from the interview and focus group sessions to be expressed freely. The researcher made it easy for participants to express their thoughts, expertise, and practices. The study findings ultimately represent the perceptions and experiences of the participants.

3. RESULTS AND DISCUSSION

3.1. Demographics

A focus group discussion, a design thinking workshop, and semi-structured interviews were conducted with 11 participants. These included the workers that do their duties on a daily basis in the tourism industry. The main aim of this study was to aimed to establish the role of design thinking as a strategic lever in boosting tourism in KwaZulu-Natal. The likelihood that every study participant had prior experience working in the tourism industry considerably boosted the study's applicability. Two men and nine women made up the participants. Eight participants in the focus group session and those who were interviewed had more than ten years of work experience in the tourism sector, while the remaining three had between five and ten years of experience. These depictions showed that the research participants had worked in the tourism sector in the past and were able to relate that experience to the stated research issues. All participants were found to have worked in the tourism sector for more than five years, qualifying them to understand the current challenges in their environment. None of the participants had less than five years' worth of experience in this industry. Participants who meet these requirements almost likely convey their responsibility and expertise in their industry.

3.2. Design Thinking Initiatives That Can Be Implemented to Improve Resilience And Sustainability

The implementation of design thinking for resilience and sustainability was dependent on the following:

Governance

Governance was ranked as a key factor and was informed by the following:

Leadership

Design thinking starts with leadership, as leadership needs to drive the concept across the organisation. They should encourage staff accordingly and define the frameworks and resources thereof. A participant mentioned:

"And with the challenges that we are facing, design thinking is exactly what you as a leader you will need in the sense of problem solving. In a sense of being able to meet whatever requirement that is necessary to be met, but like when we do what

28

we call the quarterly reviews, we are being asked how is your performance and how come you haven't met your target. Its not merely saying you are being and under estimated, but they are So they looking at what other values can they add towards your entity in order to generate more revenue to be able to meet the target that they have for you" (Participant 9).

Another participant stated that leaders should encourage and empower people to generate ideas and designs, by stating:

"So I think the leaders should be more permissive and let the people apply their own thinking in the process so that we can have much more of designing" (Participant 1).

Policy and Framework

A few participants indicated that policies should be defined accordingly to incorporate design thinking. Similarly, frameworks should be introduced so the organisation will have a solid framework for design thinking. This can govern the processes thereof. A participant stated:

"It, applying that design thinking, should actually be published as a policy so that you can be extremely disciplined for the benefit of the organization. But sometimes the ideas, they come up and everything and they we sit and talk and then they are filed away and that's the end of them" (Participant 1).

The above statement indicated the need for design thinking to be implemented in such a manner that it is measurable and forms part of governance principles, as there would be direction and guidance on this process, as well as it being documented to measure the progress, performance and accountability thereof. Similarly, by making this process about taking responsibility effectively, another participant affirmed:

"I will say a method that can be used is to establish a framework, a RASIC (Responsible, Approving, Supporting, Informed and Consulting) framework in which design thinking can be applied, where people know who is responsible, who's accountable, and who needs to be informed, and who needs to be consulted. So in that way, we can promote that much faster by applying the RASIC matrix" (Participant 3).

Introduced at All Levels

Participants expressed a desire to have design thinking introduced at all levels, from top-to–ground level, as this will allow every person to have an understanding of what it is. A participant proclaimed:

"I think design thinking need to be taught more because it's only now that I hear about it. I didn't know about about design thinking before this program. So I think it needs to be introduced in all different departments of the organisation, then it will make life easier in working environment, for any department. It needs to be introduced at all levels" (Participant 9).

Government

However, Government also has a role to play going forward. Government should ensure that the right resources and infrastructure is available to support design thinking for organisations. These participants share the view that Governments play a significant role in this process and should make concerted efforts to help industries to flourish:

"I would say more a lack of understanding than reluctance, simply because when you look at countries such as India and others, as much as they have the problem, they have been very progressive in terms of their policies. So it comes down to government and they and the slow pacednessin terms of keeping up you know, if you want to be a lot of a lot of them talk about Fourth Industrial Revolution. And I think they were one of them were asked was awesome TV. So what does Fourth Industrial Revolution mean? And they couldn't answer" (Participant 3).

"Yeah, so it's that lack of knowledge, like you mentioned, the lack of understanding of it. And yeah, it's hampering the economy. It's hampering us as a nation. And it's, and at some stage I was I was also trying to look at doing a comparison of countries that followed the Industrial Revolution policies" (Participant 6).

Communication

To build cohesiveness, participants ranked Communication as being of utmost importance. Communication needed to be open and transparent. Communication could foster idea generation. The following statements expressed the views of participants:

"There must be more engagement between our structures, between management structures. And basically develop a policy whereby, you make it a very strategic intent with like, so that it doesn't sit in a shelf or on some file on the computer, but it's basically practical that you actually engage on it and you get a resolution and if there's no resolution. You continue engaging until you get a resolution to resolve the problem" (Participant 1).

"We also need to strive to constantly enhance how we communicate or how we market and reach our customers" (Participant 6).

"We need to have a forum where you can discuss issues. And you can also learn you can be taught as a leader on what's new, what's our new ideas that the people have, and also be able to give instruction, it's vice versa, of so it's not like a one way kind of communication" (Participant 9).

"And I think to support my earlier argument about promoting constant communication and engagement" (Participant 8)

"I think the most important part is communication. When I say communication, I am looking into what we are getting in terms of product development, and there is a lot of work that we are doing but it never is communicated out there. So people can actually see what we are doing, the only thing that does interrupt our processes, and also our thinking is, we get a lot of negative information filtering through to our organization" (Participant 2).

"Most of the good work that we're doing needs to be communicated out there, even internally as well. I see in biodiversity, I think they are doing a good job. See, there is quite a number of write-ups coming up. But there's none that talks to tourism most of the time" (Participant 2).

Collective Approach

A collective approach was needed to implement design thinking. This meant that everyone should be included, even staff at junior levels. Whilst executives drive strategy, they may not know how things operate at the ground level and therefore such levels should be part of the approach. This can allow for a comprehensive strategy to design thinking. The following statements expressed the views of participants:

"I think it boils down to us as managers and executive engaging. Especially when it comes to initiatives for the organization, the marketing team, and whatever team

that forms part of the tourism. When it comes to design thinking, and we sit and whatever design thinking that we come up with, that is maybe how we can resolve problems, or we cannot deal with whatever challenges we are facing, that it's not just something that we sit and talk about. It's a shame if we just we sit and we talk about it, then it goes into the shelf and it's not being put into practice" (Participant 1).

"I think the most important one would be involving all, in an operation like ours, involving all of the staff, especially staff at junior levels, because there is a lot of knowledge that they possess as people who deal directly on a day to day basis with our clients. So I think involving everyone that's involved in our business in terms of the ideas that we generate. I believe really it is a winning strategy. We want to base our operations on the customers' needs. So I couldn't think of a have a better strategy and to make that a culture for the organization. If your staff are trained and adapted to look at the customer's needs at the first instance, then then it creates a winning formula throughout the resort throughout the organization" (Participant 10)

"Design thinking should also be a collective effort applicable at all levels within an organization, not just at an executive level. I might be at leadership but my views might be obsolete. I need to get other. Collective input for my decision to be relevant. And if I have for example an idea, I need to bounce it off. To look into the practicality of it, I need to bounce it off with my team. And I think teamwork is very critical in this regard" (Participant 4).

Relationship and Understanding

Relationship and understanding was also important.

Forge Understanding

A few participants expressed the view that Understanding must be forged so that everyone understands the concept and how the process unfolds together with their role. The contributions were as follows:

"especially the communities around our protected areas, we can use that to engage with them to, you know, to make them understand where we're coming from and what is the what is our role as the organization, so that they understand how we doing what we are doing" (Participant 5).

Another participant felt that it was equally important to understand customer needs:

"The reason for the company has been in existence, you need to have a deep understanding of customers and their needs and engagement with your stakeholders" *(Participant 1).*

The above statement correlated with the view of Kwon et al. (2021), who postulated that the deeper the understanding and engagement with the customer goes, the more the product and service offering aligns with the customer's needs.

Relationship Building

Relationship building with necessary stakeholders surfaced in participant responses as being rather important. The data collected contributed the following to the importance of relationship building:

Clients

Clients are the heart of the business and hence strong relationships with clients are very important. Therefore, design thinking included this component of client orientation in order to derive feedback and value. A participant stated:

"I think for one is to encourage visitors, like we said, After everything that is happened, visitors are resistant to come back to the resorts, I think is to encourage them to come back to our facilities, and enjoy the benefits of what we're offering. And by doing better, you're going to use design thinking to do that encouraging" *(Participant 2).*

Listening and acting on client concerns can lead to more strategies being created. This was expressed by the following statement:

"Besides I have to listen to their suggestion, and incorporate those suggestions in our in our strategy. One such example is our booking and refund process. Some clients are saying that we have a very prolonged process that you guys are having, which need to be reviewed. And, and I agree with that, I mean, it should be done very quickly without them having to write to us three email five emails. So that engagement should be more efficient, given the advancements of technology and stuff like that. So basically, it's systems that need to be upgraded and more sophisticated, and more modern" *(Participant 5).*

A participant also mentioned how there needs to be a continuous process of engagement:

"We also need to strive to constantly enhance how we communicate or how we market and reach our customers" (Participant 6).

Stakeholders

Relationships with other stakeholders are also important. This includes community stakeholders, funders, services providers and other inter-related relationships of the Tourism sector. The views from participants included the following:

"I think there's quite a few initiative that one can come up with, but for now is, is the relationship with the community and other stakeholders like Ismangaliso and others our relationship is with our guests, so they need to know our product very well, and they know what we are doing with our product offering" (Participant 5).

"Obviously, what can be done is to reach out to the community and to participate like, to involve a lot of stakeholders into the process, not doing it alone. And to be able to identify your target audience, you need to know what the reason for the company's existence" (Participant 2).

3.3. Design Thinking vs Challenges Faced by the Tourism Sector

This sub-theme examined the ability of design thinking to address the challenges faced by the Tourism sector. It was found that it can address challenges based on the following factors:

Implemented at all Levels

The view from multiple participants was that design thinking should be implemented at all levels, as outlined below:

Operational Level

Design thinking must be implemented at the operational level in order for processes to be quicker and for decision-making to be informed at that level. A few participants affirmed that:

"Design Thinking should be implemented at all levels - operational level as well, because they face different types of challenges, which some of them might be aware of, and many of might not be aware of, it will never come to my attention. So they

can use such assistance to then inform their decision and, and the implementation of the decisions. I know, especially in our environment where we work, you know, in teams that they basically on top of each other for like a whole two weeks, and then they go home, it can get very frustrating" (Participant 3).

A view surfaced that it is essential for design thinking to be introduced and implemented at an operational level. The participant mentioned:

"At an operational level, because it's unlike you and I, when we finish work, we go home, we will see our family, we don't have to worry about seeing the other people and then come back tomorrow, these people on top of each other and very often I've had issues among staff, staff not liking management management being accused of this and that. And yeah, it would help management at operational level to consider the the human aspect of it in decision making at an operational level" (Participant 10).

Ground Level

Similarly, design thinking at ground level would be helpful. It does not have to only be a top-down approach but also bottom-up because nobody knows the ground level better than the staff at the bottom. Management has an overall view but not a ground-level view. They need to sit down with staff at that level to understand the happenings and issues. The views from participants revealed:

"I don't know how it's gonna work. So if they sit down with us, because sometimes the problem with the companies especially in the tourism sector, what I've noticed is that the executive will sit and make decisions for the resorts or for the hotels or for without sitting down with the managers because we are on the ground. And we know what's happening on the ground. So if we're going to make the design thinking work, we need to be part of the team that's going to be working around that because we are the ones that are on the ground. We are the ones that know what's gonna work and what's not going to work. At least when you talk to somebody on the ground, then I think that that design thinking will work even much better" (Participant 1).

"And further than that, it need not to be a top down approach only, but it also needs to be a bottom up approach. So that is also always like feeder. People should not feel that their contribution cannot be listened by the leadership. So it needs to be a bottom up approach as well to continue and evolve, you need to create a vacuum, create a feeder portal as such, whereby ideas can be thrown into it and, and it could be discussed at a at a broader level to the benefit of the organization" (Participant 4).

Change Management

Change must be enacted and managed in line with design thinking. In other words, design thinking would not work if changes were not made accordingly at all levels. A participant spoke about embracing change and plugging any identified gap according to the customer's needs:

"So we need it to first understand properly the changes that are taking place globally. And through that we'll also understand what people are really looking for. You know it's about revising our approach and marketing our content using the best possible technology. I certainly feel that design thinking will help to tap into that marketing potential and do things differently" (Participant 6).

Another participant felt that design thinking could help with staff development:

"So it's about that flexibility that is required but also the training of our staff and their mindsets because other people they're stereotyped and it will take some time for us to be able to change the way they think according to the new times and the needs of the customers. So definitely design thinking can help with upskilling of staff and the development of personnel within the tourism sector" (Participant 9).

Collective and Collaborative

There must be a collective approach with built in collaboration.

Collaboration

Collaboration becomes the focal point to ensure a collective response. This entails collaboration with all stakeholders, inclusive of management, staff at all levels, customers and external. This is because all inputs can be taken into account and the Design Thinking approach can be built on various ideas, thereby generating a diversity of solutions. Multiple participants shared similar views:

"And it will, it will unlock the doors if we work as a team, you know, they it's not like you are on the ground. If we sit together in this design thinking process, then it's is going to work wonders, it is going to even bring back the customers that we have lost, or even new customers that have never been to the area" (Participant 1).

"Those are the people that you need to be looking at. And also, including some of the stakeholders that we have, that we have been working with as well. It's the

stakeholders as well. So involvement of them and their input is equally valuable, and will make a greater contribution to addressing our challenges" (Participant 5).

"I think one of the issue or a challenge that was pointed out was in regards to the community. We know when our facilities were established, I think it's clear to everybody that no there was no involvement of the communities. So I believe that design thinking will assist the organization in making sure that every product that we have or that needs to be introduced, the communities as well get involved. So they can also have an input on whatever products that need to be established within our parks, because at the end of the day it is their land, and they need to see their contribution, be part of the strategy for the organization" (Participant 4).

"That's what design thinking is about, a lot of collaboration and synergy between tourism service providers, and making it a sort of a one stop solution for the end user. So design thinking can be used to create that synergy and make everyone work together for the benefit of the consumer at the end of the day" (Participant 2).

Collective Platforms

However, in order to facilitate collaboration, collective platforms for engagement need to be created. This includes consultative platforms, meetings, feedback mechanisms and platforms that promote people working together. A participant expressed the need for a more inclusive and consultative process unfolding in order to address matters and to find a resolution, by adding:

"It shouldn't be a top down approach, but other more consistent, more consultative approach, whereby you sit, and you put the problems on the table, and you resolve it with the design thinking. And then you alleviate all the problems that you have in a very consultative manner, in a consultative forum, but also come up with new product offerings as well. So you can do things differently" (Participant 1).

Another participant asserted the need for the tourism sector to have a collective forum:

"But we were in process of creating platforms whereby we all get to sit and discuss issues that we face in the tourism industry, as well as investors, because those are stakeholders in the industry, and certain identify how they can combat the issues that we're facing. So if you want to get that to work, I think we need to work as a collective, someone somehow has the answer, we can all just put our heads together and then as to how we can combat that particular issue. So the tourism industry is

not a tangible service, it definitely needs a collective, you cannot do it on your own. What does matter is the tourism industry needs a bunch of people to work together, to be able to render that particular service" (Participant 6).

Customer Feedback and Communication

Customer communication in terms of customer feedback is imperative to determine customer needs, as outlined in other themes as well. A few research participants mentioned:

"I think that getting together as managers on different levels and trying to come up with how to best serve the local clientele because that is what we have at the moment and perhaps using questionnaires and surveys. So we do have we do get a lot of feedback from our customers about what they're looking for. So I think as an organization, perhaps getting together and coming up with ideas on how to capitalize on the feedback that we have because that gives us the exact needs or what exactly they are looking for" (Participant 10).

"I think communication, we must ensure that we communicate effectively to our customers, and what we communicate, what we promise is what we deliver, that's what I'm trying to say. So basically, it's a problem solving exercise, but involving the customer engaging with the customer to see what their needs are, what their problems are" (Participant 2).

The participant added:

"To add not forgetting the human capital, because at the same token, they need to be engaged as well, because I cannot go out and communicate with the visitors and and assume that they will understand it is what I said. So communication is key to the customers. And at the same token, you communicate with the staff as well, internally, as I said, this is where we standing at the moment" (Participant 2).

Understanding

The research outcomes revealed that a common understanding must be forged with all stakeholders so everyone speaks the same language and are on the same page regarding design thinking. Feedback from a participant spoke of the consistency of understanding amongst all involved:

"So everybody, in terms of your management and your staff, everybody is in the know and speaking the same language and having the same understanding, so it's equally important" (Participant 2).

Another participant shared similar views:

"…especially for me as a leader working with a group yet I need to make them understand why we should go to get an old sweater and why you should go collecting all the wires in the streets, in the beach, to produce a fruit holder. Why we shouldn't just go to the shop, and buy those old wires, because actually, if you consider the cost and the pain of going through the garbage, sometimes it is it doesn't make sense. So you need to brainstorm to let people understand why you're doing it" (Participant 1).

3.4. Design Thinking As A Unique Problem-Solving Approach That Is Designed To Generate Value

Design thinking can also be used as a unique problem-solving approach that is designed to generate value in the following ways:

Gap Identification

Design thinking can promote a gap identification as it helps to provide solutions and think outside the box. A participant added:

"So and to be able to identify gaps. Design Thinking helps you identify gaps, it helps you to, to come up with solutions, you know, innovative ways that are going to assist you in business, and whatever sector that you are in. And basically, it's a problem solving, solving approach. It leads you to let you think outside the box" (Participant 2).

Customised and Specific

Customer-specific solutions, services and products can be developed that are suitable to customer needs, thereby creating more individualistic solutions rather than generic. This could be done via a question-based approach by asking customers what they wanted. There were multiple participants who shared a similar view by stating:

"I think it's the fact that it is based on what the customer is looking for. We are here to serve our clients making sure that what the client is looking for is exactly what you provide. And so I think it's a great approach because it takes you to exactly

that thinking, how best do you serve your customers. I feel the design thinking process, when applied, will generate value in the in the eventual solution, in the final solution" (Participant 10).

"I think because as I'm saying it's unique, you look at the problem at hand, and you then design solutions, based on the problem at hand. You don't follow patterns that have been set before, it is thinking out of the box, that's what it is design thinking. For example, if we were to use design thinking, in an organization as far as tourism is concerned, we would look at who can we reach now during the pandemic. We don't really have international travelers because of all the restrictions, it's only the local markets. Then we will design our marketing adverts according to what the South African market wants, we will then look at the finances as well as the economy, people are generally broke, people have lost jobs" (Participant 6).

"I think what makes design thinking so valuable is to obviously to find a problem, think around the problem as to how you can then tackle it, whatever you're facing, whatever the issue is, if there's an issue right now like COVID affecting the tourism sector. And so obviously, we need to now sit down and think, how can we manage this? How can we then as a business, still function" (Participant 2).

3.5. Design Thinking as A Strategic Lever and Management Tool To Develop Strategy For The Tourism Sector

This key sub-theme examined how design thinking can be used as a strategic lever and management tool to develop strategy for the Tourism sector. It was informed by a plethora of sub-themes, namely:

Leadership Level

It should start at a leadership level for the following reasons:

Creating the Definition

Leadership must create a definition of design thinking relevant to the organisation. The definition must revolve around the understanding of design thinking and its applicability. A participant stated:

"However, people need to understand what the design thinking is and how applicable it can be in different areas. Because design thinking is way too broad for it to to be understood. And I don't think it's a popular terminology that is used in the tourism

fraternity, if you can go around and ask all the tourism practitioners and say, What is design thinking? And they will definitely give you multiple interpretations of it" (Participant 4).

Corporate vs Operational

Leadership must instil design thinking in the corporate-level strategy in order for operational strategy to align to it. This can be, for example, how much revenue is needed (Corporate Level), and hence what percentage of occupancy can meet that revenue amount, and what marketing strategy is needed (operational level). The contributions from participants on this sub-point included:

"I normally deal at a corporate strategy level. And at the corporate strategy level how this would probably play out, because we talk about like you said, How much of revenue Do we need, what percentage occupancy we need, how many visitors we targeting, etc. at the corporate level, then at for example, sales and marketing level, I would see them fitting that very easily. For example, we know that the marketing environment has shifted over the last three, four years, a lot towards social media rather than mainstream. So that can easily be implemented" (Participant 3).

But at the corporate level, it's going to be difficult to say, at this point, how does the design methodology work? Look for sure. Some of the aspects will definitely work. Like the empathizing part, the defining part, because defining your problem statement is one of the key aspect, the ideating, what is our ideal position? That that is going to be but again, where I have a bit of a confusion in my own head is the prototyping and testing part. I was saying correct that from a corporate viewpoint, that's what I'm saying it's going to be difficult to go to the last two, because those are normally long-term aspects. But obviously, you use your short-term functional indicators to give you an indication of how you're going year on year. With nothing, I think, from a corporate sort of indicator point of view" (Participant 1).

"So the it's more more subjective in terms of what your what what your what your key desires are as an organization, as opposed to as an operational level where you can be objective about about the execution of those functionalities. Correct. Right. So you're saying that on a tactical and operational level design thinking can be used to use to develop strategies. So it's, it's more applicable day. And on the corporate from a corporate strategy point of view? It's, it can be but it's limited. So you can't go the whole process. Although the I empathize the idea, defining the idea, could play a small part in giving some direction?" (Participant 6).

"At a corporate level your human centered approach is is still there. And from a hospitality perspective, you have to be human centered. I don't believe it can be otherwise. But it kind of then stops or takes a pause at the ideate level. What is your ideal picture looking like? No, I hear you, I hear you. Because it's in the corporate strategy and the corporate stock my point of view, it does stop you can go on through ideas and and make it work when you have certain targets at that level. So yeah, there will be a difference in how it is" (Participant 9).

Identifying New Methods and Opportunities

Design thinking can bring new methods of working and identify new opportunities.

New Areas and Markets

New areas and markets can be reached. design thinking allows for one to be innovative in service and product offerings and attract a new market, especially in times when some markets are threatened. For example, due to COVID-19, accommodation is threatened, but customers can still come for other leisurely activities even if they do not stay for long periods. Hence other activities should be brought to the fore during this time. Participants shared similar views on reaching new markets through enhanced strategies underpinned by the use of design thinking by stating:

"And given that the Tourism sector has been impacted so much by the COVID-19 pandemic, the unrest in the country. So there's been a lot of volatility, both from a COVID point of view. It needs to be re strategize, given the current times that we live in,. Times have changed. You know, I'll make an example. We used to have what we call the Golden Oldies, you know, those like the high high income earners, or the senior citizens that are retired that are willing to spend the money spenders who like tomorrow, versus the what we have now. We call them the black diamonds in the middle, they're no longer coming. And they were willing to spend and deplete them as they come in, but they're not willing to spend because they are affected. So we need to revive, we need to change the way we're doing and then revise and say guys, these are the target markets and they don't have money, how to address this, so that they will come and spend but yeah, things needs to be changed" (Participant 2).

"To add a social media level, which is happening currently at Ezemvelo, not to the scale that one would want it to be, but then this model will fit in quite well. Because then they can, they can sort out, they can empathize, they can define the problem statement, they can ideate, the current the ideal thing in terms of marketing, whereby you have a lot of supporters of friends of Ezemvelo, if you can call it that way. So

friends have Ezemvelo concept ideated, prototype it on Facebook, or Twitter or whatever, within a location, if it works you test it further on the broader market. And you come back and say, What are the lessons learned, etc, etc. So at that level, I think it will work because it's functional strategies going into the operational spheres" (Participant 3).

"My view on design thinking is that it is a strategy or a way of doing things that should definitely be adopted. So basically, if you're using design thinking as a strategy level it will help us as a sector in tourism to break into new ground, into new territory, into new markets" (Participant 6).

New Ways of Operations

New ways of operation can be looked at during the bleak time of Covid. Virtual options can be considered as well especially now as we are embracing the fourth industrial revolution. Externally sourced services can also be enhanced and costs can be saved, but provided that agreements are enforced. Participants expressed the need to modernise their mode of operations by stating:

"The second aspect is, we are looking at new working environment, we looking at innovation and disruption being the key, and both of which require decisions to be made, decisions to be made, taking into consideration various aspects and decisions to be tested very quickly. Because the fourth industrial revolution is characterized by high impact, high velocity changes. It's normal business, don't have the time to make a decision and wait to see what happens a year later, you need to be able to with some level of accuracy, say that if we make this decision, based on the prototyping and testing, this is a direction that we aiming for. And that's basically now taking you to the concept of risk and uncertainty" (Participant 3).

"Some virtual or visual things that people can do, for example, if you apply within the tourism, or ecotourism" (Participant 4).

"Also with regard to some of the activities that we are providing, as I said we also have agreements in terms of the food and beverage, outside service providers doing our food and beverage outlets, we've got curio shops and so on. i mean those are the areas that we believe that if we were to manage them properly using the design thinking, there's quite a lot that can be derived from those agreements. And we can use the design thinking as a strategy to external stakeholders as well to develop strategies, with the different suppliers and stakeholders that we work with along the way" (Participant 5).

"I think it's about time that as some of our areas look at design thinking to improve the situation. I mean, given the fact that we are fortunate as Ezemvelo, because we are a part of the government, when there are so many hotels, how many lodges that are closed at the moment? and i mean, that's purely because they are not having the leverage of applying this kind of a tool that can assist them in terms of coming up with, you know, new ways of doing things" (Participant 10).

Change and Improvement

Design thinking can bring about change and improvement and influenced through the following:

Problem Identification

Design thinking helps to identify problems in a proactive way, which can then lead to multiple solutions for the problem.

"Obviously, the thing is to identify the problem. That's where you need to identify problem because whenever you're applying design thinking, there must be something that you're focusing on, to identify the problem. And then you need to research the problem, then that whole process is designed to research the problem, you find out what caused the problem, how then can you manage it, like you basically research the whole problem. So, you can do this in any sector, even the tourism industry, and it's definitely to be able to conduct the COVID-19 challenge or rather meet any other challenge, you need to apply design thinking, because obviously, there are issues. So, you need to identify the problem and you need to research it" (Participant 2).

Change and Transition

Design thinking helps to embrace change and transition. Organisations are currently in changing markets, and services and products must change accordingly. It therefore allows one to think innovatively in terms of marketing, service, operations and related to accommodate change. A participant mentioned:

"But at the same time design thinking then helps you, with your marketing team, to be able to do special rates and how you can keep the business going. And also, what I realize is, instead of having to have rates that are more for international travelers, you now have domestic rates, then you go according to what people can afford. So it's again, that flexibility that is required by the management to be able

44

to adapt to, so you look at your occupancy level, you do your specials, now and again" (Participant 9).

Another participant asserted:

"Yes, design thinking can be used as a strategy in the tourism industry, even in the marketing industry, because especially when it comes to marketing because marketing needs, it lives and breathes in innovative thinking. The marketing industry needs this, actually tourism and marketing needs a person to think outside the box. People have been used to reading the newspaper, now they don't even want to read that anymore. Now things are available digital, is available on social media, people want virtual stuff instead of tangible stuff" (Participant 2).

Communication and Engagement

Design thinking should be built on open communication and engagement and is guided through the following:

Continuous Engagement

Engagements built on communication with staff and stakeholders can foster teamwork and solution-building to a maximum.

"Enhancing our communication. So if we can enhance communication, training and training and continuous engagement of the team, so that they become part of the solution. So in that way, they own up to whatever solution because this, one of the problems that we've identified is that the concept of design thinking it's relatively a new and foreign concept, so I think continuous communication and engagement and that can help address that" (Participant 3).

Customers

Engagement with customers will allow for their views and perceptions to inform their needs, which can be factored into design thinking.

"I think it's an excellent approach. I truly think so. Like I said, my management style really is focused on where we're going, right, where are we going wrong? What are our customers saying? Where should we be focusing on at this time? And where we are in terms of our projections, where do we want to be investing our fund (Participant 10).

Customer Focus

Customer focus is the crux of design thinking. The following is how design thinking can enhance the sector based on this. It is based on the following:

Customer Service

Design thinking can enhance the customer service if one puts themselves in the shoes of the customer to understand their needs. This can build customer loyalty. This can include improving service offerings, operational efficiency, comfort, pricing. A participant mentioned:

"In terms of customer service, I honestly believe, listening and knowing exactly what people are looking for, and looking at what the majority of your customers are looking for, and then basing your activities, your daily operational activities on that making sure the room is comfortable. Making sure the reception at the gate and at reception is what it should be. And then that actually, in my opinion, is the winning formula. That's what's going to keep people coming back" (Participant 10).

While another participant affirmed:

"I definitely think so, even though I'm just trying to think of an appropriate way of putting it. One of the most important processes for me with design thinking is coming up with ideas. So in management at any given time, you have got to always come up with ideas and solutions and you spoke about putting yourself in the shoes of others, in the shoes of our customers, so understanding what the customers' needs are, and then developing a marketing strategy from these needs" (Participant 6).

Repeat Customers

Repeat customers can be an ideal source of ideas because these customers are obviously happy with the service, which can be used to attract more customers.

"When we are clear about what, especially repeat customers, are looking for, we can streamline our message that we send out to the public based on that, as well as finance, which areas of our operations needs the funding the most and what needs improvement the most? So yes, I believe so, design thinking can be used to develop strategies" (Participant 10).

Tourism has enormous potential for accelerating sustainable growth in all economic sectors (Khan et al., 2020). A number of issues confront the South African tourism industry, acting as roadblocks to tourism development and undermining the goal of using tourism as a catalyst for socioeconomic reform. The key barriers have already been addressed in the policies, institutions, legislation, and other regulatory frameworks that govern the various problematic tourism areas (Mogale and Odeku, 2019). There aren't enough existing tourism-related businesses to form partnerships with local communities, and there aren't enough incentives to support private firms that create jobs and boost local capacity development (Mogale and Odeku, 2019). According to Van Huy (2021), both the public and private sectors needed to form strategic partnerships to overcome barriers to collaboration in order to reap greater benefits from tourism. Furthermore, tourism promotion has been identified as an important strategy for economic development, community development, and poverty alleviation in developing countries (Mogale and Odeku, 2019). The design thinking approach has gained traction in the tourism industry, with the goal of providing a better visitor experience and improving tourism service quality (Tung, 2021). Furthermore, the government has a critical role to play and the responsibility to collaborate with as many stakeholders and role-players in the tourism industry as possible (Bojanala, 2021).

4. CONCLUSION AND RECOMMENDATIONS

The study's main contribution was aimed to establish the role of design thinking as a strategic lever in boosting tourism in KwaZulu-Natal. The study found that participants were quite willing and eager to embrace design thinking as it provided a flexible process to deal with various issues in this setting. The majority of participants indicated their willingness to implement design thinking immediately, however it was stressed that a culture of design thinking was required to be created throughout all levels of the organisation. The participants from this sector provided a range of initiatives to support this objective. These initiatives, as expressed by the participants, will drive the implementation of design thinking in this sector and align with improving resilience and sustainability for business in this sector, as represented in Figure 2:

Nine (9) key *initiatives* were identified in this study, namely:

- Leadership
- Policy and Framework
- Alignment
- Introduced at all levels

Figure 2. Design thinking initiatives for the tourism sector
Source: Constructed by the researcher (2022)
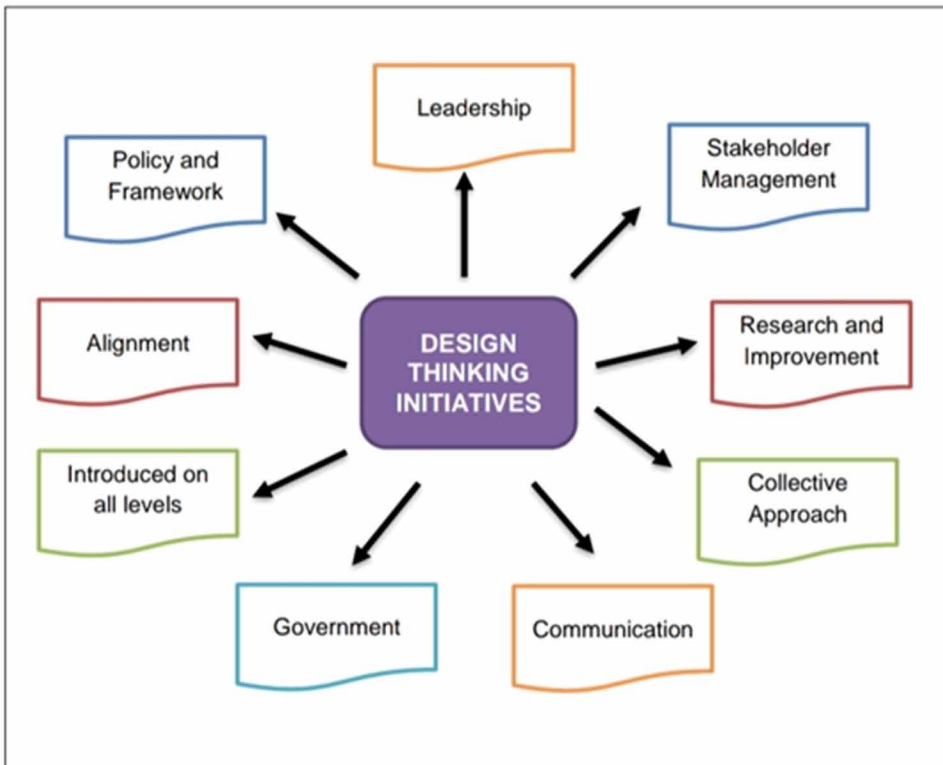
- Government
- Communication
- Collective approach
- Research and Improvement
- Stakeholder Management

Leadership is essential since the idea needs to be communicated throughout the company. They should set up frameworks and resources to help them while motivating people in this way. In order to incorporate design thinking, new policies from need be effectively established. Similar to that, frameworks should be created in order to give the organization a strong framework for design thinking. This can be used to manage the associated procedures. The company must align policies and frameworks after they have been developed since alignment is what makes processes happen.

The study also showed that in order for everyone to understand what design thinking is, it must be introduced at all levels, starting at the top. In the future, the

government must also contribute significantly. The government should see to it that businesses have the infrastructure and resources necessary to support design thinking. The tourism industry should start strict interaction forums with the government. The results indicate that governments have a significant impact on this process and should work hard to support the growth of industries.

The results of this study indicated that communication was regarded as being of the utmost importance and that it was necessary for it to be effective. Idea generation, an essential component of design thinking, can be stimulated by communication. Teamwork was needed to incorporate design thinking. This implies that everyone should be involved, even entry-level workers. Executives are responsible for strategy, but they might not be familiar with how things actually work, so they should be involved as well. This might offer a more comprehensive method of design thinking. In this study, a wide range of opinions that research leads to advancements emerged. As a result, activities to gather in-depth perspectives will be needed, including survey techniques, market research, varied perspectives and perceptions, and customer feedback. In general, relationships emerged as being crucial, especially with other stakeholders. This includes local stakeholders, financiers, investors, service providers, and other interdependencies associated to tourism.

Strategic management and design thinking have recently drawn a lot of attention. The world's largest strategy consulting firms increasingly include design as one of their services. For the purpose of implementing design thinking into their organizations, executive and operational levels, establishments, product and service offerings, and eventually in customer feedback and engagement sessions, the researcher has developed a model for the tourism industry (Figure 3). This summarizes the contributions of this research study.

This study aimed to identify design thinking's potential as a strategic tool for KwaZulu-Natal tourism promotion. The researcher has been able to pinpoint important tactics that are applicable to both leadership, human resources and tourism thanks to the useful outcomes. The data that emerged from this analysis provided appropriate justification for such plans to be developed given the issues affecting the tourist sector at now. The researcher then defined the strategic outcomes that will be appropriate for each of the key strategies stated for this industry. The model shown in Figure 3 has been created and is being recommended for the tourism industry and its leadership to strategically address their difficulties through the efficient application and usage of design thinking. Human Resources' goals are already aligned with those of Design Thinking - to improve user experience. It provides opportunities for human resources teams to lead a disciplined, streamlined, and effective process that adequately addresses employee concerns. This simple yet effective methodology has resulted in increased employee satisfaction, productivity, and engagement (Chaterjee, 2022). The human resources department is also in charge

Figure 3. Design thinking model for the tourism sector
Source: Constructed by the researcher (2022)
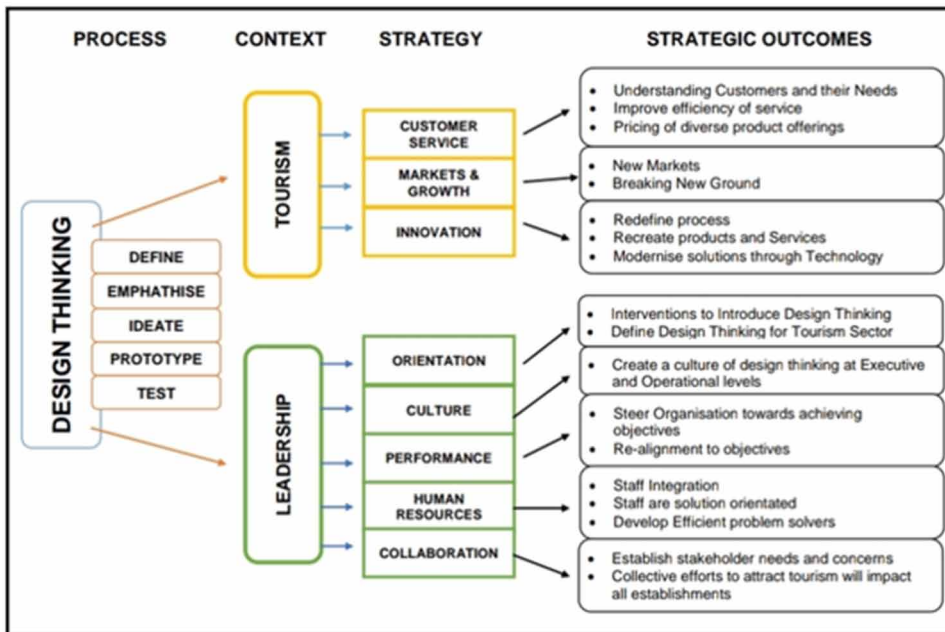
of ensuring that the employees and the company have a harmonious relationship. Communication between employees and employers is not well structured, as is common in business organizations. A lack of a proper communication channel can result in a variety of problems. The human resources team ensures that both parties stay connected and that communication is possible between them. Design thinking can help to improve this process by emphasizing issues that are important to both parties. Using Design thinking methods, the human resources team can assess the situation and devise solutions that satisfy all parties (Chaterjee, 2022). Human resources' objectives are already aligned with those of Design Thinking - to improve user experience. It provides opportunities for human resources teams to lead a disciplined, streamlined, and effective process that adequately addresses employee concerns. This simple yet effective methodology has resulted in increased employee satisfaction, productivity, and engagement (Chaterjee, 2022). As human resources departments are constantly implementing employee-related programs, processes, and procedures within organizations, design thinking in human resources would eventually lead to overall competitive advantage and organizational excellence. A Design thinking approach can help make these activities more employee-centric and thus more effective (Sivathanu, 2019). In the design thinking process, a variety of

50

iterative divergent and convergent processes are employed. The researcher further suggests that if the tourism industry collaborates and engages with key stakeholders within their own circle and surroundings, this strategic model can be employed with numerous customized strategies that may be recognized by the industry.

This research could be useful in identifying relevant issues and suggesting solutions to boost the success of a tourism setting. The limitations of this study must be understood. One of the major flaws in this analysis was the impact of the COVID-19 epidemic on the tourism sector. Due to the substantial participation required, it was challenging to identify the interested people. Additionally, the study was limited to KwaZulu-Natal's tourism industry. This was done to keep the study's time and cost under control. The qualitative research methodology was used in this investigation. There is certainly need for more research, perhaps with approaches that are more effective than those used in this study. The many distinct themes and sub-themes found in this study should be examined in future research employing a quantitative methodology.

REFERENCES

Akay, E., & Demirel, A. G. (2018). Transformational Leadership and Innovation: An Empirical Study of Direct and Indirect Effects in HR Consulting Companies. *International Journal of Business and Management*, *13*(1), 131–142. doi:10.5539/ijbm.v13n1p131

Ayala, M. (2019). What is Design Thinking? *Medium.* https://medium.com/swlh/what-is-design-thinking-bafbfd454f23.

Bojanala. (2021). *On the Road to Recovery*. Department of Tourism. https://www.tourism.gov.za/AboutNDT/Publications/Bojanala%20 Jan%20to%20March%202021.pdf

Brown, T. (2008). Design Thinking. *Harvard Business Review* https://hbr.org/2008/06/design-thinking.

Çeviker-Çynar, G., Mura, G., & Demirbao-Kaplan, M. (2017). Design Thinking: A New Road Map in Business Education. *The Design Journal*, *20*(1), 977–987. doi:10.1080/14606925.2017.1353042

Chatterjee, M. (2022). *How to use Design Thinking in Human Resources*. My Great Learning. https://www.mygreatlearning.com/blog/use-of-design-thinking-in-hr/

Dam, R., & Siang, T. (2019). *What is Design Thinking and Why Is It So Popular?* Interaction Design. https://www.interaction-design.org/literature/article/what-is-design-thinking-and-why-is-it-so-popular.

Dam, R., & Siang, T. (2021). *5 Stages in the Design Thinking.* Interaction Design. https://www.interaction-design.org/literature/article/5-stages-in-the-design-thinking-process

Diethelm, J. (2019). Embodied Design Thinking. *Journal of Design, Economics, and Innovation*, *5*(1), 44–54.

Dunne, D. (2018). Implementing design thinking in organisations. *Journal of Organisation Design*, *7*(16), 1–16.

Friedlander, J., Murphy, L., & Lesley-Ann, N. (2021). New approaches to social innovation: design thinking theory, practice and critique. *13th International Social Innovation Research Conference "Enabling the change! Social innovation and enterprises for a better future."* E4Impact Foundation Università Cattolica del Sacro Cuore (Milan)

Gopinathan, S., Kaur, A. H., Ramasamy, K., & Raman, M. (2021). Enhancing innovative delivery in schools using design thinking. *F1000 Research*, *2021*, 1–13. PMID:35035891

Hacker, L. (2019). Creating Empathy in. *Medium.* https://medium.com/accpl/creating-empathy-in-design-a65f9c5f44cc; .

Henseler, J., Guerreiro, M., & de Matos, N. (2021). The interplay of marketing and design. *Review of Managerial Science*, 1–9.

Hernández-Ramírez, R. (2018). On Design Thinking, Bullshit, and Innovation. *Journal of Science and Technology of the Arts*, *10*(3), 45–57. doi:10.7559/citarj.v10i3.555

Ivanova, D., & Vodenova, P. (2018). Design Thinking as a Innovation Tool in Organisation. *Innovation in Woodworking Industry and Engineering Design*, *1*(13), 25–32.

Jamal, T., Kircher, J., & Donaldson, J. P. (2021). Re-Visiting Design Thinking for Learning and Practice: Critical Pedagogy, Conative Empathy. *Sustainability*, *2021*(2), 1–25. doi:10.3390u13020964

Kleinsmann, M., Valkenburg, R., & Sluijs, J. (2017). Capturing the value of design thinking in different innovation practices. *International Journal of Design*, *11*(2), 25–40.

Kummitha, R. K. R. (2019). Design thinking in social organisations: Understanding the role of user engagement. *Creativity and Innovation Management*, *28*(1), 101–112. doi:10.1111/caim.12300

Kwon, J., Choi, Y., & Hwang, Y. (2021). Enterprise Design Thinking: An Investigation on User-Centered Design Processes in Large Corporations. *Designs*: 1 – 14. https://www.mdpi.com/journal/designs

Mahlakoana, T. (2019). SA can achieve economic growth of at least 5%, says Ramaphosa. *Business Live*. https://www.businesslive.co.za/bd/national/2019-01-29-sacan-achieve-economic-growth-of-at-least-5-says-ramaphosa/.

Marion, T., Cannon, D., Reid, T., & McGowan, A. M. (2021). *A Conceptual Model for Integrating Design Thinking and Lean Startup Methods into the Innovation Process*. Proceedings of the International Conference on Engineering Design (ICED21), Gothenburg, Sweden. 10.1017/pds.2021.4

Matthews, J., & Wrigley, C. (2017). Design and Design Thinking in Business and Management Higher Education. *Journal of Learning Design*, *1*(10), 41–54. https://www.researchgate.net/publication/312184607. doi:10.5204/jld.v9i3.294

McCarthy, S. (2018). Good design doesn't just happen. *Medium*. https://medium.com/@loft27design/good-design-doesnt-just-happen-7602358096e5

Mogale, P. T., & Odeku, K. O. (2019). Reflections on Major Challenges facing Tourism Sector in South Africa. *African Journal of Hospitality, Tourism and Leisure*, *8*(3), 1–16.

Munyai, K. (2016). Design Thinking: A Methodology Towards Sustainable Problem Solving in Higher Education in South Africa. *International Conferences ITS*, (pp. 306 – 310). ICEduTech and STE

Naiman, L. (2019). *Design Thinking as a Strategy for Innovation*. Creativity Artwork. https://www.creativityatwork.com/design-thinking-strategy-for-innovation/.

Ní Shé, C., Farrell, O., Brunton, J., & Costello, E. (2022). Integrating design thinking into instructional design: The #OpenTeach case study. *Australasian Journal of Educational Technology*, *38*(1), 33–52.

Noh, S. C., & Abdul, K. A. M. (2021). Design thinking mindset to enhance education 4.0 competitiveness in Malaysia. [IJERE]. *International Journal of Evaluation and Research in Education*, *10*(2), 494–501. doi:10.11591/ijere.v10i2.20988

Ordóñez, A. S., Lema, C. G., Miño, P. M. F., Lema, C. P. I., & Vega Ma, F. C. (2017). Design Thinking as a Methodology for Solving Problems: Contributions from Academia to Society. 15th LACCEI International Multi-Conference for Engineering, Education, and Technology: "Global Partnerships for Development and Engineering Education", Boca Raton Fl, United States.

Phili, P. (2021). *Rebuilding KZN – 'travel and tourism sector boost*. IOL. https://www.iol.co.za/mercury/news/rebuilding-kzn-travel-and -tourism-sector-boost-1fc58569-e364-4384-8fb6-316fa0076289.

PWC. (2020). *Impact of trade disrupting COVID-19 on South African business*. PWC. https://www.pwc.co.za/en/assets/pdf/impact-of-trade-disrupti ng-covid-19-on-sa-business.pdf;

Qian, D. (2019). *Design thinking as Strategy for Business Innovation*. The Martec. https://www.themartec.com/insidelook/design-thinking-strateg ic-business-innovation.

Ramanujam, H., Ravichandran, B., Nilsson, S., & Ivansen, L. (2021). *Barriers and Opportunities of Implementing Design Thinking in Product Development Process of a Business-to-Business Company*. Proceedings of the International Conference on Engineering Design (ICED21), Gothenburg, Sweden. 10.1017/pds.2021.55

Razzouk, R., & Shute, V. (2012). What Is Design Thinking and Why Is It Important? *Review of Educational Research*, *82*(3), 330–348. doi:10.3102/0034654312457429

Ribeiro, A. E. L., & Souza, R. S. (2021). Design Thinking as an Approach to Foster Recife's Creative Tourism. *International Conferences ICT, Society, and Human Beings 2021*: 95 – 101.

Romslo, B. (n.d). Design methods to innovate and solve service-related problems. [Internet: https://www.ntnu.no/documents/10401/1264435841/Article_Romsl o_final.pdf/3fdfc77a-171d-4e47-9e91-c36187f8f6a7; downloaded on 18 September 2020].

Saggia, G. (2017). Harnessing design thinking to drive entrepreneurial impact, innovation. *Biz Community*. https://www.bizcommunity.com/Article/178/13/168948. html.

Shahrasbi, N., Jin, L., & Wei-Jun, Z. (2021, Spring). Design Thinking and Mobile App Development: A Teaching Protocol. *Journal of Information Systems Education*, *32*(2), 92–105.

Shum A. (2018). *Medium.* https://medium.com/microsoft-design/inclusive-design-thinkin gat-microsoft-5509da5f8ac0.

Sivathanu, B. (2019). Design Thinking – A Game Changer in Human Resource Management. *International Journal of Scientific and Technology Research*, *8*(9), 956–958.

Smith, C. (2013). Think Business Design. *Agenda (Durban, South Africa)*, *2*, 15–16.

Smith, C. (2021). Global report reveals the extent of the drop to travel and tourism's contribution to SA economy. *News24*. https://www.news24.com/amp/fin24/economy/global-report-revea ls-the-extent-of-thedrop-in-travel-and-tourisms-contribution -to-sa-economy-20210512

Stark, A. (2019). Tourism the golden ticket to job creation. Biz Community. www.bizcommunity.com/article/196/734/185741.html; downloaded 20 December 2020].

State of the Nation Address. (2019). WCPP. https://www.wcpp.gov.za/sites/default/files/State of The Nat ion Address%202019.pdf; downloaded on 12 June 2020].

State of the Nation Address. (2021). Department of Tourism. https://www.tourism.gov.za/AboutNDT/Publications/State%20of% 20the%20Nation%20Address%20by%20President%20Cyril%20Ramaphos a%20-%202021.pdf; downloaded on 13 September 2021].

Tourism ID. (2017). *Design Innovation Support Scheme for Tourism Industry.* Cordis. https://cordis.europa.eu/project/id/699641

Tu, J.-C., Liu, L.-X., & Wu, K.-Y. (2018). Study on the Learning Effectiveness of Stanford Design Thinking in Integrated Design Education. *Sustainability*, *2018*(10), 2649. doi:10.3390u10082649

Tung, F.-W. (2021). Rediscovering Herb Lane: Application of Design Thinking to Enhance Visitor Experience in a Traditional Market. *Sustainability*, *13*(7), 1–15. doi:10.3390u13074033

Van, H. N. (2021). Stakeholder collaboration in tourist destinations; A systematic literature review. *e-Review of Tourism Research* (eRTR) *18* (4): 571 – 590.

Warner, J. (2017). Design Thinking Centered Leadership. *Ready to Manage*. https://blog.readytomanage.com/design-thinking-centered-leadership/.

Yilmaz, G. (2021). Revitalizing the communication classroom: A case of design thinking. *Communication Teacher*, *36*(3), 216–233. doi:10.1080/17404622.2021.1962934

Chapter 3

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

Kannapat Kankaew

(iD) https://orcid.org/0000-0003-1127-5627

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

Theppaluk Komolvanij

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

(iD) https://orcid.org/0000-0002-3016-9451

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

Benjapol Worasuwannarak

Cranfield University, UK

Rojanard Waramontri

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

ABSTRACT

The aftermath of globalization resulted in people coming to be global citizens. Though, the technology advancement and its adoption in organizations creating and allowing both customers and employees savoring new experiences. Furthermore, technology helps airlines facilitate the task, elevate performance, and accommodate customer's comfort. And yet, the training and development is required for the improvement of human resource competencies. The aims of this study were to: (1) investigate human

resource development approaches that fit for ground service personnel in airline companies; and (2) examine the sense of sustainability implementation during development practices. A mixed method was administered in this study. The structural equation modelling (SEM) and in-depth interview were applied. The sampling were low-cost airlines and full-service airlines operating to and from Thailand.

INTRODUCTION

The whole world experiences together the dramatical changes of technology leading to globalization. Technology instantly connects people, social, and economic activities globally. Subsequently, people around the globe consume and experience rather the same products and services at the same dates and times. Technology allows organization to benefit from the information as to acquire big data for digging insightful consumer needs, behaviors, and predictable the consumer trend. The changing pace, though, commences from Gig-economy (business rely on grand volume of information) to today Quick-economy (business rely on quick, up-to-date information of customer). Additionally, we are in the disruption of unprecedent infectious disease; the coronavirus 19 that pushes human using technology, regulate us for social distancing, and travel restriction for our health safety. Despite the disruption of technology and unprecedented of the pandemic, the awareness of environmental issue also has been raised globally (Kankaew, 2022). It was stressed on the important of lives extinction, scarcity of resources, pollution, and the asymmetry of lives and resources. These problems are causing the world confront with global warming and severe force majeures particularly. Therefore, individual living in the post-modern world needs to be cognizant the world's situation and resilience to adapt. One should become competent in technology usage, recognize health and well-being of self and others, balancing life span, and environmental awareness. Reflecting to organization as a business entity, organization must conduct its business with the awareness of social and environment sustainably in order to obtain legitimacy from society and customers. Like, Zieba and Johansson (2022) stated that firms need to disclose its non-financial impact. It is the corporate sustainability performance toward social, environmental and economic. In conjunction with Deffinika et al (2021) cited the UN has set up and implement sustainable development goals (SDGs) amongst its states' member on social and welfare quality of people. Researchers highlighted the development of human resources of the country that would flourish national development. In the same way, it is essential to manage human resources efficiently and effectively. Organization ought to develop its human resources continuously for competitive edges as well as sustainability. In airlines industry, further, have insufficient policy and understanding to state and assess sustainability. As a result, it leads to incongruous sustainable practices (Zeiba and Johansson, 2022). Further,

Gossling (2020) suggested to rethinking the underpinning of global aviation system sustainably. Thought, the air transport activities are increasing risk on the spreading of disease and one of the causes of global warming. Performing, however, the business sustainably requires willingness and participation from organization's members. As refer to Lorsuwannarat (2013) post-modern organizations are organic and adaptability to the environment, where its members need motivation to drive organization's activities. Wherein airline business, it is the customer service-centric and highly competitive in price depending largely on the market. Airline companies must provide state of the art customer services that depending on its workforces. The workforces could destroy or make the first impression of passenger.

Though, the development is essential for competence workforces who could make a distinct service in complying with airline's philosophy. The good customer service renders good customer experience, satisfaction and the return intention to use services. In consonance with IATA (2013) identified people as product of airline company that are grand important to initiate passenger satisfaction on their first flight experience. Moreover, the airline frontline staff could change the crisis into opportunity. That is to build solid relationship with passenger by immediate helping to solve passenger problems. Also, airline employees are seen as its brand. Specifically, the ground service personnel who meet and interact with the passengers at the first stage of their journey. Henceforth, this study aims to investigate human resource development approaches that fit for ground service personnel in airline company. And examine the sense of sustainability cultivating during the development process. The questions in this study were:

1. What are the most suitable approaches HRD for ground services personnel in airlines?
2. Are there sustainability implementing in the development process?

BACKGROUND

Scholars triggered firms to value its internal resources, as an illustration resource-based view theory (Barney & Clark, 2009) asserting the resources must be valuable, rare, inimitable, complex to replicate, and distinct organizational processes. Human is one of the organizations' primary resources. They are essential elements on creativity, resilient, and energizing organization. Nevertheless, the properly employee development is inevitably. Obviously, organization knowledge derived from human that is dynamic and innovation driving. Thus, the firm should emphasize particularly on the importance of employee's education and talents. While, the job redesigned to lean structure and the participation of workforces in decision-making

has to be implemented (Canary & McPhee, 2011). In accordance with Hamel & Zanini (2020) divulged that the organizations' success requires employees who are creative, proactive, logic problem-solving, and ambitious. Whereas, the job process and assignment could also affect to organization performance. Likewise, in China, evidently, Xing et al (2021) promulgated the innovation stagnant in the service industry due to inappropriate assignment of human capital in working process. In spite of the process redesign and assignment, the workforce development is critical to organization striving to its goals. As a consequent, the capabilities of employees would result to job performance and innovation. The continuous development of organization human resource could also deliver change behavior and attitude of employee. Henceforth, human resource is main components of organization intellectual resources in the new economic era.

Back in the 1990s, (Nadler and Nadler, 1991) explained human resource development (HRD) compose of three activities namely; (1) learning from real experience in the workplace with specific time to develop individual potential for performing the job efficiently and develop personal growth, (2) activities of training underline on current job, and education that accentuate on employee's future work and development, (3) human resource professional role as an expert in learning, facilitating, design and develop learning. The HRD manager furnishes advice, taking care of financial and personal development. The human resource development (HRD) is one of the human resource managements (HRM) as (Noe et al., 2012) distinguished HRM into eight processes enclosing; analysis and design of work, human resource planning, recruitment, selection, training and development, performance management, compensation and benefit, and employee relations. Whereat, the HRD is to develop workforce to become intellectual resource of the company. It comprises of basic skills require for completing the task, i.e. technology, teamwork, and organization operating system (Gold et al., 2013). Human resource development was divided into two paradigms including; (1) learning paradigm composes of individual learning, performance-based learning, and the whole system learning; (2) performance paradigm is the development of performance or each individual by using technology. Literally, the first paradigm was emphasized on human learning and outcomes, the development of performance of employee who have learned, continuous learning that impact to organization performance. And the creation of three level of learning includes individual, team, and organization as a system. Insomuch as, second paradigm incorporate technology into learning and focus on a holistic outcome. It could be both learning and not being learned. That is the integration of non-learning in performing the task segregated from learning system (Swanson and Holton, 2009). It can be concluded that the human resource development in both paradigm enriching the employee basic skills for performing the task, the integration of technology into learning, and the development thoroughly

firm of individual, team, and organization. The development could be in the form of formal learning and informal, but both types are aiming for the organization performance.

Ploy (2018) defined HRD as a process in developing employee and team of organization to ameliorate knowledge, skills and other characteristics in accordance with organization requirements. The HRD activities compose of four systems coupled with training system, educational system, development system, and learning system. After all, each system incorporates different science of knowledge such as learning psychology, perception and motivation, organizational behavior, and organizational development. The development is a kind of learning beyond current task. It is to prepare for the changes and future growth of employee. Further, Sujittra (2014) said the development relating to a set of activities for the purpose of cultivating knowledge and experience to organization members. It is to groom for the changes and organization future need. The key activities were individual training and development, career development, and organization development. The individual training and development deals with the pros and cons that exist in each person. Then, employing the training and development aims to transforms behavior and improve capabilities for better job performance. While, the career development refers to the activities that enhance the relationship of employees' needs and organization's needs, objectives, and goals. This type of development attempts to instruct employee of their position, roles, duties, and growth in their career. That is the growth or organization as a whole. In the other hand, organization development refers to the activities that create relationship within organization for the sake of organization efficiency. These activities concern with organizational structure, roles, and process of change.

As a consequence of technology advancement, organization adopted in service delivery. The organization should align with human resource department to develop the employee technical knowledge in performing the job (Wirtz and Lovelock, 2016). In this sense, the fast changing of global trend from information technology influences society, knowledge, and consumer behavior. Like, Watson and Nelson (2014) identified three characteristics of information inclusive of (1) immense amount of data or volume, (2) speedy of data flow, and (3) various sources and forms of data. Therefore, organization requires sophisticate technology to manage, analyze, and synthesize into valuable information. Besides the amendment of organization's technology, the employee as a member needs to be propre developed and armed with accurate knowledge, skills, and capabilities. As refer to the panel discussion from the 10th annual "Rapee Talk" on the topic transforming learning, the learner should conciliate the dilemma and tension understanding and living in the world of volatile, uncertainty, complex and ambiguity (Thaipublica, 2019). In whatever may, the education seems to develop basic skills for people capability to work, albeit organization requires specific and higher skills precisely in service organization.

Where, the state of the art and customer centric service are highly important for customer satisfaction and competitiveness. Chamorro-Premuzic (2021, November 23) proffered the core keys of digital transformation to organization. One of the primary keys is people. The scholar cited that it is organizational processes and key decisions based on data-driven. That employed technology, data analytic, and performing strategically based on the meaningful data. More importantly, organization could not be transformed without managing people and ensuring people practices in accordance with deployment strategy. Undoubtedly, to transform sustainably organization shall start with HR professionals, line managers, and the development of employees throughout the firm. Construct, then, knowledge-based by administering technology and analyze data into knowledge, linking remote locations, digital rules and regulations, initiative team-based project, and getting deeper insight of customers and stakeholders. More than that is the embedding of open to learn and positive mindset on employees.

Currently, the unprecedented infectious dreadful and mutant disease have ruined socio-economic. Mitigating the spread, thence, social distancing and work from home policies were contrived. Certainly, these policies directly affect the working life span. Specific view of organization, HR professionals have to assist in organizing, planning, and follow up daily operation of all departments to be in line with company's strategy and productivity. Whereas, the healthcare of workforces in both physical and mental must be monitored amid the tough period. Scholars (Burhan et al., 2021) advised to implement the training of employee anticipating to the operation standard requirements in complying with the government regulations. In consistent with Agarwal (2021) presented HRM practices on employees' well-being amid the COVID-19 were training on safety (Vu et al, 2022), stress management, applying HRM flexibility system (Azizi et al, 2021). The job demand and resource model were applied in the study, but still there are other issues should be considered such as family (Carnevale & Hatak, 2020), industry, and society. Further effect of the coronavirus has derailed the organizational fit (Carnevale & Hatak, 2020), decrease in productivity and lack of labor. Therefore, the risk assessment and control shall be discharged (Ambarwati, Yuliastri, & Sulistiyowati, 2022). In view of the fact that safety training for employee was significant to the organizational citizenship behavior positively (Vu et al, 2022). Coping with this tough period Azizi et al (2021), then, suggested organization impose strategic human resource management (SHRM) on talent acquisition and associate to the changes creatively in complying with organizations' resources for serene operation. In addition, the scholars stressed on the occupational health and safety, motivation, satisfaction, and well-being of the workforces. Synthesizing, the vaccine should be covered in employees' compensation and benefit, besides providing safety training. In the intervening period, organization should contemplate to transform during the interference of technology and the

pandemic. The safety training and well-being of employees might not sufficient for the changes rather building new competence and positive aptitude to learn. According to Kankaew & Treruttanaset (2020) mentioned that in the unpredictable changing paradigm the success of organization depending on reshaping its member's mindset towards the development of learning and growth. This will result to behavior change and job high performance. Simultaneously, McKinsey (2021, October 3) advised organization to grasp the opportunity for transformation amid the crisis. Organization should speculate the factors for transforming including; workforces' engagement, building necessary capabilities enriching for the changes, equilibrium of urgency and importance, and transform entirely and expansively. Contemporaneously, Boland et al (2020, June 08) evoked the envisioning of organization post COVID-19 for safe, sustainable and productive workplace where the workforces work happily. The four suggestions were (1) redesign the job process, (2) recategorized employees' roles in view of remote working value, (3) recreating the working spaces to accommodate remote collaboration, and (4) transforming or readjusting its office location and spaces. Noting that these four recommendations, firms are required technology enhancing the transformation. As mentioned earlier that we are in digital era which technology change swiftly.

On the one hand, green human resource management (GHRM) for sustainability was widely gained attention from scholars and society. GHRM is organization figures out the instructions that inspire employees' behavior on environment-oriented. This would lead workforces to use their innovative idea with environmentally friendly contributing to organization and society. The GHRM is exercised to all HR activities enhancing workforce awareness in environment (Ogbeibu et al., 2020; Amrutha & Geetha, 2020; Mousa & Othman, 2020). All the same, Parida et al (2021) identified GHRM having impact to job satisfaction and the flow of working process. Subsequently, the green competencies, green behaviors, and values were set. The green competencies refer to green skills and talents of workforces in enhancing environmentally friendly, the sensitiveness to social issues, and the association of individual and green consumers. Whereas, green behaviors concern with all kind of individual, team, and the entire organization's actions, public, and communities aware of environment. Finally, the green values defined as a unification of a person and firm's values that harmoniously to leaderships' styles associating to the work environment. The symbiosis of leadership with individual and organization would initiate sustainable development and encouraging strategic human resource management (Chams & Garcia-Blandon, 2019). Thereby, HR professionals are able to employ the humanistic green concept within their organizations. Proving by Zaid, Jaaron & Bon (2018) that GHRM practices have a positive impact on firm's sustainable performance, such as green hiring, training and engagement, performance management and compensation. Nonetheless in practical, it might

not easy to perform as expected due to internal and external contexts, for instance; customer behavior, service procedure that align with health safety and security while the service standard was met. Comparatively, in Thailand, organization has practiced GHRM in term of corporate social responsibility. In spite of that, the green competencies have been instructed to all organization members being aware of the use of resources. The projects were manipulated, for example, growing mangrove and wildlife protection, recycling, reuse, water and energy saving program.

Henceforth, the issues for training and development employee during the pandemic crisis should assemble with health safety in both physical and mental, the regulations of the firm in relation to government policies and regulations. On the other hand, the issues for technology disruptive should incorporate with the usage of modern technology, data analysis and synthesis, and how to employ data, technology tools for high performance that is beneficial to organization. On top of that, the awareness of environmental and the project of organization toward environmental issues should be cultivated. Yet, more importantly is the attitude to learn of all employees. Precisely nowadays, the dynamic environment of change, which company could not predict which skills are suitable for the future but having good attitudes will affect employee behavior (Lundberg & Westerman, 2020). On this account, Prawet Maharatsakul (2013) advised HRD planning should exist for instance (1) analyze, plan, and train the workforce to understand and perform the task correctly, (2) financial planning whether the expense incurred affect the firm development, (3) provide incentives for employee such as scholarship for talents, (4) set up coaching, mentor and on-the-job training. Having said that, the learning of individual specifically adults are differed depending on experiences and culture (Wagner, 2018). By such manners, Swanson and Holton (2009) highlighted adult learning philosophy into three perspectives containing (1) human potential that link to the existence, philosophy, and psychology. This camp views the learning improves human potential strive to the goals, (2) value-neutral transfer of information to learn, it refers to the learning that require necessary valuable and necessary tool for knowledge transferring, this camp views learning results to daily problem-solving. The design and training methods have to be administered at initial process for the effective knowledge transfer, and (3) learning was used as a tool to command such as communism use learning to oppress people, culture, and belief. Accordingly, scholars (Crawshaw, Budhwar, and Davis, 2014; Hoy and Miskel, 2005; Siraphatsorn 2016) mentioned learning is an education, training and development that aim to change cognitive, abilities, actions, and interactions of individual. Worthy noted, the continuous learning system in organization is crucial. It is the system that enhance employee acquire new knowledge, skills to apply in the workplace. Significantly, the employee has to comprehend overall organizational process. The learning from

peers was viewed as informal training, it is one of the employee developments for a better job performance (Neo et al., 2012).

It has to be pointed out that employees in an organization are full-grown. Thence, the learning style should be redesigned suitably to adult nature. Each person has their own learning style, so that the learning should be led by experiences. Therefore, the cooperation of learners is significant. The dialogue among participants during the training comes from real-life problems. And, that problem issues raised in the dialogue considered as primary resources. For greater training results, the International Air Transport Association- IATA (2017) recommended the training environment must be comfortable, safe, and learners were encouraged and facilitated dialogue. Learners were allowed to express their opinion, assessed their own learning result, find the answers by themselves. In sum the adult learning activities, Corley (2011) called self-directed learning (SDL). The SDL is a process which adult plan, evaluate, the learning by themselves. Learners prepare to learn when they need to change their roles in society and life. This learning is benefited from real life experiences. Adults view problems as a key element to apply knowledge, and self-motivated to learn from the internal factors. Regarding the assumption mentioned, the cooperative learning atmosphere, specific assessment, learner needs and interests must be considered. To design adult development and training, the instructor must explain the objectives and skills of the learning clearly. The allowance to create learning approach, tools, and resources by learners would enhance better learning considered as an active learning approach.

At the end, human resource development most often practiced techniques in an organization were known as on the job training and off the job training (Chopra, 2017). On the job training incorporates with job rotation, coaching, mentoring, job instructional training, apprenticeship, and committee assignment. Alternatively, off the job training are including; lectures, conference and discussion, simulation, case study, games, role-play, vestibule training, audiovisual and teletraining, and internet and learning portal (Ploy, 2018). Further, the comparative of on-the-job training and off the job training shown in table 1 as follow;

As training and development is to improve employees' skills, knowledge, and behavior that enrich their performance in routine task and in higher level according organization needs. The ADDIE model, then, was proposed for firm's human resource training and development. The model was defined as (1) A- stands for analysis the data of target group, job, problems, objectives of the training and development program; (2) D-refers to design the development process, lesson plan, evaluation approaches; (3) D- is to develop the equipment required for training, procedures, guidelines, facilitation for participants; (4) I- stands for implement training production, testing training tools; and (5) E- evaluate is the last process of training and development program of each training with feedback to participants. At the same time, the

Table 1. Comparative of on-the-job training and off-the-job training

	On-the-Job Training	**Off-the-Job Training**
Definitions	Learning from real experiences in the workplace	Learning occurs in specific training place; learner has to leave their task until the training finish
Method	Practical learning	Theoretical learning
Participation of trainees	High	Low
Training location	Workplace	Training room whether inside or outside organization
Learning principle	Self-directed learning	Learning by knowledge acquisition
Job interruption	No	Yes
Trainer	Experienced employees	Expert/Professional
Training cost	Low	High

Source: Adapted from Ploy (2018). Human Resource Development. p.150

activity conducts during the training and development should incorporate with two-way communication, experience sharing, and problem-solving (IATA, 2017). To highlight, the training is a kind of planned education to develop the performance of workforces for routine job and increasing competency of trainee to upper level. The type of training both on-the-job and off-the-job have its own pros and cons. Even more significantly, the adult learning approaches should be implemented and planned properly. While, the training techniques are vary depending on the objectives and organization needs, such as job rotation, mentor, lecture, and seminar etc., It may be noted training and development is to educate employee with the purpose of developing individual ability, attitude, behavior change for better job performance.

Presently, organizations are not competing only on the products, but the services are more emphasizing in all kinds of businesses. Since, technology could produce quite the same quality of the tangible products. So, the investment on both technology and development of frontline would flourish organization providing good customer experiences. As mentioned earlier, the frontline employee is a person who create the customer experiences, communicating organizational culture through the interaction, providing information and helping customers. Furthermore, the frontline staffs are able to turn or adjust customer mood. Airline, as a customer service-focused international firm and was observed as one of the main industries having high impact on environment. In the meanwhile, the competition in airlines industry is very aggressive. Wherefore, the sustainable development of airlines' employees is vital. Specifically, the ground service personnel as a frontline workforce who interacting with passenger. To illustrate the interaction, IATA (2010) splits the flying activities into five processes namely; (1) pre-journey, (2) at origin airport,

(3) en route, (4) at destination airport, and (5) post journey. The first process refers to customer choose destination, carriers, class of service, reserving, and buying ticket. Second phase is at the airport passenger check-in, get boarding pass, pass security and immigration formality, use airline lounge. Whereas, en route starts with boarding aircraft, in-flight services. At destination airport, phase four, is the arrival of passenger, transfer to other airlines, collect bags and use ground transport. While, the post journey is passengers' data was updated such as frequent flyer miles. It is noticeable that passenger may interact with ground service personnel from the first process if any problem occurred. In view of the fact that the second process and fourth process are major interactions between airline ground service personnel with passengers. Yet, to be high service-based organization serving the needs of passenger, airlines require high caliber, motivated, and positive mindset. Airlines, therefore, recruit specific characteristic person such as good personality, English proficiency (Wattanacharoensil & Yoopetch, 2012), other third language preferable, and positive attitude toward service job. More importantly, the training and development for state-of-the-art service in accordance of airline organizational culture is necessary.

Generally, the characteristic of service personnel has long been established as (Spencer and Spencer, 1993) ranked from most essential skills of service provider namely; (1) impact and influence refers to a person who presents reliability, use proper language strategies including tone of voice and gestures to different customer, (2) innovation in developing others, and self-assure of own potential, (3) interpersonal (Bohlouli et al., 2017) and understanding means listening to others' problem, comprehend gestures, emotion, and situation, attention to the needs of customer, (4) able to decide confidently on problem-solving, mistakes occurring, provide suggestion to superior, and having good personality, (5) able to control emotion by emphasizing on the task, avoidance of stressful and augmented conversation, (6) self-efficacy, learning from mistake, organizational engagement, admire to coordinate with people, and having positive expectation on other people, (7) professionalism by learning new knowledge and adopted to career, (8) customer focus by the sought of customer needs, (9) team player including persuasion, cooperation (Bohlouli et al., 2017). and communication, (10) analytical thinking skill refers to the understanding of the same oneness that everything interconnected, and the ability to defrag of complex problem methodically. This skill is essential to everyone in the post-modern world where there is huge information to analyzed for making decision (Thomas and Kim, 2013), (11) able to think conceptually that is the capability of pattern thinking, analyzing situation and building relation, and translate theory into simple issues, (12) innovative and proactive, (13) resilience to change, and (14) being assertive.

However, airlines are international industry which is mixed of various nationalities and culture of passenger using its services. Thence, the sense of cultural emotion

Figure 1. Conceptual framework
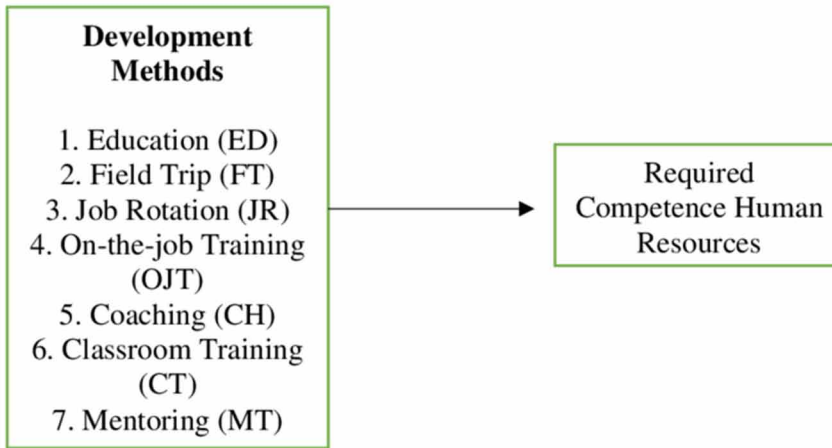
and diversity are necessary (Türeli et al., 2019). As well as, the usage of information communication technology-ICT must be existed in each individual. Since the ability of cross-cultural negotiation could reduce the organization cost of coordination. It is the quality that one should have in the globalization era (Bakhshi et al., 2017). Additionally, researchers found good qualifications of airline employee that satisfy passenger. Those qualifications composed of grooming (Farooq et al., 2018), good human relation, know their duties, polite, and understand others (Simsek and Demirbag, 2017), customer-oriented (Chen and Change, 2005), empathy, ready to assist passenger (Wattanacharoensil and Yoopetch, 2012). Thenceforth, this study aims to assess the development approaches that fit with the air carriers in Thailand, and examine the environmental issues have been cultivate amid the development. The conceptual framework was constructed as shown in figure 1.

In conformity with the conceptual framework, the required competence human resources in airlines were conceptualized in this study composed of; (1) having volunteer attitude refers to employees are keen and ready to help passengers, dedicated to work and society regardless of self-interest, (2) system thinking defines as employees are able to apply both quantitative and qualitative skills for problem-solving and the consequence results, analyzing logically and reasonably in relation to the task and stakeholders, (3) cultural diversity awareness means a person who understanding the differences of cultures, and able to handle customer from different culture with understanding, (4) emotional quotient refers to the workforces who have positive mindset, able to control their temper, flexible, and able to work under pressure, (5)

good communication skill in terms of verbal and nonverbal expression effectively, and capable of reading the gestures of customer, using persuasive communication, (6) ability to communicate foreign language especially English communication and third language, (7) teamwork, (8) technology savvy, (9) service-minded, (10) continuous learning for self-improvement, (11) having ethics and morals that is being honest, high responsibility, and (11) job achievement means a person who commit to achieve the results successfully.

METHODOLOGY

The questionnaires with 5 Likert's scale rating were administered to collect data. There were two sample groups of airline ground service personnel comprised of (1) people who work in low-cost airlines, (2) people who work in full-service airlines. Hence, a purposive sampling technique was applied. The location of data collecting was Don Mueang International Airport (DMK) as low-cost based operation, and Suvarnabhumi International Airport (BKK) as its main operation for full-service airlines. The inferential statistic was used to prove the hypothesis. Analyzing by structural equation modelling (SEM) was used to examined the correlation of development approaches to the human resource competencies development. While, the in-depth interview was conducted to compliment the quantitative results. The fit indices were tested for SEM including; CMIN/DF = 3.529, GFI =.930, CFI = 0.934, NFI = .911, RFI = .867, RMSEA= .112.

There were 202 respondents, since there 3 low-cost airlines operating at DMK. Furthermore, the author aims to collect data of 20 full-service airlines that have been awarded best airline from Skytrax. Some airlines out of 20 airlines employed few ground representatives, since the airlines outsourced other companies for their ground handling. Thenceforth, there were 50 respondents who work in full-service airlines and 152 respondents from low-cost airlines participated. Since, the number of respondents anticipating this study were rather small. The researcher has conducted structure in-depth interview for concrete results.

Scope of the Study

This research focuses on the service personnel development of airlines operating to and from Thailand, especially ground service officers who work in the position of passenger service officer at Suvarnabhumi International Airport (BKK) and Don Mueang International Airport (DMK).The anticipated results of this study would be beneficial to airlines for applying in administration of the most effective and efficient human resource development which will help the airlines to achieve sustainable

Table 2. The descriptive analysis of development approaches

Development Approaches	Mean	SD	Perception
1. Education	4.33	.619	Highest
2. Field trip for learning	3.76	.724	High
3. Job Rotation	4.40	.642	Highest
4. On-the-Job Training	4.42	.595	Highest
5. Coaching	4.37	.692	Highest
6. Classroom Training	4.13	.685	High
7. Mentoring	4.43	.641	Highest
Total	**4.26**	**.520**	**Highest**

development according to the changes of the business environment. What is more, other service providers are able to adopt the result for learning and development of its onboarding that concern with work-related matters that affect job performance to socialize the existing and newly-hired officers in their organization.

SOLUTIONS AND RECOMMENDATIONS

The demographic of respondent was concluded by using descriptive analysis found that the majority of them were female 114 and male 88 persons accounted for 56 and 44 percent respectively. Most of them were 31-40 years old follow by 41-50, and 51-60 years old which accounted for 39 percent, 28 percent and 20 percent accordingly. Whereas, the big assortment of respondent education was 59 percent bachelor degree, 32 percent having master degree. The vast number of working experiences were 15 years 30 percent, over 20 years 29 percent, and 10 years 21 percent. Further, the descriptive statistic revealed the method of development that airlines' employees recognize its effect on knowledge and skills augmentation. The results illustrated in table 2 below. It exhibited that mentoring, on-the-job training (OJT), job rotation, coaching, and education approaches were in highest level for training and development from the employees' perspectives. On another note, classroom training and field trip were at high level.

According to table 2, it was obviously illustrated all developments approaches were highest as a whole. Even thought, there were field trip for learning and classroom training fall in high level. In view of this, the structural equation modelling has been investigated. The regression weights revealed that coaching has highest loading at 0.782, followed by classroom training, and on-the-job training with loading factors 0.749 and 0.710 accordingly. The standardized regression weight results were

Digitalization and Crises

Table 3. Standardized regression weight of human resource development approaches

			Estimate	S.E.	C.R.	P
CT	<---	HCD	.749	.096	10.597	***
CH	<---	HCD	.782	.102	9.628	***
OJT	<---	HCD	.710	.096	9.341	***
MT	<---	HCD	.690	.122	7.466	***
JR	<---	HCD	.555	.103	7.842	***
FT	<---	HCD	.582	.101	9.375	***
ED	<---	HCD	.692	.096	10.597	***

***significant level 0.001

shown in table 3. Where, the research question 1 can be explained that three most suitable development approaches for air carrier are coaching, classroom training, and on-the-job training.

Wherefor, the content analysis of in-depth interview the interview from key informants found the classroom training was initially for employee instruction for both newly-hired and existing workforces. This is to educate theories relating to the development of ground services by explaining the contents. For instance, rules and regulations of air transport, organization system, check-in process, dangerous goods, customs and immigration formalities and restricted products. The senior ground service officer claimed that;

"It is important to start with classroom training to socialize and instruct how do we practice our jobs. The basic regulations and rules of air transportation, and organizational culture were introduced. The classroom training is important to for the understanding our nature of work." (Senior ground service officer of one airline operating at BKK)

On the other hand, other informant from DMK said that;

"To develop ground service personnel whether newly-hired or existing employees. The first and foremost tool is classroom training to learn the nature of airline service task, and update new novel in the industry. The instructor, also, can groom them the way we are." (Supervisor of low-cost airline operating at DMK)

Meanwhile, another supervisor mentioned the effective development of ground service personnel must assign employee to learn from their real experiences. It is on-the-job training would enhance employee knowledge and operational mastery. This type of development is to apply classroom knowledge into actual task. According to the cone of experience of (Dale, 1970) when one learns from the first-hand experience will precede to profound understanding and embedding in long-term memory. So

that, after the class room training the hands-on experience onsite is essential. This is in accordance with the interview from airline managers cited that;

"The training with practice is necessary after classroom introduction. It will be beneficial to the trainees in applying knowledge to real situation. On-the-job training will flourish employee self-efficacy and create the tacit knowledge that accumulated from the actual practice."

Furthermore, coaching is another crucial method in ground service personnel development. After the classroom training, the trainees will experience actual task and confront with various situations. Therefore, the coach is required as an instructor at the workplace. The coach will guide task process, objectives, transfer operational techniques, verify and correct the right performance. As refer to the conversation with airline supervisor said;

"Coaching is important to guide, direct, and teach the trainees. The coach will also cultivate organizational culture, policies, and scope of duties. More importantly coach can encourage trainees to perform the task confidently."

In the regard of sustainability, it is one of the main issues today for all kind of businesses. Airlines are recognized as one of the main businesses polluted the environment. Thus, the green operational of air carrier is significant. The practice of sustainability could result to cost saving, create positive image, and attracting new talents and customers. Airline stressed on the international standard of emission, generate corporate social responsibility program, and cultivate the sense of social responsibility to employee. The airline adopts modern technology in its operational processes. In the crises, airlines have reduced its workforces and working time in accordance with flight schedules. The organization is also call existing employees to learn and relearn for the unknown challenges. As the interview with full-service airline manager said that;

"Our airlines' policies are well aware of environment. We do business in accordance with the IATA protocol reducing carbon dioxide. We do have CSR program helping society. Our employees were instructed on recycle, reuse the office supplies, as well as we employ technology that help to reduce a lot of paper works. During the pandemic most of our flights were ceased and aircraft on the ground. Unfortunately, we have to restructure organization by early retire plan, and reduce the number of workforces. However, the existing employees were trained to prepare the upcoming challenges. While, the technological and positive mindset have been instructed additionally from health safety and security. It is the tough time for everyone, so we have to take care our employees both mentally and physically."

In sum, it has to be pointed out that three most important development methods in airline company were classroom training, on-the-job training, and coaching. It can be assumed that organization adopt the classroom training at initial phase to educate the trainees relating to its organizational culture, norms, and values. The

procedure and theories, later, were put in place and follow by on-the-job training to construct long-term memory of employee. Whereas, the coach is required for supervision of correctness. Seemingly, the mean score and regression weight results of descriptive statistic and SEM are contradicted. Howbeit, the three mentioned development approaches are still in highest ranked. In addition, the degree of statistic is not much different. And, the in-depth interview results have shown the processes of development starting from classroom training, on-the-job training, and coaching.

Recommendation

1.   The research recommendation

This study was performed in Thailand context, and specific service company (airlines) only. Further researches are recommended in other type of service organizations with different context. As well as, the limitation of this study was the number of respondents quite low since there were not many airline staffs working as ground attendants. Where the English communication is essential working in service company in Thailand. Therefore, the English communication was set as one of competencies qualifications. So, the result might differ in native English-speaking country or the country using English as a second language.

2.Recommendation of the results of the research

This study reveals the importance of classroom training in order to cultivate organizational culture, introducing the body of knowledge, purposes of training, socializing. It is because of the learners are adults, so that the dialogue in the classroom will allow them to learn from each other. It is also necessary for leaners to perform on-the-job facing real situation that might occurring differently. Thence, learners could apply and adapt knowledge from classroom into practical. However, the coaching system should be implemented. From this view, the service organization in other industry able to apply the process of its human resource development as a guideline. The development of human resources should be continuous processes even the tough period. It is to build competence organization and manpower for sustainable competitive edge.

CONCLUSION

Finally, it can be noticed that three most suitable development approaches in airline firms are classroom training, on-the-job training, and coaching. The first step is

classroom training to figure out the principal theory and the organization. The second step is on-the-job training where coaching system is required to compliment in this phase. Meanwhile, the descriptive statistic illustrates that job rotation mean score is quite high. Hence, we would recommend the organization employ job rotation in development program. This would lead to human resource expertise and multi-function skills. However, the job rotation should be implemented after the employees have work in the same position for some specific time. What is more, the positive attitude towards learning of the workforce is highly important. It will facilitate the individual learning, team learning, and organizational learning. Certainly, the final result will flourish organization competitiveness. Immediately upon the sustainability, it can be conferred into two dimensions. The first dimension is the development of human resources of organization to be competence, intellectual of organization resources. On the other hand, it refers to the organization awareness of social and environment responsibility. in spite of everything, the sustainable development plan of both perspectives would finally reflect the positive outcomes to organization.

REFERENCES

Agarwal, P. (2021). Shattered but Smiling: Human Resource Management and the Well Being of Hotel Employees During COVID-19. *International Journal of Hospitality Management*, *93*, 102765. doi:10.1016/j.ijhm.2020.102765

Ambarwati, R., Yuliastri, D., & Sulistiyawati, W. (2022). Human Resource Risk Control Through COVID-19 Risk Assessment in Indonesian Manufacturing. *Journal of Loss Prevention in the Process Industries*, *74*, 104665. doi:10.1016/j.jlp.2021.104665 PMID:34720455

Amrutha, V. N., & Geetha, S. N. (2020). A Systematic Review on Green Human Resource Management: Implications for Social Sustainability. *Journal of Cleaner Production*, *247*, 119131. doi:10.1016/j.jclepro.2019.119131

Azizi, R. M., Atlasi, R., Ziapour, A., Abbas, J., & Naemi, R. (2021). Innovative Human Resource Management Strategies During the COVID-19 Pandemic: A Systematic Narrative Review Appraoch. *Heliyon*, *7*(6), e07233. doi:10.1016/j.heliyon.2021.e07233 PMID:34124399

Bakhshi, H., Downing, M. J., Osborne, A. M., & Schneider, P. (2017). *The future of skills employment in 2030*. Pearson.

Barney, B. J., & Clark, N. D. (2009). *Resource-Based Theory: Creating and Sustaining Competitive Advantage*. Pearson.

Digitalization and Crises

Bohlouli, M., Mittas, N., Kakarontzas, G., Theodosiou, T., Angelis, L., & Fathi, M. (2017). Competence assessment as an expert system for human resource management: A mathematical approach. *Expert Systems with Applications*, *70*, 83–102. doi:10.1016/j.eswa.2016.10.046

Boland, B., Smet, D. A., Palter, R. & Sanghvi. (2020, June 08). *Reimagining the Office and Work Life after COVID-19*. McKinsey. https://www.mckinsey.com

Burhan, M., Salam, T. M., Hamdan, A. O., & Tariq, H. (2021). Crisis Management in the Hospitality Sector SMEs in Pakistan During COVID-19. *International Journal of Hospitality Management*, *98*, 103037. doi:10.1016/j.ijhm.2021.103037 PMID:36540853

Canary, E. H., & McPhee, D. R. (2011). Toward a Communicative Perspective on Organizational Knowledge. In E. H. Canary & D. R. McPhee (Eds.), *Communication and Organizational Knowledge: Contemporary Issues for Theory and Practice*. Routledge.

Carnevale, J. B., & Hatak, I. (2020). Employee Adjustment and Well-Being in the Era of COVID-19: Implications for Human Resource Management. *Journal of Business Research*, *116*, 183–187. doi:10.1016/j.jbusres.2020.05.037 PMID:32501303

Chamorro-Premuzic, T. (2021). The Essential Components of Digital Transformation. *Harvard Business Review*. www.hbr.org

Chams, N., & García-Blandón, J. (2019). On the Importance of Sustainable Human Resource Management for the Adoption of Sustainable Development Goals. *Resources, Conservation and Recycling*, *141*, 109–122. doi:10.1016/j.resconrec.2018.10.006

Chen, F. Y., & Chang, Y.-H. (2005). Examining airline service quality from a process perspective. *Journal of Air Transport Management*, *11*(2), 79–87. doi:10.1016/j.jairtraman.2004.09.002

Chopra, K. (2017). Innovative and Interactive Training Techniques in Contemporary Competitive Era. *Amity Journal of Training and Development*, *2*(1), 26–33.

Corley, A. (2011). *Adult learning theories*. LINCS. https://lincs.ed.gov/sites/ default/files/11_%20TEAL_Adult_Learning_Theory.pdf

Crawshaw, R. J., Budhwar, P., & Davis, A. (2014). *Human resource management: Strategic & international perspectives*. Sage.

Dale, E. (1970). A truncated section of the cone of experience. *Theory into Practice*, *9*(2), 96–100. doi:10.1080/00405847009542260

Deffinika, I., Putri, W. I., & Angin, B. K. (2021). Higher Education and Training Towards Global Competitiveness and Human Development in Indonesia. *Geo Journal of Tourism and Geosites*, *38*(4), 1280–1288. doi:10.30892/gtg.38436-770

Farooq, M. S., Salam, M., Fayolle, A., Jaafar, N., & Ayupp, K. (2018). Impact of service quality on customer satisfaction in Malaysia Airlines: A PLS-SEM approach. *Journal of Air Transport Management*, *67*, 169–180. doi:10.1016/j.jairtraman.2017.12.008

Gold, J., Holden, R., Stewart, J., Iles, P., & Beardwell, J. (2013). *Human resource development: Theory and practice*. Palgrave Macmillan. doi:10.1007/978-1-137-08808-6

Grossling, S. (2020). Risks, Resilience, and Pathways to sustainable Aviation: A COVID-19 Perspective. *Journal of Air Transport Management*, *89*, 101933. doi:10.1016/j.jairtraman.2020.101933 PMID:32952322

Hamel, G., & Zanini, M. (2020). *Humanocracy*. Harvard Business Review Press.

Hoy, K. W., & Miskel, G. C. (2005). *Educational administration: Theory, research, and practice*. McGraw-Hill.

IATA. (2017). *Instructional techniques for dgr-categories 4, 5, 7, 8, 9, 10, 11, 12 PowerPoint slides. Training Department*. IATA Training Center.

International Air Transport Association. (2010). *Airline Customer Service*. IATA Press.

International Air Transport Association. (2013). *Airline Marketing Management*. IATA Press.

Kankaew, K. (Ed.). (2022). *Global Air Transport Management and Reshaping Business Models for the New Era*. IGI Global Publishing. doi:10.4018/978-1-6684-4615-7

Kankaew, K., & Treruttanaset, P. (2020). The Organizational Culture Affecting Job Performance of Newly Hired Employees: A Case Study of the Customs Bureau at Bangkok Suvarnabhumi International Airport, Thailand. In A. Bejaoui (Ed.), *Corporate Leadership and Its Role in Shaping Organizational Culture and Performance*. IGI Global Publishing.

Lorsuwannarat, T. (2013). *Organizational Theory: Multi-Paradigm Perspectives*. DK Printing World.

Lundberg, A., & Westerman, G. (2020). The transformative CLO. *Harvard Business Review*. https//:www.hbr.org

McKinsey. (October 03, 2021). *How to Embark on a Transform Journey*. McKinsey. https://www.mckinsey.com

Mousa, S. K., & Othman, M. (2020). The Impact of Green Human Resource Management Practices on Sustainable Performance in Healthcare Organizations: A Conceptual Framework. *Journal of Cleaner Production*, *243*, 118595. doi:10.1016/j.jclepro.2019.118595

Nadler, L., & Nadler, Z. (1991). *Developing human resources* (3rd ed.). Jossey-Bass Publishers.

Noe. (2012). *Human Resource Management*. McGraw-Hill.

Ogbeibu, S., Emelifeonwu, J., Senadjki, A., Gaskin, J., & Kaivo-ja, J. (2020). Technological Turbulence and Greening of Team Creativity, Product, Innovation, and Human Resource Management: Implications for Sustainability. *Journal of Cleaner Production*, *244*, 118703. doi:10.1016/j.jclepro.2019.118703

Parida, S., Ananthram, S., Chan, C., & Brown, K. (2021). Green Office Buildings and Sustainability: Does Green Human Resource Management Elicit Green Behavior? *Journal of Cleaner Production*, *329*, 129764. doi:10.1016/j.jclepro.2021.129764

Prawet Maharatsakul. (2013). *Managing & developing human resources*. Intellectuals.

Şimşek Demirbağ, K., & Demirbağ, O. (2017). Modeling service quality, customer satisfaction and behavioral intentions in airline industry: A SEM approach. *The Journal of International Scientific Researches*, *2017*, 11–29. doi:10.23834/isrjournal.341694

Spencer, M. L., & Spencer, M. S. (1993). *Competence at work*. John Wiley & Sons.

Suebvises, P. (2018). *Human Resource development a holistic view*. Nonthaburi: Rattanatrai.

Swanson, A. R., & Holton, F. A. III. (2009). *Foundations of human resource development* (2nd ed.). Berrett-Koehler.

Tananan, S. (2014). *Human resource development* (8th ed.). TPN Press.

Thaipublica. (2019). *Transformative learning*. Thaipublica. https://thaipublica.org/2019/12/transformative-learning-arso msilp/

Thomas, H. D., & Kim, J. (2013). *Keeping up with the Quants*. Harvard Business Review Press.

Türeli, N. Ş., Durmaz, V., Bahçecik, Y. S., & Akay, S. S. (2019). An analysis of importance of innovatice behaviors of ground handling human resources in ensuring customer stisfaction. *Procedia Computer Science*, *158*, 1077–1087. doi:10.1016/j. procs.2019.09.149

Vu, T. V., Vo-Thanh, T., Nguyen, N. P., Nguyen, D. V., & Chi, H. (2022). The COVID-19 Pandemic: Workplace Safety Management Practices, Job Insecurity, and Employees' Organizational Citizenship Behavior. *Safety Science*, *145*, 105527. doi:10.1016/j.ssci.2021.105527 PMID:34697522

Wagner, A. D. (2018). *Learning as development: Rethinking international education in a changing world*. Routledge.

Watson, M., & Nelson, D. (2014). *Managerial analytics: An applied guide to principles, methods, tools, and best practices*. Pearson.

Wattanacharoensil, W., & Yoopetch, C. (2012). Thailand's human resource competencies in airline service quality: Voices from the airline industry. *Journal of Human Resources in Hospitality & Tourism*, *11*(4), 280–302. doi:10.1080/153 32845.2012.690680

Wirtz, J., & Lovelock, C. (2016). *Services marketing* (8th ed.). World Scientific. doi:10.1142/y0001

Wongthongdee, S. (2016). *Human resource management* (3rd ed.). Chulalongkorn University Publishing.

Xing, L., Jianin, H., & Jun, L. (2021). Human Capital Allocation and Enterprise Innovation Performance: An Example of China's Knowledge-Intensive Service Industry. *Research in International Business and Finance*, *58*, 101–429.

Zaid, A. A., Jaaron, A. A. M., & Bon, A. T. (2018). The Impact of Green Human Resource Management and Green Supply Chain Management Practices on Sustainable Performance: An Empirical Study. *Journal of Cleaner Production*, *204*, 965–979. doi:10.1016/j.jclepro.2018.09.062

Zieba, M., & Johansson, E. (2022). Sustainability Reporting in the Airline Industry: Current Literature and Future Research Avenues. *Transportation Research Part D, Transport and Environment*, *102*, 103133. doi:10.1016/j.trd.2021.103133

Chapter 4
Digitalization of Human Resources Management Practices in Nigeria's Hospitality Industry

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

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.

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

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, Agusto 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

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

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

S/N	Factors	HRM in the 20th 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,

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.

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

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 revolutionalised 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

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

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

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

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.

REFERENCES

Adedipe, C. O., & Adeleke, B. O. (2016). Human capital development in the Nigerian hospitality industry: The imperative for a stakeholder driven initiative. *Worldwide Hospitality and Tourism Themes*, *8*(2), 195–206. doi:10.1108/WHATT-11-2015-0051

Adeola, O. (2016). Human capital development in the hospitality industry in Nigeria. *Worldwide Hospitality and Tourism Themes*, *8*(2), 149–157. doi:10.1108/WHATT-11-2015-0054

Agusto & Co. (2015). *Hotel industry report*. Augusto & Co. www.agustoresearch.com/2015- Hotels-Industry-Report

Ahammad, T. (2017). Personnel Management to Human Resource Management (HRM): How HRM Functions? *Journal of Modern Accounting and Auditing*, *13*(9), 412–420. doi:10.17265/1548-6583/2017.09.004

Aikaterini, G. (2014). Personnel Management vs. Human Resource Management. *Repository,* (Issue September). https://repository.ihu.edu.gr/xmlui/handle/11544/588

Ajake, A. O. (2015). Assessing the impacts of hospitality industry in Enugu City, Nigeria. *American Journal of Tourism Management*, *4*(3), 43–53.

Armstrong, M. (2006). Handbook of human resources management practices. In Kogan page limited. doi:10.1007/978-3-662-44152-7

Aslam, H. D., Aslam, M., Ali, N., & Habib, B. (2014). Importance of Human Resource Management in 21st Century: A Theoretical Perspective. *International Journal of Human Resource Studies*, *3*(3), 87. doi:10.5296/ijhrs.v3i3.6255

Bello, Y. O., & Bello, M. B. (2020). *Introduction to Hospitality and Tourism Management.* Ilorin: Ppabulun Global Limited.

Bhagat, M. (2020). The study of effect and influence of digitalization on HRM practices, in India. *International Journal of Innovative Science and Research Technology*, *5*(11), 1009–1012.

Brandão, C., Silva, R., & dos Santos, J. V.Brandão. (2019). Online recruitment in Portugal: Theories and candidate profiles. *Journal of Business Research*, *94*, 273–279. doi:10.1016/j.jbusres.2018.04.011

Clerck, J. (2017). Digitalization, Digital Transformation [-SCOOP]. *Differences: A Journal of Feminist Cultural Studies*, i.

Ekwujuru, P. (2016). *Tourism contributes N1.7bn to GDP in Q32016*. Vanguard Newspaper.

Eshan, M. R., & Binoy, T. A. (2018). The Role of Digitalization in Human Resource Management in Star Category Hotels: A Review. [JETIR]. *Journal of Emerging Technologies and Innovative Research*, *5*(12), 203–211.

Fleming, S. (2000). *From personnel management to HRM: key issues and challenges*. eDoc. http://edoc.vifapol.de/opus/volltexte/2009/1110/pdf/From_Personnel_Management_to_HRM_Key_Issues_and_Challenges1.pdf

Gregory, V. (2019). Incorporating International Information Systems. -. *The Journal of Strategic Information Systems Amsterdam*, *28*(2), 118–144.

Hagberg, J., Sundstrom, M., & Egels-Zandén, N. (2016). The digitalization of retailing: An exploratory framework. *International Journal of Retail & Distribution Management*, *44*(7), 694–712. doi:10.1108/IJRDM-09-2015-0140

Heuvel, S. V., & Bondarouk, T. (2017). The rise (and fall?) of HR analytics: A study into the future application, value, structure, and system support. *Journal of Organizational Effectiveness: People and Performance*, *4*(2), 127–148.

Ibemere, E., (2014). Hospitality business boosts Nigeria's economy. arxiv.

Iqbal, N., Ahmad, M., Allen, M., & Raziqq, M. (2019). Does e-HRM improve labour productivity? A study of commercial bank workplaces in Pakistan. *Employee Relations*, *40*(2), 281–297. doi:10.1108/ER-01-2017-0018

Jayabalan, N., Zafir, M. M., Jenny, M. L. D. S., Nor, A. A. R., & Muhammad, A. A. (2019). E-recruitment Technology Adoption among Generation Z Job-Seekers. *International Journal of Engineering and Advanced Technology*, *9*(2), 1880–1888. doi:10.35940/ijeat.B3065.129219

Jayabalan, N., Zafir, M. M., Selvanathan, M., Nng, Y. H., Subramaniam, M., Nair, S., & Perumal, I. (2020). HRIS contributions and impact on strategic employee engagement and participation in private education industry. *International Journal of Management*, *11*(11), 309–319.

Joynes, C., Rossignoli, S., & Amonoo-Kuofi, E. F. (2019). *21st Century Skills: evidence of issues in definition, demand and delivery for development contexts. Connected Learning Alliance, Digital Media and Learning Research Hub*. Issue August.

Kabir, O. (2018). Top 10 hotels in Nigeria.

Kazmi, A. (2009). Strategic Management and Business Policy, (3rd Edition). Tata McGRAW Hill

Mathur, A. (2019). Evolution of Human Resource Management. *IME Journal*, *13*(2), 182. doi:10.5958/2582-1245.2019.00013.7

Mochi, F., Bissola, R., & Imperatori, B. (2017) Professional and non-professional social media as recruitment tools: The impact on job seekers' attraction and intention to apply. In: Bondarouk., Ruël, HJM., and Parry, E. (eds.) Electronic HRM in the Smart Era (The Changing Context of Managing People). Bingley: Emerald Publishing Limited, pp. 109-135.

Musakuro, R. N., & de Klerk, F. (2021). Academic talent: Perceived challenges to talent management in the South African higher education sector. *SA Journal of Human Resource Management*, *19*, 1–13. doi:10.4102ajhrm.v19i0.1394

Nachit, M., & Okar, C. (2020). Digital transformation of human resources management: A roadmap. *2020 IEEE International Conference on Technology Management, Operations and Decisions*, Marrakech, Morocco. 10.1109/ICTMOD49425.2020.9380608

Neha, V., Anuj, G., & Aashish, D. (2021). A Study on the Impact of COVID-19 Pandemic in the Recruitment Process: With Special reference to IT companies of Noida Region. *Turkish Online Journal of Qualitative Inquiry*, *12*(7), 12024–12043.

OECD. (2019). *Education at a Glance 2019: OECD Indicators*. OECD Publishing. doi:10.1787/f8d7880d-

PricewaterhouseCoopers. (2018). *As good as it gets?* UK Hotels Forecast.

Reis, J., Amorim, M., Melão, N., Cohen, Y., & Rodrigues, M. (2020). Digitalization: A Literature Review and Research Agenda. *Lecture Notes on Multidisciplinary Industrial Engineering,* 443–456. doi:10.1007/978-3-030-43616-2_47

Richman, N. (2015). Human Resource Management and Human Resource Development: Evolution and Contributions. *Creighton Journal of Interdisciplinary Leadership*, *1*(2), 120–129. doi:10.17062/cjil.v1i2.19

Shafiq, S., & Hamza, S. M. (2017). The effect of training and development on employee performance in private company, Malaysia. *International Journal of Education. Learning and Training*, *2*(2), 42–56.

Tilen, G., & Andrej, K. (2019). Conceptualization of Digitalization: Opportunities and Challenges for Organizations in the Euro-Mediterranean Area. *IJEMC*, *12*(2), 93–115.

Ulrich, D., & Dulebohn, J. H. (2015). Are we there yet? What's next for HR? *Human Resource Management Review*, *25*(2), 188–204. doi:10.1016/j.hrmr.2015.01.004

Zavyalova, E., Sokolov, D., Kucherov, D., & Lisovskaya, A. (2022). The digitalization of human resource management: Present and future. *Foresight and STI Governance*, *16*(2), 42–51. doi:10.17323/2500-2597.2022.2.42.51

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.

e 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.

Chapter 5

Human Resources Management After Industry 4.0:
Blending AI and HRM

Shaista Anayat

https://orcid.org/0000-0003-3554-3075
Central University of Jammu, India

ABSTRACT

Artificial intelligence (AI) continues to be a puzzling hypothesis, and it's probable that philosophical zeal might have influenced service standards of AI far beyond reality. This chapter contributes to the domain of AI in HRM, gives in depth theoretical analysis of the field, and opens up new avenues for researchers to examine. While analysis found that AI technologies like machine learning (ML), natural language processing (NLP), machine vision and recommendation systems are being used in HRM functions for distinctive uses. Analysis of the literature also revealed that automation, cost optimisation, and technological development acts as enablers for AI incorporation in HRM domain. Lack of skills, unrealistic standards, privacy and security, and job obsolescence are the factors that act as hindrances during adoption of AI-systems in HRM. Study also revealed that the major applications of AI in HRM are in screening and hiring process; automated induction process; skill development and training; decision making; queries and feedback ; performance appraisal; and employee involvement.

INTRODUCTION

Key points:

1. Human Resource is the most significant asset to a company because it incorporates all other resources together and put all resources to work.
2. Managing human resource has become more challenging than before because of the globalisation and diversity in personnel.
3. Currently the most important aspects influencing human resource management in an organisation is the deployment of technologies like AI and Big data in the workplaces.
4. Conventional office environment is changing because of the AI-based systems and so is the employees' behaviour.

Artificial intelligence technology is becoming more prevalent in modern innovations and, as a result, in our personal and professional lives. But the question is what AI is about. Oxford dictionary defines artificial intelligence as, "The theory and development of computer systems able to perform tasks that normally require human intelligence, such as visual perception, speech recognition, decision-making, and translation between languages." Even though it was John McCarthy who first coined the term artificial intelligence in 1956 (McCarthy, 2007) but fundamental idea of AI started with English mathematician Alan Turing, when he introduced the Turing machine 1937(Turing, 1950).Turing machine became origin of present day programmable system. Alan Turing also created the Turing test as a method of evaluating artificially intelligent behaviour. Many advances have been made in the area since its introduction including machine learning, NLP, big data, speech recognition, object recognition, robotic systems. Advanced robotics (Liu et al.,2017), and virtual reality (Abou-Zahra et al.,2018) are among the applications of AI used at work to enhance task performance.

Human resource management is concerned with the administration (recruitment, payment, and labour relations) and developmental (coaching, performance appraisal, succession planning, and mentoring) associated to the employees of the company (Alzhrani,2020). The ambit of HRM is wide and multifaceted; it is responsible for planning and establishing the standards for implementing the organisation's crucial policies that have a constant an impact on the workforce. In this view, the aims of HRM rely on organisational goals (but in order to develop these, the organisation should also possess circumstances drawn from the workforce) (Fahad-Sreih,2018). Human resource management functions are the core of any organisation, from recruitment to succession planning it the human resource of an organisation that

handles all the process and aligns everything with the goals and objective of the organisation. Human resource management is necessary for the following purposes:

a. To promote efficient labour relations
b. To foster organizational dedication among employees
c. To help employees in adapting to an innovative world
d. To help in modification of mechanistic culture and promote employee well-being
e. To motivate and employees to work hard for the organisation.
f. To provide support and resources for R&D in an organisation

HRM attempts to improve communication between supervisors and subordinates, and also between top management and the employees. It aids personnel in achieving personal and organisational objectives. During the past years organizational theorists have become increasingly interested in enhancing the HRM in organisations for the effective handing of personnel and alignment of organisational goals with that of personal goals of the employees. Handling personnel in an organisation is not an easy task, during unrest between employees and the management HR managers devise policies that are required to foster clear understanding between employees and managers. The employees are instructed and their skills are used achieve their individual and professional goals. The employees are informed that different strategies would be designed that would aid them in reaching their goals and the organization's objective.

Human resource management (HRM) is crucial because human capital is an important element in an organization, improving human resource and working effectiveness will result in greater advantages for the organisation as a whole (Song & Wu,2021). On a worldwide scale, technological innovations are currently reshaping the paradigm of the human resource practices (Ancarani et al., 2019). Undoubtedly, due to the rapid evolution and widespread usage of AI technologies, the digitization of HRM duties and functions is exacerbating, and it is transforming the interaction among corporations, workers, and clients in organizations (Vrontis et al.,2021). Organisation's growth is driven by strategically integrating personnel, skills, process and technology to create transformative advantage at a low cost. To achieve this advantage several activities will be automated with AI to ensure efficient HR operations (Graham, 2021). An organization's HRM plays a critical part in properly implementing AI at workplace (Pereira et al., 2020). Fast socio - economic advancement in the twenty-first century resulted in firms keeping up with the technological changes through technology adoption. Yet, many organizational issues are uncovered like; the human capital is inadequate to maintain the diverse functions of an organisation resulting in poor adaptability, slow development pace, significant regional variations, and on-going increased costs (Song & Wu, 2021).

That is why human resource professionals are putting their efforts in maximising the human computer interaction in order to create an effective and automatic organizational climate. It allows them to invest their time in strategizing the better and efficient work environment in an organisation. In HR functions, impact of AI is growing with time; it begins with using AI systems for recruitment, skill development, compensation, recordkeeping, feedback and so on.

Humans and computers that are capable of understanding are collaborating to develop a vast amount of HR information in the cloud, and artificial intelligence evaluations provide deeper insights on how to implement and function. Company's productivity is contingent on its capacity to strategically blend personnel, structure, and technology to provide revolutionary performance at optimum cost. AI will aid in automating a number of back-office activities for effective HR operations and customer service. Recently entrepreneurs have placed investments on the notion that artificial intelligence will play a significant role in a vast array of HRM uses. CB Insights estimates that in the past six years, the ten top technology corporations had bought a total of fifty artificial intelligence (AI) companies, including face detection firms, chatbot developers, and chip manufacturers. These Emerging developments have already been impacting the HR departments, and experts in HR analytics anticipate a rising involvement for AI in a range of HR functions, including assisting with hiring, enhancing accountability, augmenting training, expediting induction, and much more.

In past years, a new research stream has emerged that investigates the real and future workplace implications of AI deployment in businesses (Pereira et al., 2020). Researchers have begun to recognise the advantages and disadvantages of using AI at workplace, as well as the influence that intelligent software innovations could have on individuals and businesses (Muller et al., 2020).While there is a substantial growth in studies on the influence of AI on work performance, the literature is becoming uncertain, which calls for more studies in the field (Pereira et al., 2020). The relationship connecting AI and workforce performance has been studied at many levels yielding mixed conclusions regarding AI's real influence on workplace. For professionals to have effective human- machine interaction, it is critical to have a better understanding of how AI affects individuals, groups, companies, and the formal organizational sphere. At the same time examination of the enablers and inhibitors that influence the adoption of AI-technologies in organisations is much needed (Vrontis et al., 2021). Current paper will address these gaps by examining the uses of AI in HRM along the enablers and inhibitors that influence adoption of AI systems in HRM.

Aim of this paper is to go for extensive literature review of the AI in HRM and address the following main questions. This paper is based on secondary data; author has thoroughly reviewed previous published research articles.

Research Questions:

1. What are the applications of AI in HRM?
2. What are the enablers and inhibitors that influence adoption of AI systems in HRM in organisations?

LITERATURE REVIEW

Artificial intelligence, or AI, refers to sophisticated automated processes and robots that simulate human brain's 'intellectual' abilities, including thinking, analyzing, and forecasting (Pereira et al., 2020). The expanding applications of AI systems operate on a spectrum of weak and strong AI; where weak AI systems act as smart systems and strong AI have almost the same cognition as humans (Raj & Seamans, 2019). Nevertheless, strong AI that would perform task without any human intervention is still in its development stage (Glikson & Woolley, 2020). AI acts a foundation block of fourth industrial revolution (Hecklau et al., 2016). Even though there aren't much empirical evidences from literature that could prove impact of AI on organisations (Rossini et al., 2019), yet it is commonly accepted that AI systems will introduce significant shift in the way organisational activities are performed (Huang & Rust, 2018). Developments in technological innovations are transforming the whole paradigm in which HR managers and staff of the organisation started functioning (Arslan et al., 2021). Workplaces are being radically transformed by various technologies such as virtual reality, advanced analytics, the IoT, data science, robotics, and automation, and HR managers are in need to find ways of utilizing these technologies (Mohanta et al., 2020). AI in particular is playing a crucial role in reshaping HR services, boosting not just Human resource managers but also staff and businesses (George & Thomas, 2019). Advanced HR practices are inspired by fourth industrial revolution, and are being used to enhance workforce acquisition, training, and employee exit processes in the organisation. Throughout the field of human resource management, AI offers a broad range of uses. For instance, AI techniques can be used in the hiring procedure to make application and evaluation process more efficient (Rodney et al., 2019). Advanced HR practises are basically inspired by fourth industrial revolution, and are being used to enhance workforce acquisition, training, and employee exit processes in the organisation (Sivanthanu & Pillai, 2018).

Applications of AI in HRM

AI is progressively redefining numerous HR activities. Chat bots are now being used in HRM services such screening, hiring, skill development, performance appraisal, and employee involvement (Tiwari et al.,2020). AI is anticipated to improve organisational performance (Weichert et al., 2019), and machine learning and other intelligent systems can assist in the identification of work concerns by offering performance insights given the current harm information in organizations (Kakhki et al.,2019). Previous research has also shown that the employment of AI organizations has a significant impact on employee performance (Hughes et al., 2019). Job performance and job involvement can be assessed and predicted using artificial neural networks. Intelligent solutions based on algorithms can assist in resolving workforce scheduling issues and facilitating optimal task scheduling (Simeunovic et al., 2017). Furthermore, AI may be utilized to anticipate job dissatisfaction using computational intelligence approaches (Zhao et al.,2018). Incorporating AI in HRM practices can result in significant advantages for an organisation (Minbaeva, 2020), including better strategic choices (Liboni et al., 2019), more convenient recruitment methods (Reilly, 2018), effective learning at job (Hamilton & Sodeman, 2020), job satisfaction (Tripathi et al., 2012), and workforce engagement (Samarasinghe & Medis, 2020). HR experts are concentrating their efforts nowadays on maximizing the blend of human computer interaction in order to create a simple, smooth, and logical workplace (Verma & Srinivas, 2020). It allows them to focus on their innovation, intellect, and understanding in order to give a better applicant and workplace experience. Despite the fact that HR appears to be lagging behind the introduction of AI in comparison to other organisational activities such as sales and marketing, HR professionals can have a significant impact on AI governance in organisations. AI based technologies are being adopted by organisations for recruitment processes, AI-powered chatbots are used to connect with candidates, address their concerns, and keeping them linked and involved in the whole recruitment process (Uphadyay & Khandelwal,2018). In organisations usually induction seminars are held to make new employees well acquainted with the work culture of an organisation. Also, new staff needs more attention since, they are new in the organisations and usually have many queries in the beginning, but it isn't possible for HR manager to address them individually. Therefore, AI based integrated induction techniques are now assisting managers leading to adoption of organisational culture among new staff (hrexchangenetwork, 2019). New technologies in the area of training and development are helping HRs in making their training programs more effective and smart through online learning platforms (Tiwari et al., 2020). AI based systems help HR professionals in comprehending the personnel behaviour in a better way, which helps them in developing proper personnel engagement programmes for their

retention in an organisation (George & Thomas, 2019). AI techniques like artificial neural networks could be used to develop fair reward system because appropriate reward monitoring system in the workplace contributes in the improvement of both employee and organization efficiency (Tiwari et al., 2020).

AI TECHNOLOGIES USED IN HRM

Machine Learning

Machine learning is an area of research that focuses at how to convert empirical information into useable predictions through computational techniques (Edgar et al.,2017). This technique can be used in HRM by predicting the employee engagement in job based on his previous record and recommend employees for promotions. Machine learning is the potential of a system to adapt and develop a process based on tasks to fulfil the aim (Votto et al.,2021). In case of the above example of employee promotion, aim is to suggest an employee for promotion and tasks will be criteria for promotion, employee' qualifications, and past performance of the employees.

Natural Language Processing

Natural Language Processing (NLP) is a branch of AI and Linguistics that focuses on teaching machines to interpret sentences or phrases expressed in natural languages (Khurana et al.,2017). NLP was created to make operating systems easier by connecting with computers in natural language. NLP has become prominent in HRM processes as the use of virtual assistants and chatbots has increased in organizations, this technique is enhancing the HRM activities like induction, hiring and training and development (Garg et al.,2021).

Machine Vision

Machine vision employs camera systems and other visual and auditory systems to enable computers to organise visual information in order to fully comprehend the situation and take decisions on the basis of the information received (Votto et al.,2021). Organizations have started utilizing machine vision into hiring process and screening sessions. Machine vision evaluates video information to help HR practitioners automate the talent acquisition process by creating an identity assessment, and suggesting the candidate's future endeavour (Escalante et al., 2017).

Recommendation System

Recommendation is an AI based intelligent technique that anticipates consumer acceptance and consumption habits and assists them in selecting from a diverse range of activities (Singh et al.,2021). Most internet users have undoubtedly come across a recommendation systems and organisations are also using this techniques in HRM practices (Votto et al.,2021). Recommendation systems have speed up recruitment analyzation, and helped HRM practitioners manage massive quantities of information about potential employees and spot patterns which are beyond human understanding (Hong zhu,2021).

Figure 1. Applications of AI in HRM
Note: Authors own creation
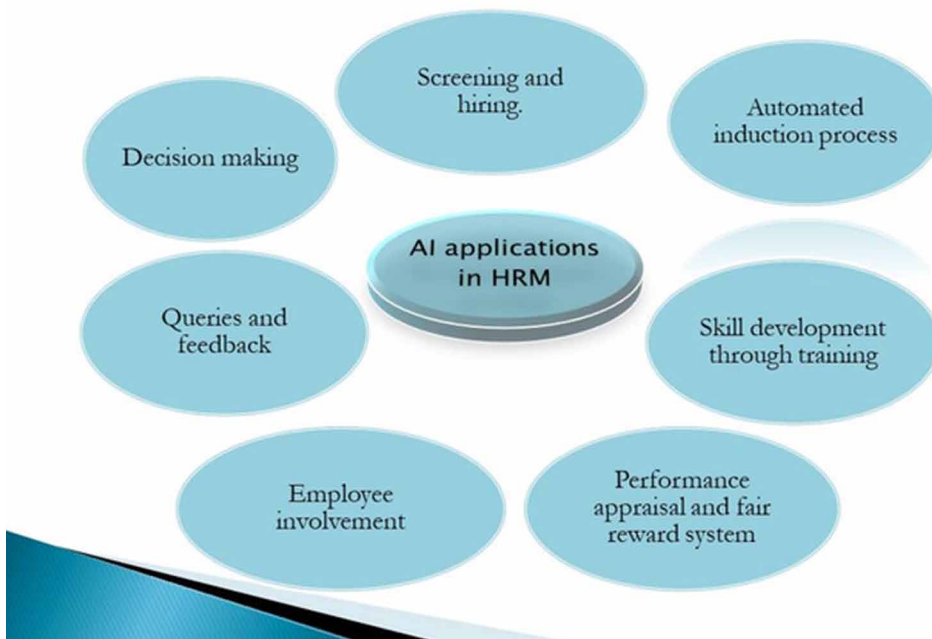
ENABLERS FOR ADOPTION OF AI IN HRM

Recent developments in technology are actively automating diverse functions for human resource managers that historically involve human coordination and

engagement resulting in changes in work places and organisations as a whole (Malik et al., 2020a). Artificial intelligence machines and autonomous chatbots are gaining traction in the workplaces (Thomaz et al., 2019). Conventional HR roles have been transformed by these autonomous systems offering significant advantages and opportunities to human resource department such as handling employee queries and automation of menial tasks etc. (Vrontis et al., 2021). The advancement of digital human resource systems has offered up various possibilities to enhance and lower the cost of HRM activities, such as prospective employee screening (Cooke et al., 2019) and personnel appraisal (Abraham et al., 2019). Organisations can optimize HR expenditure and provide highly customised employee development programs by designing AI-based systems for HRM practices (Malik et al., 2020b).

INHIBITORS FOR ADOPTION OF AI IN HRM

As a result of Industry 4.0-related innovations, human-AI interaction has improved a lot, which has its own set of challenges; like to maintain and controlling the systems in an efficient way (Libert, 2020). Employees suffer from psychological issues at the workplaces as a result of unrealistic standards in the this era of constant tech advancement (Bednar & Welch,2020). AI systems have some vulnerable privacy and security issues (Teich,2020), therefore, securing staffs' confidential information is a big concern for businesses, as abuse of personal data of employees uploaded on internet can jeopardise personnel' well-being (Arslan et al.,2021). Management and workers could encounter issues such as lack of confidence in collaborating with AI-systems. Constant insistence to adjust in the era of AI-influenced work methods and infrastructure make employees worried about managing AI-technologies to prevent biased decision making and prejudices and being overloaded with tech based work demands (Kaplan and Haenlein, 2019).Also, because of increased growth in use of AI-based bots at work, job obsolescence is the threat that employees are facing (Lariviere et al.,2017)

COMPARISON BETWEEN AI-SYSTEM AND THEIR EXECUTION IN HRM WITHOUT HUMAN INTERVENTION

The HRM is undergoing a time of profound disruption as a consequence of tech. revolution, internationalization, and social changes, the frontiers of HRM are shifting. Experts are concerned and in dilemma at the same time if human resources is not staying up to date with new technological innovations, organisations might lose touch with the outside world but at the same time unorganised adoption of AI technologies

Figure 2. Enablers and Inhibitors of AI technologies in HRM
Note: Authors own creation
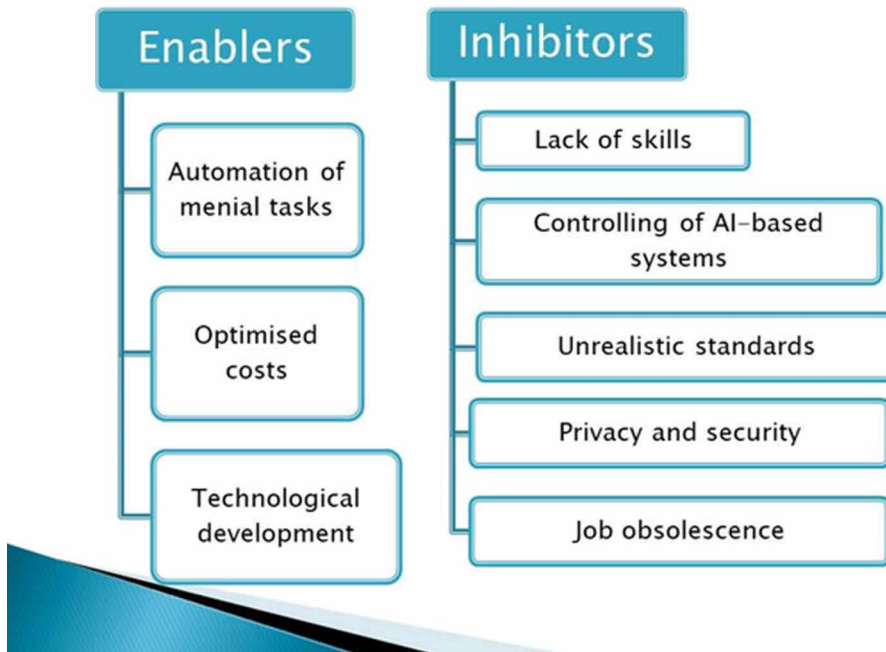
in the department might prove detrimental for the whole organisation. Artificial intelligence has proven beneficial to the business over time but HRM department is one of the crucial departments of the organisations as it is responsible for the most important asset of the organisation that is employees. The major disrupted function of HRM impacted by AI technologies and systems is recruitment, and this function at the same needs the most attention and proper decision making. Algorithm based recruitment takes away the human touch from the recruitment process, and the dangers associated with allowing AI unrestricted in the recruitment industry are significant. Whenever AI is utilized to evaluate, assess, and choose job prospects, there is a serious danger of creating or sustaining biases based on race, nationality, sexuality, and disabilities. Attempting to collect accurate information during the hiring process is like to navigating amid explosives. Grades, educational repute, and resume wording are utilized for making both insensitive and implicit selections, leading in traditionally systemic inequality (Business Insider,2022). This is the reason why experts suggest using AI systems under human supervision, use of independent AI systems in HRM will lead to more bias against the current and prospect employees.

Table 1 presents the comparison between the abilities of AI systems in HRM and their execution in HRM without human involvement.

Table 1. HRM with AI systems and AI-HRM without human intervention

HRM with AI systems	AI-HRM without human intervention
Using AI-enabled recruitment and screening, organisations may reduce application pool by identifying individuals who possess the most pertinent areas of expertise.	AI systems are not always the perfect option for analysing the information, technical errors can lead to misunderstanding of information and can end up hiring wrong candidates.
AI systems can streamline HR functions by providing real time assistance through continuous support.	AI systems are not infallible and independent, it need human coding which implies faults and prejudices are possible. If these systems are used excessively to substitute normal human engagements, it may also make the workplace uncomfortable and unpleasant for the employees.
Optimizing on boarding process for employees, will monitor employee queries for technology or user login, convey organizational policies, and address frequently asked questions at crucial phases of the process.	AI is brilliant at evaluating information and providing relevant results for decision-making, but it cannot often recognise non-technical details that are crucial. While assessing prospective employees, it cannot, for instance, incorporate the organization's beliefs and culture. Completely relying on decision making of AI-systems without human involvement in it can lead to selection of candidates that technically adept but are not meant for the organization.
Incorporating AI into skills training to personalise the whole experience for employees, AI systems will help in evaluating personnel expertise, information, and offer skills training to keep them up to date.	AI based systems are excellent tools for automating mundane HR functions like training; nevertheless with all the employee information these systems are vulnerable to hackers. Uploading critical personal or business information can lead to data breaches or impersonation.

CONCLUSION AND IMPLICATIONS

The primary goal of this study was to explore the relation between AI-systems and personnel through the perspective of human resource management, with a special emphasis on applications of AI systems in HRM and enablers as well as inhibitors for the adoption of these systems in organisations. Previous research and online platforms have highlighted the possible benefits of implementing AI in businesses in terms of increasing productivity and optimising business procedures and operations (KPMG, 2019; Teich, 2020). But, along its applications there are substantial reasons for and against the adoption of AI systems in organizations.

Humans and computers that are capable of understanding are collaborating to develop a vast amount of HR information in the cloud, and artificial intelligence evaluations provide deeper insights on how to implement and function. Company's

productivity is contingent on its capacity to strategically blend personnel, structure, and technology to provide revolutionary performance at optimum cost. AI will aid in automating a number of back-office activities for effective HR operations and customer service. Recently entrepreneurs have placed investments on the notion that artificial intelligence will play a significant role in a vast array of HRM uses. CB Insights estimates that in the past six years, the ten top technology corporations had bought a total of fifty artificial intelligence (AI) companies, including face detection firms, chatbot developers, and chip manufacturers. These Emerging developments have already been impacting the HR departments, and experts in HR analytics anticipate a rising involvement for AI in a range of HR functions, including assisting with hiring, enhancing accountability, augmenting training, expediting induction, and much more.

Based on theoretical review of the literature this study explores different applications of AI-based systems in variety human resource functions such as recruitment, induction, training, skill development, performance appraisal, handling queries and feedback. Industry 4.0 brought tech revolution in the world, where every organisation is adopting new tech innovations on daily basis to compete in the fast changing world. Automation and tech adoption for organisations in this innovative era isn't a matter of choice anymore it has become need now. Covid-19 changed the whole scenario of world economy, every sector in the economy went virtual, and it brought sudden surge tech adoption around the world. Lots of new tech products got launched to meet the needs of the economy. This revolution influenced the HR departments of the organisations as well; even recruitment meetings were held virtually through AI based systems. AI based systems have come up with a lot of beneficial opportunities for human resource management.

With the beneficial opportunities and applications of AI-systems in human resource management there are other things that researcher need to consider, some organisations are adopting this technology real quick and some are reluctant in using these systems in their business functions. There are enablers that force organisations to adopt this technology and in the same way there are inhibitors that work opposite and stop organisations from adopting AI-based systems. While exploring the literature many reasons of the adoption were found like; technological development throughout the globe is one of the main reasons of adoption, no organisation wants to be lagging behind. Other reasons are like automation of the menial work and engaging HR managers in more important work like in decision making and strategizing policies. Increased productivity and efficiency of work is another reason of the adoption of these AI-based systems, and lowering the cost without compromising in quality of work is one of the enablers of adoption in case of HRM.

Even after this tech revolution and industry 4.0 there are still many organisations who do not want to adopt AI-based systems and even if they have, employees of

the organisation aren't happy with this change. Reasons that act as inhibitors while adoption of AI-based systems in HRM are; employees' fear of losing jobs to robots, high standard of work and not being able to compete with that standard is another psychological thing that employee go through when organisations adopt AI-based systems. Many times employees lack skills of handling high tech systems and this also becomes a reason of their reluctance towards these systems, employee get this feeling of not being able to control sophisticated systems.AI-based systems are automated systems with high level of intelligence and with this feature comes a big threat that is privacy issues, employees data and whole organisation's data could go out with a click if not handled with cautious. Privacy issue is one of the reasons that inhibit organisations from adopting AI-systems in HRM. Also, sometimes AI-based systems might get biased or non-logical in decision making, since, AI-systems work on algorithms and how an AI-systems works depends on the algorithms that were given to it. If it were loaded with biased algorithms its output as well as decision making will be biased. So, this is one of the negative parts of AI-based systems and becomes a reason of reluctance towards its adoption in organisations.

This tech revolution creates different problems for HRM functions in modern organisations, because they have to handle employees' concerns about collaborating with AI-systems, particularly in terms of potential loss of employment and the complex aspects of developing trust among employees and AI-based systems as co-workers. In addition, to ensure the efficient working environment and productivity, employees' job completion with respective AI-systems must be properly conveyed and monitored by HR management. Effective governance in organisations such as conducive atmosphere, skill development training, and maintaining valid technical skill levels are necessary for organisations to get best of developing technologies prior putting employees in collaborations with AI –systems. Due to a lack of proper frameworks to assist HR managers, one of the most challenging problems for HR management after adoption of AI systems is assessment of performance when employees and AI-systems work collaboratively. Organisations could adopt models that would analyse the performance of employees and AI-systems collectively and efficiently.

Theoretical and Practical Implications

Current paper has both theoretical and practical implications in its exploration. First, a fundamental conceptual conclusion is the significance of building unique conceptual frameworks that would address AI -systems from a practical use aspect in HR functions and provide solutions for the issues that arise in human-computer interaction while working with AI systems. Our study will be helpful to HR professionals and others in responsible for multiple HR practices such as hiring, remuneration, well-being,

employment relations, strategy planning, mentoring, and talent management. HR practitioners responsible of talent acquisition, might contemplate using machine learning techniques to be more comprehensive in their hunt for a new aspirants and to evaluate applicants profiles to create a quality fit among both applicant and company. Furthermore, reward specialists in HRM could use AI-based techniques at work to determine the most efficient payment method that significantly improves the distinction between personal effectiveness and remuneration. Executives responsible of professional support, on the other hand, could use computational methods to specific strategies to staff development. Collaborating with tech disciplines for future research in AI-HRM would help to get proper idea of how these technologies work and how can HR functions be benefitted with their adoption. Also, highlighting significance of confidence, trust and interaction to tackle problems connected with employees and AI-systems collaboration is a key managerial recommendation that author suggested in this paper. Suggestions about skill development and training in organisations are also important outcomes of this paper that would help managers in bringing this AI change in their organisations easily and efficiently.

LIMITATIONS AND FUTURE AVENUES

Author has tried to get proper idea of the area but this paper is descriptive in nature and based on secondary data. Future, studies could go for surveys in organisations and get real world situation of AI-HRM. Also, comparative studies could be carried out comparing adoption in different sectors and which sectors are responding well to AI-system adoption in HRM. This paper is qualitative in nature; future researches should try other literature review methods like bibliometric analysis.

REFERENCES

Abou-Zahra, S., Brewer, J., & Cooper, M. (2018). Artificial intelligence (AI) for web accessibility: Is conformance evaluation a way forward? In *Proceedings of the internet of accessible things* (pp. 14). IEEE. 10.1145/3192714.3192834

Abraham, M., Niessen, C., Schnabel, C., & Lorek, K. (2019). Electronic monitoring at work: The role of attitudes, functions, and perceived control for the acceptance of tracking technologies. *Human Resource Management*, 1–19.

Alzhrani, A. M. (2020). A research paper on Human Resources Planning, process and developing. *International Journal of Recent Technology and Engineering (IJRTE), 8*(6), 999–1003. doi:10.35940/ijrte.F7550.038620

Ancarani, A., Di Mauro, C., & Mascali, F. (2019). Backshoring strategy and the adoption of Industry 4.0: Evidence from Europe. *Journal of World Business*, *54*(4), 360–371. doi:10.1016/j.jwb.2019.04.003

Arslan, A., Cooper, C., Khan, Z., Gol, G., & Ali, I. (2021). Artificial intelligence and human workers interaction at team level: A conceptual assessment of the challenges and potential HRM strategies. *International Journal of Manpower*, 1–14.

Bednar, P. M., & Welch, C. (2020). Socio-Technical Perspectives on Smart Working: Creating Meaningful and Sustainable Systems. *Information Systems Frontiers*, *22*(2), 281–298. doi:10.100710796-019-09921-1

Cooke, F. L., Liu, M., Liu, L. A., & Chen, C. C. (2019). Human resource management and industrial relations in multinational corporations in and from China: Challenges and new insights. *Human Resource Management*, *58*(5), 455–471. doi:10.1002/hrm.21986

Demetris Vrontis, D., Christofi, M., Pereira, V., & Tarba, S. (2021). Artificial intelligence, robotics, advanced technologies and human resource management: A systematic literature review. *International Journal of Human Resource Management*, 1–30.

Edgar. (2017). Machine Learning. In *Research Methods for Cyber Security.* (pp. 153-173). Elsevier Inc.

Escalante, H. J., Guyon, I., Escalera, S., Jacques, J., Madadi, M., Baró, X., Ayache, S., Viegas, E., Güçlütürk, Y., Güçlü, U., van Gerven, M. A. J., & van Lier, R. (2017). Design of an explainable machine learning challenge for video interviews. In *2017 International Joint Conference on Neural Networks (IJCNN)* (pp. 3688–3695). IEEE. 10.1109/IJCNN.2017.7966320

Fahed-Sreih, J. (2018). Introductory Chapter: Human Resources in the Twenty-First Century. In Human Resource Planning for the 21st Century. IntechOpen.

Garg, S., Sinha, S., Kar, A., & Mani, M. (2021a). A review of machine learning applications in human resource management. *International Journal of Productivity and Performance Management*. doi:10.1108/IJPPM-08-2020-0427

George, G., & Thomas, M. R. (2019). Integration of Artificial Intelligence in Human Resource. *International Journal of Innovative Technology and Exploring Engineering*, *9*(2), 5069–5073. doi:10.35940/ijitee.L3364.129219

Glikson, E., & Woolley, A. W. (2020). Human trust in artificial intelligence: Review of empirical research. *The Academy of Management Annals*, *14*(2), 627–660. doi:10.5465/annals.2018.0057

Graham, J. T. (2021, January 25). *Five ways AI is disrupting human resource management*. Sage HR. blog.sage.hr

Hamilton, R. H., & Sodeman, W. A. (2020). The questions we ask: Opportunities and challenges for using big data analytics to strategically manage human capital resources. *Business Horizons*, *63*(1), 85–95. doi:10.1016/j.bushor.2019.10.001

Hecklau, F., Galeitzke, M., Flachs, S., & Kohl, H. (2016). Holistic approach for human resource management in industry 4.0. *Procedia CIRP*, *54*, 1–6. doi:10.1016/j. procir.2016.05.102

HR Exchange Network. (2019, November 9). *AI in HR*. HR Exchange Network: hrexchangenetwork.com

Huang, M. H., & Rust, R. T. (2018). Artificial Intelligence in service. *Journal of Service Research*, *21*(2), 155–172. doi:10.1177/1094670517752459

Isha, T., & Pant, M. (2020). Artificial Intelligence Reshaping Human Resource Management: A Review. *2020 IEEE International Conference on Advent Trends inMultidisciplinary Research and Innovation*. University of Liverpool.

Kakhki, F. D., Freeman, S. A., & Mosher, G. A. (2019). Evaluating machine learning performance in predicting injury severity in agribusiness industries. *Safety Science*, *117*, 257–262. doi:10.1016/j.ssci.2019.04.026

Kaplan, A., & Haenlein, M. (2019). Siri, Siri, in my hand: Who's the fairest in the land? On the interpretations, illustrations, and implications of artificial intelligence. *Business Horizons*, *62*(1), 15–25. doi:10.1016/j.bushor.2018.08.004

Khurana, D., Koli, A., Khater, K., & S. S. (2017). Natural Language Processing: State of The Art, Current Trends and Challenges. *Reserachgate*.

KPMG. (2019). *Rise of the humans 3: shaping the workforce of the future*. KPMG.

Larivière, B., Bowen, D., Andreassen, T. W., Kunz, W., Sirianni, N. J., Voss, C., Wünderlich, N. V., & De Keyser, A. (2017). "Service Encounter 2.0": An investigation into the roles of technology,employees, and customers. *Journal of Business Research*, *79*, 238–246. doi:10.1016/j.jbusres.2017.03.008

Libert, K., Cadieux, N., & Mosconi, E. (2020). Human-Machine Interaction and Human Resource Management Perspective for Collaborative Robotics Implementation and Adoption. *Proceedings of the 53rd Hawaii International Conference on System Sciences*, (pp. 533-542). IEEE.

Liboni, L. B., Cezarino, L. O., Jabbour, C. J. C., Oliveira, B. G., & Stefanelli, N. O. (2019). Smart industry and the pathways to HRM 4.0: Implications for SCM. *Supply Chain Management*, *24*(1), 124–146. doi:10.1108/SCM-03-2018-0150

Liu, F., Shi, Y., & Liu, Y. (2017). Intelligence quotient and intelligence grade of artificial intelligence. *Annals of Data Science*, *4*(2), 179–191. doi:10.100740745-017-0109-0

Malik, A., Budhwar, P., Patel, C., & Srikanth, N. (2020a). May the bots be with you! Delivering HR cost-effectiveness and individualised employee experiences in an MNE. *International Journal of Human Resource Management*.

Malik, A., Budhwar, P., & Srikanth, N. (2020b). Gig Economy, 4IR and Artificial Intelligence: Rethinking Strategic HRM. In Human & Technological Resource Management (HTRM): New Insights into Revolution 4.0 (pp. 75-88). Emerald Publishing Limited.

Minbaeva, D. (2020). Disrupted HR? *Human Resource Management Review*, 100820.

Mohanta, B., Nanda, P., & Patnaik, S. (2020). Management of v. UCA (volatility, uncertainty, complexity and ambiguity) using machine learning techniques in industry 4.0 paradigm. In S. Patnaik (Ed.), *New Paradigm of Industry 4.0: Internet of Things, Big Data & Cyber-Physical Systems* (pp. 1–24). Springer International Publishing. doi:10.1007/978-3-030-25778-1_1

Müller, J. M., Buliga, O., & Voigt, K. I. (2020). The role of absorptive capacity and innovation strategy in the design of industry 4.0 business Models-A comparison between SMEs and large enterprises. *European Management Journal*, *39*(3), 333–343. doi:10.1016/j.emj.2020.01.002

Pereira, V., Hadjielias, E., Christofi, M., & Demertris, V. (2020). A Systematic Liiterature Review on the Impact of Artificial Intelligence on Workplace Outcomes: A multi-process perspective. *Human Resource Management Review*.

Raj, M., & Seamans, R. (2019). Primer on artificial intelligence and robotics. *Journal of Organization Design*, *8*(1), 11. doi:10.118641469-019-0050-0

Rodney, H., Valaskova, K., & Durana, P. (2019). The Artificial Intelligence Recruitment Process: How Technological Advancements Have Reshaped Job Application and Selection Practices. *Psychosociological Issues in Human Resource Management*, *7*(1), 42–47.

Rossini, M., Costa, F., Tortorella, G. L., & Portioli-Staudacher, A. (2019). The interrelation between industry 4.0 and lean production: An empirical study on European manufacturers. *International Journal of Advanced Manufacturing Technology*, *102*(9), 3963–3976. doi:10.100700170-019-03441-7

Samarasinghe, K. R., & Medis, A. (2020). Artificial Intelligence based Strategic Human Resource Management (AISHRM) for industry 4.0. *Global Journal of Management and Business Research*, *20*(2), 1–5. doi:10.34257/GJMBRGVOl20IS2PG7

Simeunovi'c, N., Kamenko, I., Bugarski, V., Jovanovi'c, M., & Lali'c, B. (2017). Improving workforce scheduling using artificial neural networks model. *Advances in Production Engineering & Management*, *12*(4), 337–352. doi:10.14743/apem2017.4.262

Singh, P. K., Pramanik, P. K.-D., Dey, A. K., & Prasenjit Choudhury, P. (2021). Recommender Systems: An Overview, Research Trends, and Future Directions. *International Journal of Business and Reserach Systems*.

Song, Y., & Wu, R. (2021). Analysing human-computer interaction behaviourin human resource management system based on artificial intelligence technology. *Knowledge Management Research and Practice*, *1*, 10.

Teich, D. A. (2020, August 10). Artificial Intelligence And Data Privacy – Turning A Risk Into A Benefit. *Forbes*.

Thomaz, F., Salge, C., Karahanna, E., & Hulland, J. (2019). Learning from the Dark Web: Leveraging conversational agents in the era of hyper-privacy to enhance marketing. *Journal of the Academy of Marketing Science*, 43–63.

Tripathi, P., Ranjan, J., & Pandeya, T. (2012). Human resource management through AI approach: An experimental study of an expert system. In *National conference on communication technologies & its impact on next generation computing CTNGC*. Proceedings published by International Journal of Computer Application.

Upadhyay, A. K., & Khandelwal, K. (2018). Applying artificial intelligence: Implications for recruitment. *Strategic HR Review*, 1–5.

Verma, R., & Srinivas, B. (2020). Challemges of Artificial Inteligence in Human Resource Mangement in Indian IT Sector. *XXI Annual International Conference Proceedings*, (pp. 380-387). IEEE.

Votto, A. M., Valecha, R., Najafirad, P., & Rao, H. R. (2021). Artificial Intelligence in Tactical Human Resource Management: A Systematic Literature Review. *International Journal of Information Management Data Insights*.

Vrontis, D., Christofi, M., Pereira, V., Tarba, S., Makrides, A., & Eleni, T. (2021). Artificial intelligence, robotics, advanced technologies and human resource management: A systematic review. *International Journal of Human Resource Management*.

Weichert, D., Link, P., Stoll, A., Rüping, S., Ihlenfeldt, S., & Wrobel, S. (2019). A review of machine learning for the optimization of production processes. *International Journal of Advanced Manufacturing Technology*, *104*(5), 1889–1902. doi:10.100700170-019-03988-5

Zhao, Y., Hryniewicki, M. K., Cheng, F., Fu, B., & Zhu, X. (2018, September). Employee turnover prediction with machine learning: A reliable approach. In *Proceedings of SAI intelligent systems conference* (pp. 737–758). Cham: Springer.

Zhu, H. (2021). *Research on Human Resource Recommendation Algorithm Based on Machine Learning*. Hindawi. doi:10.1155/2021/8387277

116

Chapter 6
Implication of RPA on Financial Services:
A Novel Human Resources Information System

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

ABSTRACT

The industrial revolution is referred to by its abbreviation (IR). The IR adventure began almost 360 years ago. The life span of that time is exceptionally uncommon. The average lifespan has been extended whenever the IR evolution takes place. The comfortable lifestyle made possible by technological development is the reason for this ratio. As a result, human interaction gradually reduced in the machinery process, and the automated process has increased. The use of technology like artificial intelligence in day-to-day living and e-commerce has shrunk the distance worldwide. The development of communication technologies has given the commercial world limitless aspects. This aspect created corporate client services that need much more tolerance, consistency, and timeliness. Robotic process automation (RPA) bots are computer program applications that achieve corporate client service in the commercial environment. RPA application processes work as a brilliant employee and work ever-fresh helpdesk source person for the client side.

1. INTRODUCTION

The Industrial revolution (I.R.) 1.0 began in the year 1760. In Britain and the United

States, it started around 360 years before. The substantial consequence of the industrial revolution is that it rapidly transformed the economy and standard of living in society. Before the industrial revolution, the leading part of trading was agribusiness and handmade products. Initially, animals like ox, horses, bulls, and donkeys are used as vehicles. Also, animals are used to routine life like pouring water and irrigation. The industrial revolution occurs whenever labor wants to reduce work pressure. Caring for animals' health from severe infection gives intense pressure. For fulfilling the growing population's market demand, mass production is needed. Therefore, the manufacturing sector started transforming into a machinery culture. Machinery energy is much more efficient in factory setups. Afterward, designing modern machinery and its spare parts created a new path to business. Industrial revolutions 1.0 and 2.0 focused on an alternative to human energy such as power energy. The steam engine was introduced in the I.R. 1.0. The gas and oil-based apparatus are proven in I.R 2.0. The I.R. 3.0 introduced information technology, which upgraded the comfortable and standard of living fashion. The novel intelligence system is equal to genius birth. Artificial Intelligence (AI) journey began from I.R.3.0. However, the AI peak period is I.R. 4.0. Modern society widely uses Machine learning and AI-implemented applications. This reflects its enormous success. AI and machine learning techniques are a primary priority of the current version of I.R 4.0. Each phase of the industrial revolution and the predicted I.R. 5.0 features are briefly described in this introduction part.

Online payment usage, particularly in the financial sector, has extended socioeconomic class boundaries in society to do more financial transactions. Small road vendors to massive shopping mall vendors now use digital transactions like PayPal and google pay. As a result, managing significant transactions and client question calls needs sophisticated software applications. RPA application processes work as a brilliant employee and work ever-fresh helpdesk source person for the client side.

RPA is a wise employee all by itself. Similar to human resource information systems, RPA is utilized to manage customer assistance instead of employees. During working hours, it takes a lot of time to keep track of every customer. For clients, RPA carries out electronic signature tracking, investment maturity date notification, and visa expiry notification. This technique is carried out manually before RPA. Customer communication occurs through the postal service. A postal delay in the manual method is another difficulty. In a variety of situations, it can be hard to find the customer's latest contact address. RPA uses automatic notification rather than relying on outside organizations like the postal service. It's simple to send out notifications right away. Getting a timely process is difficult when there are bank holidays or sticks. After the adoption of RPA, all transactions may be completed through apps without the customer having to visit a branch. In human resource department repetitive task is

updating validating employee information like bank account, visa and passport details and medical card information. When a new employee is hired, repetitive duties can be done by human resource automation, such as processing payroll details, health insurance details, and reporting procedures. The human resources staff also spends more time reviewing resumes and filtering applications. RPA in human resources efficiently handled the enormous data collection of applicants and the issue of confirming the legitimacy of the information (Ariwala, 2022b).

Automation is classified into three types namely unattended, attended, and hybrid. The unattended type does not need any human intervention in the process. It is fully automation widely used in call center response, invoice processing, and claim processing. The attended type is partial automation, it needs human intervention and improved quality of productivity. This type is mostly used by insurance agents and retailers. The third type is a combination of unattended and attend is hybrid automation. It is used in human resource management and service delivery and sales management. RPA is an unattended type of automation. Especially digital transformation era RPA supports low-cost and quality workflow. The RPA implementation moves the organization at an unpredictable speed to travel in digital business. AI-enabled applications are already available in the research sector. To manage huge industries and enrichment like RPA-type automation is inevitable. The I.R. 4.0 key feature obtains intelligent automation. I.R. 5.0 will be moving forward with the promotion of human-machine interaction. In the upcoming I.R.5.0, mechanical technology like robotics with the combination of AI will perform a noteworthy part. The automated process implements the decisions in the business using machine learning knowledge. Automation needs to be updated based on modern technology. Rather than help the business process, it should act as an intelligent employee. All the automated processes should have talent like how to perform shrewd work than rigorous work. The RPA is a software process, which is inbuilt within the application. The other term for RPA is software robots. Robotic process automation (RPA) relieves tedious job pressure from employees.

The second topic is the definition of RPA. It explains the differentiation between manual robots and software robots like RPA. The benefit of using RPA. And then, how it is fulfilling exactness inside the repetitive assignment is discussed under this point. This topic also explains the advantage of using RPA. That is, reducing error rate and increasing efficiency and quick response for the ad-hoc query. It is highlighted because RPA's analytical ability automatically promotes customer service productivity.

The third topic is the evolution of RPA. This section describes the downsides of business process automation, how RPA fixes them, and how it improves the user interface. It also discusses scraping resemblances in the RPA method. The stages of screen and web scraping processing are explained. The Optical Intelligent

character recognition (ICR) integration pushes the RPA into Intelligent Automation (IA) process by tracking financial activities. The upcoming enhanced process of intelligent automation is called hyper-automation. Between RPA and IA upgrading process detail are focused on this topic. Business process management, AI and ML, RPA, and their prime process that imitates human intelligence are some of the major elements of intelligent automation. This topic discusses recognition technology like MICR, OCR, ICR, IWR, and OMR. It also explains the MICR coding format. Hue Saturation Value (HSV) security aspects of finding fake cheque and cash.

The fourth topic in this chapter discusses the usage of RPA applications across diverse industries, including retail, banking, insurance, and healthcare. The RPA fulfills each industrial sector's needs. In the retail industry, RPA handles stock-in-hand monitoring and consumer behavior analysis. The cognitive Chatbot deals with customer support management. The RPA automated ERP (Enterprise Resource Planning) management system reduces human employee effort. In the banking sector, FinTech technology Chabot's are popular for operational processes like credit card and loan approval. The RPA bots with NLP capabilities can recognize fraudulent transactions in the banking service. Massive data validation activities, such as insurance claims and verifying claim legality are vital processes in the insurance industry. The insurance company needs to copy-paste and dispatch a type of specific bot to perform a routine task known as the insurance premium payment reminder to clients. In the healthcare sector, emergency and time management are essential. The substantial concern throughout a pandemic is the lack of doctors, hospital wards, and ventilator information. In this instance, beds and medical equipment availability are tracked by cloud-based RPA technology. Government health departments and agencies used this facility.

The final topic supplies information on both RPA commercial and open-source technologies. Corporations like Google, JP Morgan Chase, and AT&T use well-known commercial RPA platforms such as automation Anywhere, Blueprism, and Uipath. US-based corporates are developing RPA applications. In the future, regular official manual routine workflow to be replaced quickly by RPA. RPA-based job positions and RPA application development generate new job markets in the corporate world.

The conclusion part describes the next-generation RPA self-learning process. The next generation RPA is called RPA as a service (RPAaaS). This model rectifies earlier RPA model challenges. It has unstructured data processing and different language access facilities. In the technical part, limited coding causes the software cost, process mining improves the auto analysis, and cognitive automation improves the intelligence level of RPA.

2. ROBOTIC PROCESS AUTOMATION (RPA)

Robotic process automation (RPA) is software technology. This technology interacts with the digitized system to perform the process. This automated process handles monotonous tasks. In the repetitive process, employees feel bored at one point in time. No skill is needed. After a while, employees think about their future perspective of the job. In this case, robotics never feels bored and does not decide on a later career (Hamilton, 2022).

There is a difference between manual Robotics and RPA. Manual robotics or a robot is a machine. The manual robot uses an artificial narrow intelligence type. It is designed to complete a particular task (Frankenfield, 2022). For example, in Greece, postal services using autonomous mobile robots (AMR) use artificial intelligence to examine the postal code. It will sort the parcels or letters based on scanned postal codes and remain in the corresponding bin (Stelios Misinas, 2021). This tedious process requires speed and is error-free (Heller, 2021). RPA is a software process; another term is a software robot. The bot is a short-term robot. It uses a software bot to execute automated tasks using the internet. In general terms, it is a software agent (Think Automation, n.d.). Like a manual robot, it is not physically visible, it is inbuilt within the computer program. The software bots are used in the front end and back end of the software process. Front-end bots are popularly known as Chatbots in customer services. Back-end bot used for an assistant like email parsing. Uipath is a well-known email automation bot. Figure 1, offers an explicit definition of RPA. It is an automated process that simulates human action (Kappagantula, 2021).

Figure 1. Definition of RPA
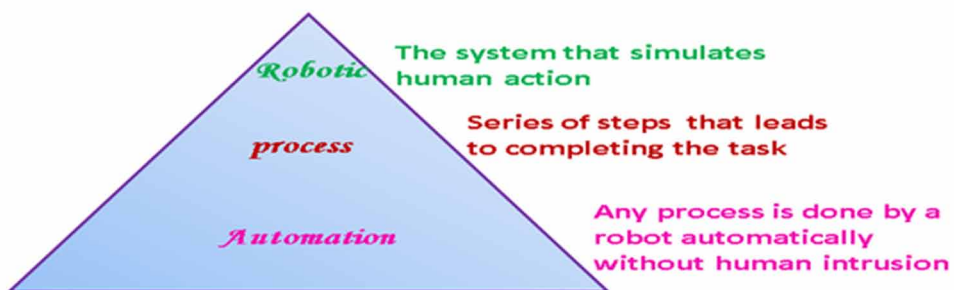
The convenience of using RPA is given in Figure 2. The key advantage of RPA is it will be integrated with any system. Based on the business requirement various RPA bots' features are designed. Some of the features are regular reporting, tracking the

progress in the working process, and scheduling the program. As listed in figure 2, a fast response with accuracy obviously reduces the error rate. In the end efficiency and productivity level increases.

Figure 2. Benefit of using RPA
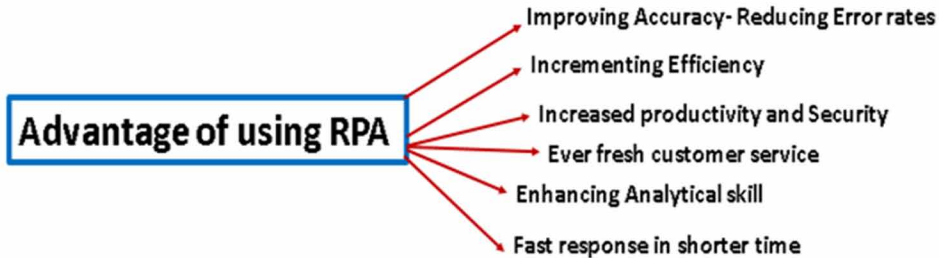
3. EVOLUTION OF RPA

The automation journey started as business process automation (BPA). BPA software process reduces the business repetitive and time-consuming process. Especially huge data in student admission in universities and employee leave application form submission in online. BPA lacks interaction with user interface. Especially, data transferring or data migration process, transforming the data from source to target system format. Specifically, transfer.

This drawback is rectified in the name of RPA bot. RPA Chatbot is a popular user interface (Technopedia, n.d.). Methodology of RPA is similar like screen scraping and web scrapping. In general, scraping is two types- screen scraping and web scraping. The screen scraping extract visual data, but web scraping extracts the data from website (Miranda, 2021). Screen scrap does not have any specific information, however web scraping targets huge data.

Figure 3. Scraping type

Screen scraping captures the input data from source system i.e., screenshot information and pass the captured information into legacy application process (Webuters, 2021). After processing the data, it will display the user's screen. This process is described in Figure 4 (Technopedia, n.d.).

Figure 4. Screen scrapping
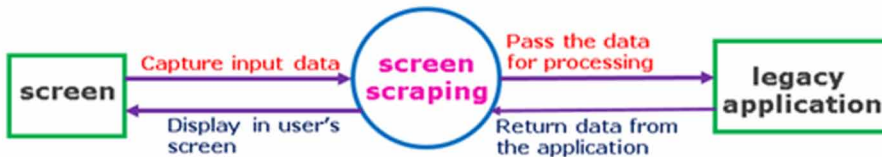
Finance applications often use screen scraping. Conspicuously in the mortgage approval application process, it will collect various account details of the customer. The lenders want to find the customer's financial transactions and other loan statuses. Based on the online customer activities, it will track user profiles and then steal data. Optical character recognition (OCR) examines the text on the screen (Gillis, 2020). Then OCR deciphers the text. And then, it will capture it from an active application window. In simple words, OCR output is the editable format. Therefore, OCR readers directly feed input data to a database. Web scrapping uses an automated process to collect data like customer profiling. This process is majority used in e-commerce sites like Walmart, google maps, and amazon. The above scraping task is an RPA inbuilt program that collects data from various web- sites like human surfing. RPA is software with intelligence that executes the predefined task in routine business using programmed instructions is possible.

3.1 Recognition Technology

Recognition technology plays a significant role in the financial sector. Automation is used in banks to detect the customer's signature originality and then verify handwritten documents. The automation accuracy process prevents verification faults. The uniqueness of the check is confirmed using this kind of technology. Because fraudsters are highly skilled and exploit advanced technology, they constantly search for ways to steal information. Security precautions are necessary, particularly for financial documents. In the 1950s, the MICR entry occurred into the financial world. The abbreviated format of Magnetic Ink Character is MICR (Srivastav A.K.). This technology uses a spot of special ink to recognize characters. Special magnetic ink

laser printers are used to print the MICR number on every cheque leaf. It verifies the originality and authentication of paper-based documents. The encoding technique is used for printing the MICR number on the cheque. The machine translates the printed number on the cheque called the decoding technique. Laser printers are character recognition toner that recognizes magnetic ink (CFI Team, 2022). MICR is just a nine-digit number printed at the bottom of each cheque. These MICR codes are used for filing financial transactions such as mutual funds or transferring funds documentation. Given below figure 5 shows the formation of the MICR code.

Figure 5. MICR code formation

The specific reason for using banks using MICR is not only to simplify the process of clearing cheque. It also reduces manual repetition work with much security and reliability in less time due to the digital format. Banks' core task is to drop forged financial transactions and verify their validity. It leads to a secure transaction. MICR is a unique identification for verifying banks and cheque that helps the electronic clearing system (ECS).

Detecting fraud and preventing fraud are continuous processes. AI-enabled RPA bots verify fraud money laundering transactions. In this case, it will collect information from various transaction databases about fraudsters or money launderers and detect suspicious activities. Once it is detected, it will alert the staff and improve fraud prevention. Technically speaking, unsupervised algorithm models are used on the

trained unlabeled datasets for finding a new type of fraud. This machine-learning model analyzes customer behavior changes in spending habits (Gençer, 2022). The intelligent bots quickly scan legal bank documents and do processing without any issues in compliance against documentation (Dilmegani, 2022). This process is fully

Table 1. Comparison of OCR, ICR and OMR

OCR	ICR	OMR
Optical Character Recognition	Intelligent Character Recognition	Optical Mark Recognition
Convert handwritten, printed text into machine learning text.	It will recognize various handwriting styles like font difference.	It does not recognize handwritten, or machine printed characters
Using recognition engine, it will reproduce different font.	It will recognize various shapes of letters and symbols. Recreates in machine readable format.	Using optical scanner, it will gather data. It will measure predetermined position on a surface using reflective light.

automated without any manual intervention. Several types of recognition technology are available OCR, OMR, and ICR.

Optical mark recognition is used often in survey papers and multiple choice-based examination papers. It recognizes the tick symbol or bullet circle symbol on the pre-defined surface. It fetches the information into soft copy format (Jason, 2021). It is useful for data collection and preparation of data sets. But it does not recognize hand or machine-printed letters. This drawback is rectified by OCR.

OCR technology in the banking application detects customer spending behavior based on evaluating customer bank statements. The OCR uses both hardware and software technology. The hardware scanner fetches physical document characters as images. After that, the software technology processes captured the image. Using AI (Artificial Intelligence) technique in the image will detect the letters and language used. The AI technique uses text recognition functions such as pattern recognition and feature extraction algorithms (Yih, 2022). The combination of algorithms finds the physical document character. Pattern recognition compares scanned image fonts already available in the OCR database. After that, the feature recognition finds the shape of the characters in the images. Character shapes are standing lines, curves, loops, line direction, and interaction. During matching signature identification, feature recognition will verify the authentication of the customer signature pattern of letters. OCR uses a deep learning-based convolutional neural network (CNN) (Agrawal et al., 2021). Scale Invariant Feature Transform (SIFT) for extraction of character features and Support Vector Machine (SVM) as a classifier used for authentication to find accuracy level. The accuracy level is higher for verifying

Figure 6. Hue saturation value explanation

Hue Saturation Value

color Type   color shades variation   Color Brightness

signature patterns, and account number identification. The overall benefit of OCR usage in the financial sector is, it completely removed the manual entry system. Therefore, it reduces staff errors when entering customer names and account numbers. Due to automated accuracy, time lacking reduced. For every transaction, the staff member login and logout the application for verifying signature eliminated. Mostly mobile applications integrated with OCR technology use mobile cameras as scanners. Using card-based transactions, it will recognize the card number, expiry date, account number, and cardholder name mentioned in the debit/credit card. There is no doubt about OCR's accuracy and ability to scan characters, but it has a limitation in recognizing several characters. It won't detect more characters in the documentation. The drawback of OCR is paper documents in digital form. These limitations are overcome by ICR technology.

Handwritten documentation is mostly used in the legal and housing documentation in the bank. The ICR software technology finds handwriting recognition. It simply differentiates authentically fake and real signatures. Therefore, another name for ICR is Handwritten Text Recognition (HTR). Speedy processes, retrieving an unstructured document, and storing cloud environments are enhanced by ICR (Saitwal, 2022). Spelling correction is not possible in ICR. This limitation is overcome by IWR.

Instead of character, fetching phrase level recognition is called Intelligent Word Recognition (IWR). It will extract the word or sentence. Using an internet-based spell checker automatically corrects spelling errors. It uses a fuzzy logic technique, fuzzy matching (FM) approximate string-matching technique. This is an advanced method for enhancing the ability to find word-based matching from the internet database. For example, the BANK word is misspelled as BANC. It automatically corrected it as BANK.

In the cheque, bank logos are hidden. The ultra-violet, fluorescent phosphors (UV) ink is used in cheque for invisible in normal lighting. Using ultraviolet-detecting scanner lights makes glow hidden embedded fiber ink logo. This security measure proves the genuineness of the cheque authentication whether the cheque is real or fake. The next technique for feature extraction and recognition is Hue Saturation

Value (HSV). Cash and cheque have unique coloring combinations (Girish, 2015). The figure 6 explains HSV.

Finding fake currency notes and cheque leaves by coloring this technique is useful in financial institutes. The primary mixing hue colors are Red, yellow, and Blue. Secondly, violet, orange, green and purple colors are used. Mostly these mixed combination currency notes are available in the market. Saturation finds the percentage of gray shade used in the color. It varies from black to white. Full saturate means completely black, not white. The large cash transaction, it is difficult for staff to touch each currency and cheque to show fakeness. This type of technique easily finds fake currency and cheque.

3.2 Enhancement from RPA to IA

The succeeding transformed phase of the RPA is intelligent automation (IA). This transform stage IA is a combination of RPA plus AI. In the IA phase, OCR enhanced form as intelligent character recognition (ICR). Instead of extracting, the ICR will apply the data mining process. Table 2 shows the enriched add-on feature of IA.

Table 2. Differentiate RPA vs. IA

RPA	IA
Extract the data	Mine the data
Optical Character Recognition (OCR) Technique	Intelligent Character Recognition (ICR) Technique.
Rules-based process – programming instruction	Machine Learning and Natural language process (NLP)
Repetitive task	Intelligent document processing

Intelligent automation's three prime components are- Business process management (BPM), Artificial Intelligence and machine learning (AI and ML), and RPA (IBM Cloud Education, 2021a). Business Process Management is the foundation part of intelligent automation. Not only IA, but it is, moreover, the first part of any automation process. This part verifies the automation efficiency and checks the mapping business process. The second part of RPA is following the distinct tedious process. The third IA significant part is AI. It implements a technique like Machine learning (ML) and Natural Language Processing (NLP), computer vision like OCR implementation in the IA.

Figure 7. Basic components of IA
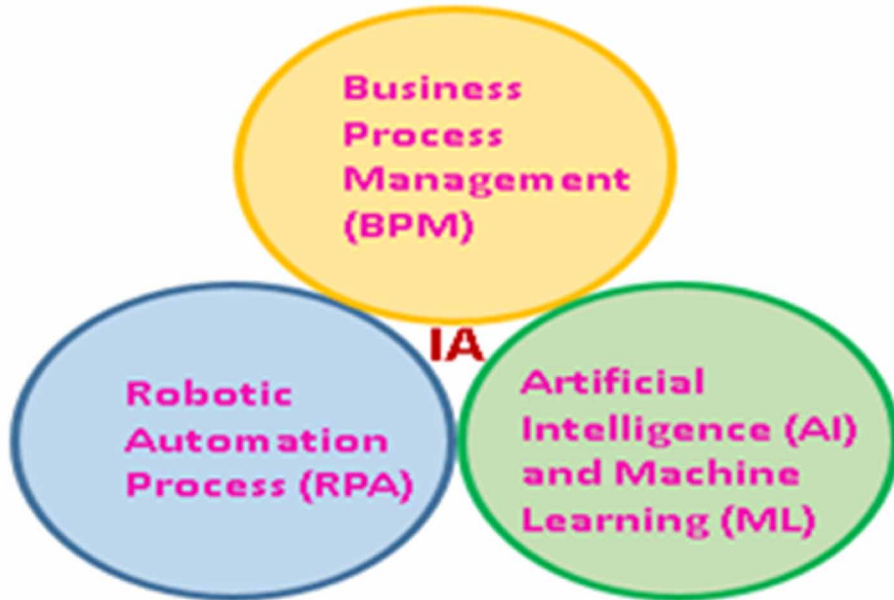
This technique enhances the ability of the IA process in intelligent decisions making. Also, predictive analysis generates patterns from historical data. It replicates human intelligence in the process (Robotic Process Automation, n.d.).

Without human intervention, complete automation in the business process is the succeeding enhancement. This process is called hyper-automation. Hyper automation improves the automation process using ICR, NLP, and intelligent document processing with other technologies. In the competitive business world, hyper-automation, fast response, and exact results are the main benefits. IBM AI-powered automation and IBM cloud Paks for automation with integrated expert systems and bottomless industry knowledge ability reduce all manual processes. This evolution journey continues in the next I.R. in another process (IBM Cloud Education, 2021).

4 RPA APPLICATIONS

4.1 Retail

Due to the pandemic scenario, online buying has expanded globally in recent days. The situation forces the buyers to do online shopping due to travel restrictions and

Figure 8. RPA usage in retail application
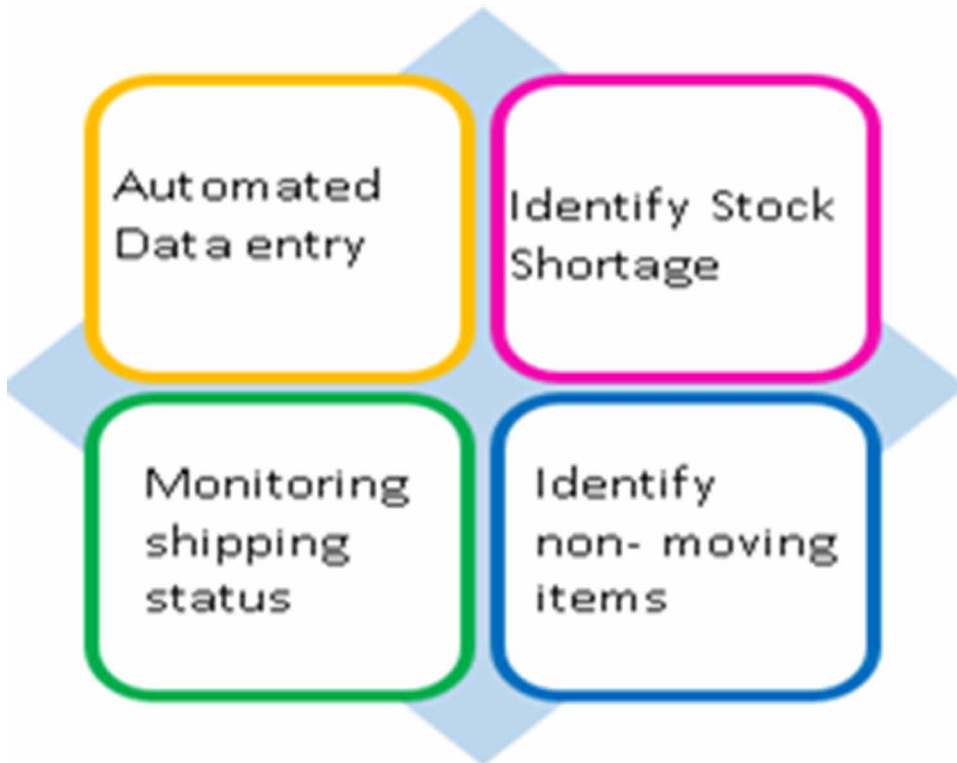
lockouts. There are a variety of reasons for using RPA in the retail industry. That includes tracking the status of ordered goods, finding non-moving stocks, and avoiding out-of-stock / inventory shortages (Komissarov, 2020).

Most inventory processes in retail are routine. At the same time, in this continuous operation, speed and precision are critical. While performing the manual recurring procedure, the data entry error rate is higher. The error rating ratio is reducing while handling RPA applications. Stock constitutes the prime reason for losing a customer. Product availability is the most significant fact for improving customer retention. So, companies are demand and supply planning using RPA to automatically investigate the stock status and place the order. Next, foremost to find the purchasing pattern of the customer. Because of this, the immovable stock quantity is reduced. RPA uses an AI-enabled tool to show consumer behavior analysis and checks the immovable stock. These stocks are called dead stocks. Finding dead stocks in proper time and announcing stock clearance sales will increase the financial strength of the firm. Once a customer orders online it is not the end of the process. The ultimate step of the online purchasing process is securely ordering products reaching the customer's

hand, and then calculating the customer satisfaction feedback rating (Andruszkieqicz, 2021). Large e-commerce stores like Walmart benefit from RPA-assisted product delivery coordination monitoring. Walmart's retail outlet uses 500 bots. The cognitive Chatbot responds to online-savvy customer support management concerns 24 hours a day, seven days a week, across different channels, particularly during festival session peak times (Modi, et al., 2017). If a customer is dissatisfied with a product they have bought, they can swap or return it. It takes a long time to evaluate existing bills with new goods (Bethi, 2022). RPA automated ERP management checking price changes minimizes labor effort.

4.2 Bank

Human intelligence and critical thinking are completely needed for financial firms. Execution process and routine document process RPA virtual aid role inevitable. It relieves the human energy of sending email reminders to customers. Copy similar information and paste it into various documents update RPA handling helps the banker's valuable time. Account opening, credit card processing, and loan processing-related queries using Chatbot in FinTech technology increased the efficiency of the banking operational process (Ariwala, 2022). Monitoring and generating fraudulent transaction activity reports done with the help of natural language capabilities in RPA technologies. Mobile technologies transform mobile devices into a wallet. Mobile banking app is handy for all the customers to approach the bank any time. RPA 24/7 convenience for the customer no time and location restriction to visit bank branches. All RPA bots have distinct features. Unsupervised bots do the complete automated process. During the automation process, some human interventions are needed for attended bots. Some bots are designed for developing scripts. The other bots do a routine execution process. Based on the operational features annual licensing cost price of the bot also differs (Komissarov, 2020). Blue Prism, Uipath, Automation Anywhere, and Kofax are famous RPA tools used in the banking process.

4.3 Insurance

Vehicle insurance, medical and building insurance, and tour insurance have all replaced insurance not only for life. The insurance industry grew fast because of this cultural transformation. Insurance is another industry that has always a continuous process. As mentioned in Figure 9, supporting policy holder's details and customer claim relevant information and calculating the insurance settlement are always continuous tasks.

Insurance claims require more data verification. Smart analytics skills are needed for RPA to help verify coverage validation parameters and claim-related documents. Intelligent document processing is used by claim bots to extract data from claim forms and update claim files automatically (Anywhere, A.). RPA using

Figure 9. Insurance RPA process

AI algorithms not only processes quickly, but it also progresses the fraud detection capabilities. Using the Fraud case manager, the bot records the fraud case from the customer either through a self-service platform or through contact centers. Then bot marks each claim as fraudulent in the system and checks the possibility of reversal. In each process, an incident ID is sent to a specific client through text via registered mobile or email with an updated summary of action taken against complaints. This process is helpful for customer retention for an insurance company. At the same time, it increases the customer trust that prompt actions are under process (Finch, 2019)

Sensor-based insurance approach collects information from the client's vehicle sensor. It will be used for risk profile verification and to reduce the insurance premium (Ernst & Young Global Limited, 2017).

GEICO insurance company virtual voice assistant Kate is quickly answering the recent insurance policy balance and next premium due date. Self-servicing channels like Chatbot handles customer queries like overdue payment fee waiver, deferral of premium, and deferral of loan repayments (Finch, 2019).

As given in Figure 10- the RPA bot are various varieties. Online shopping, insurance, and financial sectors are mostly using Chatbot both voice and text-based virtual aid. Using natural language processing Copy–paste bots are widely used in insurance policyholder details in the claim investigation forms. Dispatch bots are used for sending the remainder of the policy premium to the customer.

4.4 Healthcare

RPA applications are used in healthcare. In the pandemic situation, finding hospital room availability and ventilators for critical patients is crucial for the hospital. Digital sensor combined RPA helps management to track rooms and beds, ventilators, defibrillators, and medical equipment availability. It will prepare the report and

Figure 10. Bot varieties
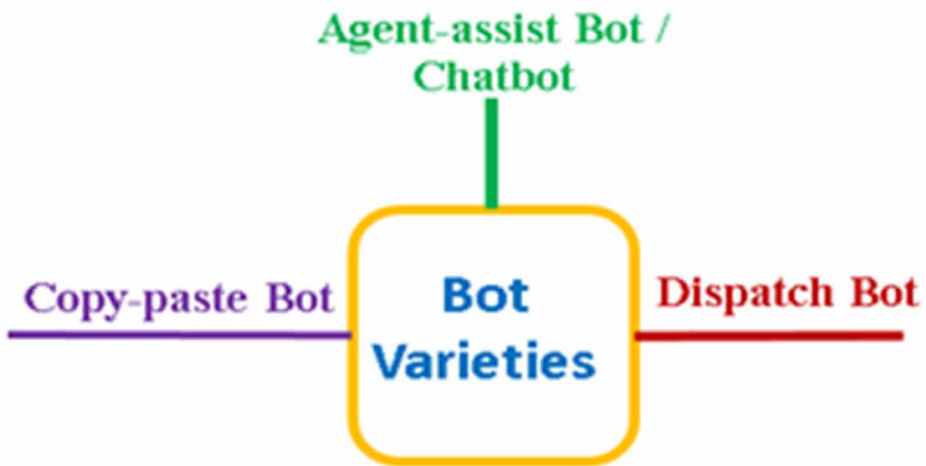
control it through cloud-based technology. This report helps the government health department quickly react with utmost priority to the vacancy of medical care for patients to admit (Khan et al., n.d.). Another significant job is analyzing massive emails and quick response to email sender is a time-consuming task. It reduces hospital email backlogs, and the RPA checks the mailbox and extracts the information from the email to create a report and sends it to the admin user for further action. Not only the pandemic period, in general, but some sessional diseases also affect more people extremely fast than long queues of a patient awaiting test results. The testing Labs uses electronic medical records (EMRs) to store the patient's result and reported them to the patient on time. This urgent process RPA executes mostly in seconds compared to humans in minutes (Williams, 2021).

5 RPA COMMERCIAL USAGE

Licensed and paid software is a commercial tool. The freely available downloadable tools are called open-source tools. RPA tools are available in both commercial and open source. Both types have their own merits and demerits. Any established business with various application interaction commercial RPA is most suitable (Williams, 2021). Students' learning and startup commercials specifically prefer low cost therefore; they use open-source RPA tools. Figure 11 supplies the popular RPA tools in the market.

Figure 11. Popular commercial and open-source RPA tools

Mostly these RPA tools are key features like computer vision, IQbot with cognitive Intelligence capabilities, NLP, and predictive modeling. These tools are used by globally well-known corporates information's are given in Figure 12.

Figure 12. Corporates using RPA tools

Asia-Pacific Economic Cooperation (APEC) mentions Korea and Singapore as key manufacturers of industrial robots. Japan, Korea, and Thailand are producers of robotics systems. The USA is a vital player in RPA tools. Asia and Pacific region RPA annual growth is 32% from 2020 through 2025 (Karr et al., 2020). This fourth industrial revolution (I.R.4) bot technologies replacing an average of 3.3 percent of employment.

At the same RPA process development creates new job opportunities for the software development industry. The Deloitte 2018 Global RAP survey says 72% hit learning RPA or RPA certificate training courses in the next two years (Casey, n.d.).

Implication of RPA on Financial Services

Figure 13. RPA job positions
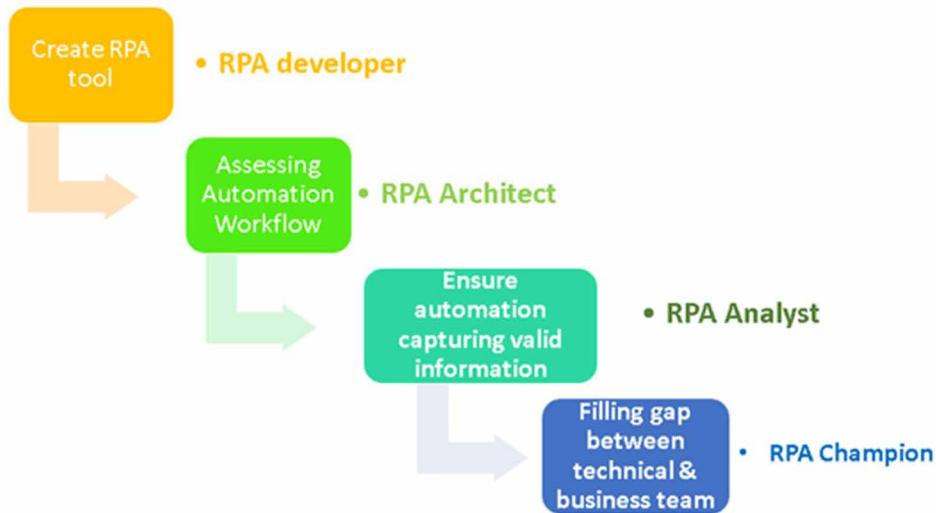
Udemy course and Uipath academy certification enrollment ratio prove the survey information's trustworthiness. RPA Job roles are classified into RPA developers, RPA architects, RPA Analysts, and RPA Champions. RPA developers are entry-level. This beginning-level job market need not be enhanced technologically oriented. It requires technological knowledge plus a business analyst combination (Carr, 2020). This combo needs understanding and implementing business process automation instead of developing coding and testing like traditional software professionals. Business analysts have knowledge of creating excel macros using VBA code. Like a manual process, an RPA script bot also execute visual basic for applications (VBA) code. Low coding knowledge and high business process application design integration ability are needed. RPA architect job responsibility is end-to-end RPA solution. It includes finding design setting RPA automation, scalability of the design, and in-depth knowledge of process flow and testing (Siddiqui, 2022). Measuring bots' efficiency leads to the success of automation in the workflow. This is the prime task of an RPA architect. RPA business analyst's key goal of implementing an automation process and empowering process success. It needs tremendous monitoring and reporting of business flow. RPA analyst transforms multiple source data gathered information into trends and patterns of automation. Any automation success is rated based on execution, which is the prime job of an RPA business analysts. The fourth job position is RPA champion. RPA in the business process of constructing two different sectors, for example, IT (information technology) cum Finance industry. This construction gap-filling job expert is an RPA champion (Admin, 2021).

Figure 14. Upcoming features of RPA
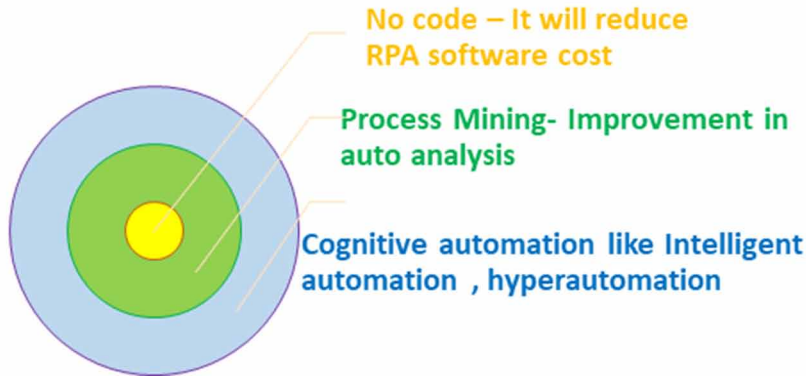
6 CONCLUSION

In the first stage, RPA mimics human behavior while automating tedious rule-based processes. Technology evaluation has an impact on software robots and helps to improve the next stage. The RPA automated process empowers the staff to is next level. This type of RPA is termed desktop automation or attended automation (what is the future of RPA?). These models are an extension of bot capabilities. Instead of just collecting customer compliance, it also resolves compliance and bridges the back-front office automated process. Its cognitive tasks are improved by features such as change format and handwriting detection. Like humans, Self-correction learning instead of rule-based machine learning. Concluding and finding reasoning for query-based tasks are enriching RPA tasks. The next-generation RPA is RPA as a service (RPAaaS) (Birajdar, 2021). Business activities are 24/7 around the globe. In this case, various scripting language support and different language access facilities in the digital transformation.

Smart process Automation (SPA) is the next enriched model. This model drops the drawbacks of the RPA process like the unstructured data process. This model is a combination of cloud and ML technology to improve automated unstructured data processing (RPA Jobs and Future).

Upcoming RPA features may simplify the programming and are majorly open source. It will lead to reducing the cost of the software (Dilmegani, 2022a). At the same time, analytical skills and ML-based learning capabilities occupy the digital work process. RPA's flexibility in adopting various OS platforms reaches diversified business processes. For RPA extensibility to the next level, it is not enough to perform only routine job tasks, it is necessary to perform workload automation solutions and service orchestration. Specifically, in the logistics sector using intelligent process

automation (IPA) used for shipping-related documentation. Every step of the process involves order forms, sales information, shipping notices, and documentation of custom clearance. This type of bookkeeping and scheduling process is routine in the logistics industry. The IPA tool to support end-to-end processes is called service orchestration. That is, from the starting point like fetching the right data from the data center to the end-user point. This process is very much needed in shipping automation. The shipping industry IPA tool needs to perfect the resources. Based on shipping source data, it should do data analysis and suggest perfecting shipping routes and schedules to reduce delays in dispatching (McHugh, 2022).

REFERENCES

Admin. (2021). *RPA Career: When Robots Create Not Less but More Jobs for Humans*. https://akabot.com/additional-resources/blog/rpa-career-when -robots-create-not-less-but-more-jobs-for-humans/

Agrawal, P., Chaudhary, D., Madaan, V., Zabrovskiy, A., Prodan, R., Kimovski, D., & Timmerer, C. (2021). Automated bank cheque verification using image processing and deep learning methods. *Multimedia Tools and Applications*. *Springer Nature*, *80*(3), 1–32.

Andruszkiewicz, D. (2021, October 5). *Effective e-commerce inventory management with RPA*. https://ggsitc.com/blog/inventory-management-with-rpa-in-e-c ommerce

Anywhere, A. (n.d.). *Maintain Competitive Edge In Insurance*. Retrieved October 10, 2022, from https://info.automationanywhere.com/fy20-q4-glob-dg-insuranc e-ebook- web.html?_ga=2.133214734.1657269369.1669718580-1541037952.1669

Ariwala, P. (2022, October 14). *8 Benefits of Implementing RPA in Banking and Finance*. Https://marutitech.com.https://marutitech.com/rpa-in-banking-and-finance/

Ariwala, P. (2022b, December 30). *How RPA Can Transform Your HR Operations For The Better*. https://marutitech.com/rpa-in-hr/

Bethi, J. (2022, April 11). *8 RPA Use Cases in Retail Industry*. https://www.comtecinfo.com/rpa/rpa-use-cases-in-retail-indus try/

Birajdar, U. (2021, May 24). *What The Future Of RPA Looks Like*. https://www.forbes.com/sites/forbestechcouncil/2021/05/24/wh at-the-future-of-rpa-looks- like/?sh=14cd699d1fbb

Carr, D. F. (2020, February 11). *Robotic Process Automation (RPA) careers: 4 hot job titles*. https://enterprisersproject.com/article/2020/2/rpa-robotic-process-automation-4-hot-job-titles

Casey, K. (n.d.). *8 Robotic Process Automation (RPA) training and certification courses*. https://enterprisersproject.com/article/2019/7/8-rpa-robotic -process-automation-training-certification-courses

Dilmegani, C. (2022a, June 14). Trends Shaping the Future of RPA. *Innovations: Technology, Governance, Globalization*. https://research.aimultiple.com/future-of-rpa/

Dilmegani, C. (2022b, November 17). *Intelligent Automation in Financial Services & Banking in 2022*. https://research.aimultiple.com/intelligent-automation-in- b anking/

Ernst & Young Global Limited. (2017, May 25). *Impact of Robotics, RPA and AI on the insurance industry: challenges and opportunities*. https://www.ey.com/en_dk/financial-services--emeia-insights/ impact-of-robotics-rpa-and-ai-on-the-insurance-industry-challenges-and-opportunities

Finch, S. (2019, May 9). *5 industry applications of RPA*. https://foundry4.com/5-industry-applications-of-rpa

FrankenfieldJ. (2022, February 14). *Robotic Process Automation (RPA)*. https://www.investopedia.com/terms/r/robotic-process- automa tion-rpa.asp

Gençer, G. (2022, September 22). *Fraud Detection, Machine Learning How AI Can Improve Fraud Detection & Prevention in 2022?* https://research.aimultiple.com/ai-fraud-detection/

Gillis, A. S. (2020, February). *Definition screen scraping*. https://www.techtarget.com/searchdatacenter/definition/scree n-scraping

Girish, C. J. (2015). Design of Bank Cheque Validation System. *International Journal of Engineering Research & Technology*, *4*(05), 429–433. doi:10.17577/ IJERTV4IS050518

Hamilton, T. (2022, October 1). *What is RPA? Full Form, Benefits, Design Tools & Application*. https://www.guru99.com/robotic-process-automation-tutorial.html

Heller, M. (2021, June 17). How to choose RPA software: 10 key factors to consider. *CIO*. https://www.cio.com/article/188788/how-to-choose-rpa-software-for-your-business.html

IBM Cloud Education. (2021a, March 5). *Intelligent Automation*. https://www.ibm.com/cloud/learn/intelligent-automation

IBM Cloud Education. (2021b, October 15). *Differentiating Between Intelligent Automation and Hyperautomation*. https://www.ibm.com/cloud/blog/differentiating-between-intelligent-automation-and-hyperautomation

Jason, R. (2021, March 3). *What is ICR, IWR, OMR, and OCR: Complete guide with Benefits*. https://techplanet.today/post/what-is-icr-iwr-omr-and-ocr-complete-guide-with-benefits

Kappagantula, S. (2021, November 23). *What is RPA? – How it Works, RPA Tools & Applications*. https://www.edureka.co/blog/what-is-robotic-process- automation/

Karr, J. (2020). *COVID-19, 4IR and the Future of Work*. https://www.apec.org/docs/default-source/Publications/2020/6/COVID-19-4IR-and-the-Future-of-Work/220_PSU_Covid-19-4IR-and-the-Future-of-Work.pdf

Khan, K. S. R. M. (n.d.). *RPA Applications in Healthcare can be a Gamechanger*. https://www.sia-partners.com/en/news-and-publications/from-our-experts/rpa-applications-healthcare-can-be-gamechanger

Komissarov, O. (2020, March 27). *How Robotic Process Automation Is Transforming Financial Services*. https://www.dataart.com/blog/how-robotic-process-automation-is-transforming-financial-services

McHugh, B. (2022, November 8). *What Is Intelligent Process Automation And Why Does It Matter?* https://www.advsyscon.com/blog/what-is-intelligent-process-automation/

Miranda, C. (2021, May 28). *Web scraping vs screen scraping? Is there a difference?* https://www.parsehub.com/blog/web-scraping-vs-screen-scraping/

Modi, J. K. S. B. (2017). *Creating Business Value Through Next-Generation Smart Digital Workforce*. https://cdn2.hubspot.net/hubfs/495128/2017_10_everest_group_ next- gen_digital_workforce.pdf?submissionGuid=70ee2c7b-a866 -496a-ab6b-c37739aceca4

Robotic Process Automation. (n.d.). Retrieved May 10, 2022, from https://venturiq. com/services/robotic-process-automation

RPA Jobs and Future. (n.d.). Retrieved November 2, 2022, from https://www. javatpoint.com/rpa-jobs-and-future

Saitwal, A. (2022, April 28). *Intelligent Text Recognition -How it Drives the Industry with a Breeze?* https://www.klearstack.com/intelligent-text-recognition- for-industries/

Siddiqui, J. (2022, April 29). *Roles of a Solution Architect in Automation, RPA Setting*. https://www.uipath.com/community/rpa-community-blog/importan ce-of-solution-architecture

Srivastav, A. K. (n.d.). *Full Form of MICR – Magnetic Ink Character Recognition*. Retrieved October 10, 2022, from https://www.wallstreetmojo.com/full-form-of-micr/

Stelios Misinas, A. K. (2021, October 5). *Robots give Greece's postal service speed boost*. https://www.reuters.com/technology/robots-give-greeces-posta l- service-speed-boost-2021-10-05/

Team, C. F. I. (2022, October 11). *Magnetic Ink Character Recognition (MICR) Line*. https://corporatefinanceinstitute.com/resources/wealth- mana gement/magnetic-ink-character-recognition-micr-line/

Techopedia. (n.d.). *Screen Scraping*. Retrieved October 4, 2022, from https://www. techopedia.com/definition/16597/screen-scraping

ThinkAutomation. (n.d.). *What are software bots?* Retrieved September 5, 2022, from https://www.thinkautomation.com/bots-and-ai/what-are-softwar e-bots/

Webuters. (2021, April 12). *What is Robotic Process Automation (RPA)?* https://www.webuters.com/what-is-robotic-process-automation- rpa

What is the future of RPA? (n.d.). Https://www.nice.com

Williams, C. (2021, August 31). *The Pros and Cons of Commercial vs. Open-Source Robotic Process Automation.* https://www.thoughtful.ai/blog/commercial-rpa-vs-open-source-rpa-pros-and-cons#:~:text=Commercial%20RPA%20tools%20are%20official,be%20able%20to%20stay%20competitive

Williams, P. (2021). *Amazing Ways That RPA Can be Used in Healthcare.* https://www.ibm.com/cloud/blog/amazing-ways-that-rpa-can-be-used-in-healthcare

Yih, M. (2022). *How Does OCR Technology Help The Banking Industry?* https://juristech.net/juristech/how-does-ocr-technology-help-the-banking-industry/

KEY TERMS AND DEFINITIONS

Chatbot: RPA user interface. It is popularly used as a customer services application and is known as a Front-end tool.

Hue Saturation Value (HSV): Finding fake currency notes and cheque leaves by coloring this technique.

Intelligent Automation (IA): It is an enhanced process of RPA. This process uses machine learning and natural language processing.

Intelligent Character Recognition (ICR): It will recognize various handwriting styles like font differences.

Magnetic Ink Character (MICR): This technology uses a spot of special ink to recognize characters. Using this technology MICR codes are printed on bank cheque.

Optical Mark Recognition (OMR): Optical mark recognition is used often in survey papers and multiple choice-based examination papers.

Robotic Process Automation (RPA): Is an automated software technology-based process. It is a replacement for repetitive manual processes needed in the workflow.

Screen Scraping: Capturing input data from the source screen.

140

Chapter 7
Man and Artificial Intelligence:
Influence on Strategic Human Resource Management in the Digital Economy

Ayodeji Oguntade Ilesanmi

iD https://orcid.org/0000-0002-7501-1068
Elizade University, Ilara-Mokin, Nigeria & Ondo State, Nigeria

David Olamide Awe
University of Lagos, Nigeria

ABSTRACT

This study examined man, machine, and technology integration services in a digital economy. This arises out of the need to downplay the fear of machines and rapid technological changes towards replacing man and downgrading its importance. The study takes epistemological conceptual reasoning into consideration and exhibits man as unique that would remain the centre of force behind the digital economy. The chapter establishes that the effective use of machines with the right technology to revolutionize every sector of the economy by most developed countries has improved their growth and development with a positive impact on the citizens' standards of living. The study concludes that artificial intelligence machines are not bound to displace more jobs in the workplace than the benefits it meant to create for performing day-to-day business activities towards achieving meaningful productivity and the benefit of mankind in general.

INTRODUCTION

Emerging development in the last three decades across the world has ushered in

digital technological change that has deeply influenced the manner in which labour and capital interact and function (Agar, 2019a; Malik, Budhwar, & Srikanth, 2020). This means that the advent of the digital economy has brought the world closer than before, minimized constraints in business transactions to the barest minimum, and strengthens human resource management practices at various levels of organisational management.

This re-enforces effective integration which allowed organisational actors or stakeholders to effectively function and perform their professional roles towards managing and coordinating both human and material resources (Agar, 2019a; Malik, Budhwar, & Srikanth, 2020). To operate a digital economy is to digitalize business operations, engage in automation, e-transactions, and embrace artificial intelligence (AI) in solving problems and rendering services with little human physical involvement.

The importance of digital operations in today's globally competitive and dynamic world prompted the World Bank to cautious the emerging and developing economies across the world that they would be at higher risk if failed to adequately embrace the right technology (World Bank, 2016; Agar, 2019a; Malik, Budhwar, & Srikanth, 2020). This warning has to do with the need to embrace the digital economy because digitalization helps "transforms management processes, stimulates digital thinking, and revolutionizes the workforce" through effective technologies (Nikpour & Semushkina, 2021 p2). Therefore, the objectives of the chapter include:

I.   The meaning of Artificial Intelligence (AI)?
II. Man, Machine and Technology Interaction
III. Strategic HR: Translating Plans into Action through Artificial intelligence (AI)
IV. Reasons for Deployment of Artificial Intelligence (AI) in Strategic Human Resources Management Functions
V.   Critical Issues of importance on Artificial Intelligence in Human Resources Management
VI. Conclusion

BACKGROUND

Digitalize economy has become a nation's and organisation's main focus in the 21st century (Agar, 2019a), because of its ability to inject and advance the appropriate technology into all sectors of the economy, to become competitive (Agar, 2019a; Malik, Budhwar, & Srikanth, 2020; Agarwal, 2022). Nations and organisations that

continue digitalizing their economic operations in line with the global trends would continue to experience efficiency and increase competitiveness.

The failures of not doing well in developing countries to digitalize business operations have created a complex, volatile and unfriendly business environment that impedes growth and development on constrains citizens' standards of living. A non-digitalised economy with poor strategic human resource management tends to face shackles of bureaucratic management style, with the ineffective management of the macroeconomic variables (Connely, Fieseler, Cerne, Giessner, & Wong, 2020). This tends to weaken economic performance with the resultant effects on the high rate of unemployment, weakened demand for exports, increased volatility in capital flows, a decline in commodity prices, and weak investment demand amongst others (Frenkel & Ros, 2006; Stiglitz, 2009; IMF, 2015; World Economic Forum, 2014; Anyim, Shadare, & Ilesanmi, 2017). The essence of strategic human resource management in digitalize economy is to regard people and management of people as an asset, above every other asset (Malik, Budhwar, & Srikanth, 2020; Agarwal, 2022). This concept means that people are meant to play a strategic role in actualizing success for both an organisation and the nation at large (Allen, & Wright, 2006). Wright and McMahan (1992) posit strategic human resource management as "the pattern of planned human resource deployments and activities intended to enable the firm to achieve its goals" (1992, p. 298).

Today, SHRM is much larger than a firm and covers governance as a whole. The lack of SHRM in developing nations spurred policy somersaulted, artificial bottlenecks created by government officials to make things difficult for those with the entrepreneurial zeal to plan, act and think strategically outside the box (Armstrong, 2009). Effective utilization of SHRM in a digitalized economy helps to focus on the internal resources, and repositioning of resources possessed towards competitiveness hence, directly impacts the people/employees through human capital with an appropriate motivation that influences operational outcomes (Allen & Wright, 2006; Malik, Budhwar, & Srikanth, 2020).

Strategic human resource management (SHRM), concerned about exploring the appropriate possibilities in supporting business strategy, provided one opportunity for demonstrating its value to the firm (Çalişkan, 2010; Malik, Budhwar, & Srikanth, 2020; Agarwal, 2022). Strategic human resource management is based upon the recognition that organisations can be more effective if their human resources are managed with human resource policies and practices that deliver the right number of people with the appropriate behaviours, the needed competencies and the necessary level of motivation to the organisation (Armstrong, 2009; Çalişkan, 2010).

In another perspective, strategic human resource management is the creation of linkage or integration between the overall strategic aims of the business and the human resource strategy and implementation (Malik, Budhwar, & Srikanth,

2020; Agarwal, 2022). In tandem with reality, the processes and people within an organisation are managed to foster the aims of the business objective strategy and create an integrated approach to manage the various human resource functions towards promoting organisational growth and development.

The Meaning of Artificial Intelligence (AI)

Artificial intelligence mechanism has become the means of running today's businesses in line with global trends. The success achieved by any organisation is determined by the extent to which inputs, processes, outputs and technology are effectively and efficiently combined to achieve value at the optimal cost. Consequently, Artificial intelligence (AI) makes it easy to automate transactional work toward ensuring that services are effectively and efficiently delivered.

This means that the future usage and involvement of AI interaction with human appears brighter, accepted, and more capable of delivering services for human development, growth, and benefits (Budhwar, & Malik, 2019; Malik, Budhwar, & Srikanth, 2020). There is no doubt to this assertion because seventy-seven per cent (77%) of the world population appears to be using artificial intelligence devices or machines already even though many are yet to realize it (Georgiev, 2022). Artificial intelligence (AI) is a technological tool that is developed to help humans provide a solution to cognitive issues. Thus, sometimes called machine intelligence, intelligence encrypted by machine, operates differently from the intelligence capability demonstrated by humans and other animals. AI programme machines actively think and act like humans, with the ability to generate solutions to complex calculations and logical issues with high speed above human capability within a short time (KPMG, 2016; Malik, Budhwar, & Srikanth, 2020). Therefore, the core components of Artificial intelligence (AI) traits towards performance are fast speed through the use of complex machine algorithms for processing and treatment of large volumes of data as displayed below in figure 1

The model above shows various tasks that artificial intelligence machine is capable of performing towards enhancement of human efficiency on productivity, performance growth, and development. No human deserved to be a slave, exploited and subjected to a machine, inform of variable cost. Therefore, to avoid this, innovation helped man re-invented the wheel of technology by making machines a useful tool to serve without constraints with the capability to apply intelligence in solving problems either through autonomous or semi-autonomous (KPMG, 2016).

The model above shows that artificial intelligence performs various tasks through the angle of machine learning, natural language processing, vision and speech roles. All these are connected to strategic human resource management (SHRM) functions. This prompted Sakka, El Maknouzi and Sadok (2022) to assert that the concept of

Figure 1. Artificial intelligence machine capability
Source*: Adopted from Mohammed, Z. (2019), artificial intelligence definition, ethics and standards. Electronics Communications: Law, Standards, and Practice\18ELECO71. The British University in Egypt (BUE)*
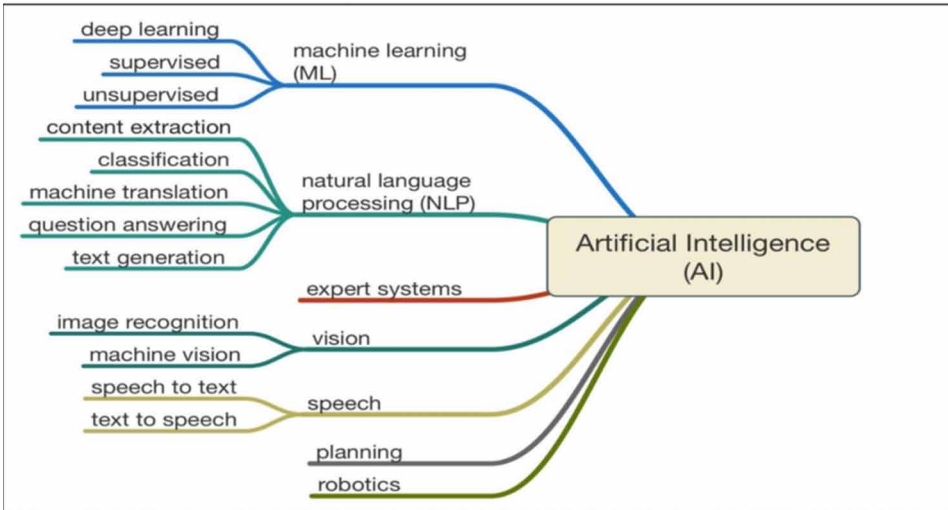
artificial intelligence (AI) constitutes renovation with wide-range implications that cut-across various work of life, through various devices like machines, robots, and software that can help to perform tasks that were ordinarily performed by humans previously (Scherer, 2015; Danysz, et al., 2019).

It appears artificial intelligence performs better when it is programmed and directed at a specific issue. For instance, machine learning which happened to be a subset of Artificial Intelligence (AI) enhances the process of making effective predictions, gives insight through algorithms capabilities from the recorded data of interest to study attrition, and detect anomalies and irregularities in both human and materials resources. However, machine learning specifically and easily performs the following roles:

Studying Employee Attrition: This process investigate high-risk issues as it may be connected to both human (workforce) and materials (chain of distributions) in an organisation by allowing the human resources manager to make effort to remedy the identified challenges in collaboration with others managers to maintain competitive and financially stay afloat.

Detection Fraud and Anomaly in Data: The roles of artificial intelligence machine in the detection of frauds and drawing attention to fraudulent activities has been massive. Organisations embraced artificial intelligence machines to manage

various data such as email addresses, phone calls, transactions, and business claims among others. Thus, to enhance efficiencies and detect anomalies in claims, ensuring digital trust and network safety. It implies that AI helps identify misrepresentation, inconspicuous dubious extortion and friction payment hence keeping transactions one step ahead of fraud through behavioural analytics which can enable future behaviour to be predicted through record and vendor of an individual (Analytics Insight, 2022).

Personalised Feeds (PF): This is when artificial intelligence software through algorithms helps to provide convenience and makes it easier for people to surf or scroll various platforms like Tiktok, Facebook and Instagram for various interests and is useful for the provision of custom-made user experience. This artificial intelligence software tends to help people interact and maintain engagement. However, the longer it lasts, the more revenue the company is likely to make from those patronizing the platform.

Deep Learning: This represents a more advanced aspect of machine learning that deploys large volumes of data through the architecture of a neural network. This can handle complex and large data. Hence, tend to enhance HR roles owing to being responsible for an organisation's workforce data management. The roles are easily performed through chatbots and speech identification. However, other includes nTask, Microsoft SQL Server, Profisee, IBM Infosphere Master Data Management, Microsoft Azure, Amazon Web services, and Google Cloud Platform amongst others.

Chatbots: Artificial intelligence machines now engage to understand human tone or language or toon. For instance, Natural Language Processing (NLP) is used to train chatbots, and the context is developing as a great capability and capacity to ensure that human resources management services are automated. The automated human resources services are but are not limited to payroll management, timekeeping, benefits administration and employee onboarding.

Speech Identification: Artificial intelligence machines now transcend beyond physical manifestation like thump print to abstract level to comprehend human behaviour, attitude and authenticity. Speech identification and recognition happen through artificial neural networks which are based on genetic algorithms that help to fast-track the process of signet-data processing in real-time. However, this is possible through deep learning algorithms which make it easy to recognize and respond to human voices i.e. their tonality and dialects, making it easy to resolve problems.

Man, Machine and Technology Interaction

Man, machine and technology interaction has been a classical issue in human resource management for decades. The issue has generated a lot of assumptions from various scholars (Keynes, 1937; Braverman, 1974; Marglin, 1974). The fact that things changed with the trends does not necessarily mean that artificial intelligence

machines would replace a man and downgrade its importance. It has been deduced that nations that invest in machines i.e artificial intelligence would have a competitive edge and dictate the global economy in most areas of endeavour. Although, offers colossal opportunities as well as dangers (Vincent, 2017; SIPRI, 2020).

This does not mean that artificial intelligence machines would render man obsolete with no value. Thus because the digitalised nations across the world in place of America, China, Russia, South Korea, and Japan, have proved otherwise because, despite their high involvement in artificial intelligence level, their unemployment rate has been curtailed, continued having the best GDP across the world, value on human capital has not decreased, the standards of living of their citizens remain symbolic.

The reason is that both man and machine have been able to effectively integrate towards replacing manual works with automation, hence complementary. These cannot be said about developing countries without adequate investment in human capital and artificial intelligence machines (Ilesanmi & Child, 2019). Who continues to rely on the manual way of doing things? They face acute developmental challenges, deprivation, and struggling to achieve physiological needs which Abraham Maslow describes as food, shelter, and clothing. This is synonymous with developing countries such as Nigeria and India, which have a greater proportion of poor people as shown in Table 1

Table 1. Global Hunger Index 2021

£ 9.9 Low	10.0-19.9 Moderate	20.0-34.9 Serious	35.0-49.9Alarming	³50.0 Extremely alarming
Nigeria	28.8			
India	27.5			

Source: **Nigeria - Global Hunger Index** https://www.globalhungerindex.org › Nigeria

The global hunger ranking of 2021 ranked Nigeria and India 103 and 101 respectively out of the 116 countries with a score of 28.8 and 27.5 indicating that their level of hunger is serious. This indicates that they have not been able to take the advantage of machines through the right technology to engage in mechanised farming that can cater for their teeming populations. Failure to integrate man and machine through the appropriate technology has led to various socio-economic problems and low par capital income for most developing countries across the continent.

There is a global outcry on hunger today from developing countries as a result of a war between two countries (UNCTAD, 2022), which have effectively used machines with the right technology to revolutionize their agricultural system. This has enabled them not only to be able to feed their population but responsible for a global wheat supplier. This justifies the position of Herbert Simon that a machine

is capable, of doing any work a man can do. This becomes reality in developed countries, which use machines through appropriate technology to transform all the sectors of their economy for the benefit of their citizens, a toast, and admiration for developing countries (ILO, 2018).

This proves that the emergence of a machine with the new technology has not been detrimental and downgraded the value of man as assumed by some scholars in the past. ILO (2018) asserts that productivity growth in agriculture led to a massive shedding of labour, unskilled labourers often found new employment opportunities in manufacturing or other sectors such as mining and construction that were blossoming owing to automation. This means that machines and technology-enabled men and organisations perform day-to-day business activities towards achieving meaningful productivity.

The countries that have invested in artificial intelligence machines have been able to boost their technological and industrial capacity. This has helped them to improve the level of infrastructure development, human capital development, employment opportunities for the citizens, reduction in the poverty rate, effective utilization of both human and material resources, and achieving competitiveness in major sectors of the economy in an area such as education, health, information and communication, agriculture, transportation, biotechnology among others (UNCTAD, 2021).

The failure of developing countries in this area has led to their citizens migrating to other developed countries in search of green pasture (Ilesanmi & Chidi, 2019). The gap between core and periphery countries continue to widen (UNCTAD, 2021), because periphery countries inability to catch up and apply the right technology in providing solutions that can lead to long-term value creation.

Strategic HR: Translating Plans into Action Through Artificial intelligence (AI)

It becomes onus on managers in various organisations to plan and translating plans into action towards achieving organisational goal and objectives. Too often managers are embedded with many responsibilities and have to think and act strategically through various means to achieve measurable goals. There is no doubt that human decision is hindered by systematic errors that can have devastating consequences on organisation performance. To minimize this necessitates managers to interface with artificial intelligence machines or computer which help to test-run or simulate various alternative options in order to prioritize the one with minimal risks.

This means that artificial intelligence helps HR managers to learn and practice optimal heuristics or algorithm decision making for solving both human and material challenges. This agreed with Agrawal, Gans and Goldfarb (2018a) position that artificial intelligence machines help make prediction using large amounts to take

actions in complex, unstructured environments. In area of human which is the major focus of HR, artificial intelligence helps in various functions such as recruitment selections, job evaluation, wages and salaries performance appraisal amongst others.

However, the interface between man and work through HR practice, involve using artificial intelligence software such as Language Model for Dialogue Application (LaMDA), Google Duplex, and Textkernel while SAP's Resume Matcher is used to source the best talent out of the pool of the applicants and rank them in line with the job descriptions to enable the best applicant to emerge for further screening (Fraij & László, V2021; Oxford Analytica, 2022). The success recorded so far through artificial intelligence on SHRM prompted Nawaz (2019a) to assert that it is now more proficient for an employer of labour or recruiters to attract and recruit talents for organisations. In the area of performance appraisal, artificial intelligence technology is designed to identify the 'best' performers through objective ratings that are accurate and devoid of human errors, such as leniency error and strictness error.

Artificial intelligence in the area of HR prevents supervisors/managers from perpetuating intentional errors. This is about deliberately manipulating an employee's performance rating for unethical reasons. AI machines such as Language Model for Dialogue Application (LaMDA) operate to guide against judgmental errors in feelings and emotions that are synonymous with human managerial actions (Oxford Analytica, 2022). The essence of strategic human resource management is about the organisational capability to function and ensure that employees are committed and well-motivated to achieve competitive advantage (Armstrong, 2011; Connely, Fieseler, Cerne, Giessner, & Wong, 2020). The determination to achieve this involves constantly developing new and superior technologies with the capacity to produce greater economic output with less human effort.

This agreed with Muro, Maxim and Whiton (2019) position that "machine substitution for labor improves productivity and quality and reduces the cost of goods and services". The ability to achieve this, calls for marketing and sales which involves varieties of direct and indirect channels through appropriate technology with huge innovation to achieve results (Kotler & Keller, 2016). The fact that AI machines are meant to perform various roles in today's digital economy cannot be used to equate to the level of man because there is still some level of misconception about its interactions with humans (Oxford Analytica, 2022). The reason is that the ideas and responsibilities to direct, instruct, and switch on and off any system remain the ultimate roles of man's intention and willingness.

Reasons for Deployment of Artificial Intelligence (AI) in Strategic Human Resources Management Functions

Strategic human resources management (SHRM) is evolving and opens to more technology-based, with concern to achieve an effective and efficient performance (Johnson & Gueutal, 2011). It is concerned with managing both human and material resources for optimum utilization. Efforts to achieve this necessitates the adoption of artificial intelligence machines to complement human efforts toward achieving performance and capacity development (Malik, Budhwar, & Srikanth, 2020; Agarwal, 2022). The reality of today's economy has shown that human materials needs, e-commerce, and industry without the support of artificial intelligence machines cannot achieve desired results (Connely, Fieseler, Cerne, Giessner, & Wong, 2020; Nikpour & Semushkina, 2021). Therefore, the following are the means through which Artificial Intelligence (AI) enhances human resources management functions. Amongst these are to:

Enhance Employee Experience: These days, employee experiences are getting shaped by consumer reactions. That is why organisation continues to search for options to get more supported and engaged. Therefore, AI becomes efficiently integrated into the lifecycle of organisation management. Starting from the point of recruitment, onboarding, and placement to the delivery of human resources management service and career path.

Data-Enhanced Decision Making: The fact that human resource management has been path-breaking in concepts and theories applications, yet many companies still a reliance on manual operations. This slowdown decision-making processes. The adoption of artificial intelligence (AI) machines ensures that information is gathered from a reliable source and enables credible decisions to be made. Artificial intelligence (AI) also ensures that inconsistencies and common biases in human management are removed. This means that (AI) ensures that decision is made in an unbiased, effective, and consistent manner.

Intelligence-Based Automation: An intelligent-based automation system is a blend of AI and automation which allows machines to act, learn and sense phenomena with little assistance from humans (Budhwar, & Malik, 2019; Malik, Budhwar, & Srikanth, 2020). Artificial intelligence capabilities make it easy for machines to understand a process and any form of deviation away from normal that is observed. The interface is illustrated in figure 2 below

The figure above exhibits the connection between human and artificial intelligence machine through computer applications or software designed to boost efficiency prevents waste, drive innovation and enhances productivity. Artificial intelligence has allowed the role of humans to shift from that of the controller to supervisor (Johannsen, nd), because irrespective of the artificial intelligence level, "men will

Figure 2. Human-Machine Interaction
Source: *Adopted in Johannsen, G. (nd). human-machine interaction. Control Systems, Robotics, And Automation – Vol. XXI - Human-Machine Interaction*

still set the goals, formulate the hypotheses, determine the criteria, and perform the evaluation" (Licklider, 1960 cited in KPMG, 2016 p3). Thus, humans still have to be responsible for the decision, ethical, and legal aspects whenever things go wrong (KPMG, 2016).

The fact artificial intelligence serves "as a good practical tool for getting lots of things done in the world, a useful tool but not a proxy human" (KPMG, 2016, p6). This downplays the fear of Leontief (1983), in connection to whether workers go "the way of the horses" and be replaced by machines, certainly not, because artificial intelligence would not take the board room and critical decisions that are meant for humans. However, the integration of artificial intelligence in human resources management paves way for unending opportunities which is a huge development for human resources management professionals in practice (Budhwar, & Malik, 2019; Malik, Budhwar, & Srikanth, 2020).

Update of Employee Information: Artificial Intelligence makes it easy for employees to assess their personal information such as their leave approval status, emergency contact number, address, organisational details, and so on. More so, AI ensures that Key Performance Indicators (KPIs) such as top performance, headcounts and so on are easy to analyse and monitor.

Low-value tasks Automation: Artificial intelligence makes it possible to automate and set standards for responses, for repetitive tasks which consume much time when handled manually. Applying ai machines help an organisation to focus on the achievement of more strategic and productive work scope. The common instance of these tasks includes answers to common request questions, reminding on the meeting schedule, and onboarding training through an electronic platform.

Employee Engagement: The interaction between businesses and employees has significantly increased due to the strong influence of AI. Employee engagement tasks such as real-time feedback platforms, rewards and recognition and intelligent survey to mention but a few are easily conducted with artificial intelligence in most of today's top-notch organisations.

Man and Artificial Intelligence

Training: Artificial Intelligence has been a game changer in the current landscape of skill shortage and enhancements. This is because artificial intelligence has been able to provide support by building personalized learning paths with the use of conversational analytics which finally creates new possibilities for learning and development. Managers can plan digital training opportunities and conduct skill gap assessments. A lot of individuals today learn and undertake training on various issues and skills through youtube without any human interference or being coordinated. This position agreed with "Technology has moved from human interventions of career management (Budhwar & Baruch, 2003) to AI-enabled career coaches (Malik, Budhwar, & Srikanth, 2020 p83).

Recruitment: Artificial intelligence has cognitive solutions which enable it to tap into various sources of data, making the efficient screening of candidates possible. Additionally, a potential human bias that can occur during the screening of candidates is made possible through Artificial Intelligence.

Human Capital Management: Artificial intelligence plays an important role in the integration of human resources functions (Malik, Budhwar, & Srikanth, 2020). It helps transform the entire workforce with every employee expected to be in tune with new technology with a driving force of increasing efficiency and reducing costs. Thus because artificial intelligence machines are now smart enough to replicate human activities in a more coordinated and efficient manner with little or no human interactions in a way that can be beneficial to both the employee and the employers.

Accurate Data Result: A lot is being done in an organisation today through AI machines tailored to capture data, interpretations, and analysis. Thus, coupled with performing some risky tasks in an environment that is not conducive for human operations like oil polluted environment and contaminated environment. Therefore, artificial intelligence produces all-encompassing best results, accurate and free from human bias (Aloisi, 2016; Hatch, 2016; Stanford, 2017; Malik, Budhwar, & Srikanth, 2020).

Predictive and Analysis: There is no doubt that the level of breakthrough in research and development today has paved way for IA machine to generate ideas and serves as predictive analysis through various models on a variety of issues. Serves as a means to track and predict various environmental impacts for man-to-device means of solving such problems.

Elimination of Bias: The use of logic and algorithms fed into the AI system makes it easy for AI to deliver unbiased and accurate results. AI will make and take good decisions when the data is accurate and free of any form of bias (Aloisi, 2016; Hatch, 2016; Stanford, 2017; Malik, Budhwar, & Srikanth, 2020). This is in tenet with most organisations' HR policies which tend to maintain that irrespective of race, sex, creed, disability, marital status and age elimination of bias should be the main pursue focus hence striving to provide an equal platform for all (Armstrong, 2009).

Critical Issues of importance on Artificial Intelligence in Human Resources

Management

Every policy or technological adoption in HR today has an underline implication because it is about the management of humans. Therefore, artificial intelligence in HR is about the world of work with a central focus on practices and outcomes associated with the employment relationship. Effective employment relationships are connected with perceived ethical values, which are concerned about what is right and wrong code of ethics in the profession. Therefore, AI poses lots of critical issues in human resource management.

Issues of Ethical and Privacy: This arises because human resources data has to be securely maintained due to its confidentiality, hence data security becomes a major issue in the process of integrating Artificial Intelligence into human resources management functions (Aloisi, 2016; Hatch, 2016; Stanford, 2017; Malik, Budhwar, & Srikanth, 2020). Ethics and privacy are germane in law, hence, there are still some grain areas in which some nations' legislation and regulations are not yet clear and certain on the path to take most especially in the health and agricultural related areas owing to religious and other divergent views associated with it.

Continuing Maintenance: Artificial intelligence machines required constant maintenance. The constant upgrades and reviews of the operating system make its maintenance process attract serious commitment, and tedious. A developing country with a lack of maintenance culture coupled with weak institutional systems tends to underachieve the benefits of artificial intelligence machine capacity.

Complex Integrating Capabilities: As human resources management systems move to the cloud, organisations find it challenging to customize certain features towards ensuring that data are accurately captured. Hence, issues of poor reporting and decision-making are likely to occur (Jean, 2019). The implication of the above is that it limits the scope within which human resource capability such as knowledge, skills, and aptitude is technologically integrated with full bandwidth (Wisetsri, Vijai. Chueinwittaya & Jirayus, 2022). Additionally, human resources have been a challenging market to tap for technology and solution companies, especially SaaS, even for the human resources software expert. This challenge can be adduced to the 'people-centric' nature of human resources function and their market disparity. Hence, it is not easy for tech companies to connect and capitalize on their various needs (The Ortus Club, 2022).

Divergence views on Artificial Intelligence: This occurs when two managers, organisations, or countries' management practices differ owing to a difference in management styles, national regulations, government policies, values and norms,

cultures and beliefs are contradictory on the extent to adopt artificial intelligence machines towards enhancing productivity (Brewster, Sparrow & Harris, 2005; Brewster, Hollingsworth & Streeck, 1994; Malik, Pereira & Budhwar, n.d).

Lack of Skilled Talent: This is a major problem due to the death of skilled people who effective can use technologies that help to integrate technology into human resources management functions. With the high level of brain drain in most developing countries coupled with the talents hunt by top-notch organisations, the talents to run and manage artificial intelligence digital economy are unstable and scarce to source in most cases. Thus because the skill covers a wide array of competencies, knowledge areas, software-related knowledge and industry-specific (OECD, 2021, p16)

Transparency: The way businesses are conducted in some developing countries influences artificial intelligence operations. Thus AI machine help enhance system efficiency, which disgruntled saboteurs are not always in tandem with, as it is assumed that would pave way for better control over operational chains and personal data, which enable everyone to be monitored against their designated actions and targets. There is no doubt that a high level of transparency influences organisations' success rate and performance without breaching intellectual property.

CONCLUSION

The study concludes that artificial intelligence machines are not bound to displace more jobs in the workplace than the benefits it meant to create for performing day-to-day business activities towards achieving meaningful productivity and the benefit of mankind in general. Artificial intelligence facilitates the efforts of human resources management experts to boost employee work experience and performance. The integration of Artificial Intelligence and human resources makes stakeholder decision-making easy through effective analytics, and prediction of a phenomenon.

Artificial intelligence impacts employees of an organisation in various ways amongst which are through the provision of fast and accurate user experience, intelligence-based automation and data-enhanced decision making. Some critical challenges in the integration of Artificial Intelligence into human resources management are issues of data privacy, continuing maintenance, lack of skilled talent and so on. Moreover, employee data must be protected through the creation of proper governance procedures which are required to be developed in the administration of Artificial intelligence-driven human resources mediations. Such guidelines should address the various legal aspects of data security and other technical issues associated with data inputting and processing. There is a need for governments at all levels to prioritise investments in digital infrastructure by making the Internet

more accessible to the vulnerable group of the society technological driven-digital education, online learning, and a conducive learning environment.

REFERENCES

Agar, N. (2019a). *How to be human in the digital economy*. MIT Press. doi:10.7551/mitpress/11933.001.0001

Agarwal, A. (2022). AI adoption by human resource management: A study of its antecedents and impact on HR system effectiveness. *Foresight*. doi:10.1108/FS-10-2021-0199

Agrawal, A. K., Gans, J. S., & Goldfarb, A. (2018a). *Prediction machines: The simple economics of artificial intelligence*. Harvard Business Review Press.

Allen, M. R., & Wright, P. M. (2006). *Strategic management and HRM* (CAHRS Working Paper #06-04). Cornell University, School of Industrial and Labor Relations, Center for Advanced Human Resource Studies. http://digitalcommons.ilr.cornell.edu/cahrswp/404/

Aloisi, A. (2016). Commoditized workers: Case study research on labor law issues arising from a set of on-demand/gig economy platforms. *Comparative Labor Law & Policy Journal*, *3*(37), 653–690.

Analytics Insight. (2022). *How artificial intelligence is used in fraud detection*. Artificial Intelligence Latest News, Market Trends. https://www.analyticsinsight.net›how-artificial-intellig

Armstrong, M. (2009). *Armstrong's handbook of human resource management practice* (11th ed.), Kogan Page.

Braverman, H. (1974). *Labor and monopoly capital: The degradation of work in the twentieth century*. Monthly Review Press. doi:10.14452/MR-026-03-1974-07_1

Brewster, C., Sparrow, P., & Harris, H. (2005). Towards a new model of globalizing HRM. *International Journal of Human Resource Management*, *16*(6), 949–970. doi:10.1080/09585190500120590

Budhwar, P., & Malik, A. (2019). Artificial intelligence: Challenges and opportunities for international HRM. Call for Papers. *International Journal of Human Resource Management.* https://think.taylorandfrancis.com/journal-human-resource-

Çalişkan, E. N. (2010). The impact of strategic human resource management on organizational performance. *Journal of Naval Science and Engineering*, *6*(2), 100–116.

Connely, C. E., Fieseler, C., Cerne, M., Giessner, S. R., & Wong, S. I. (2020). Working in the digitized economy: HRM theory & practice. *Human Resource Management Review*. Advance online publication. doi:10.1016/j.hrmr.2020.100762

Danysz, K., Cicirello, S., Mingle, E., Assuncao, B., Tetarenko, N., Mockute, R., & Desai, S. (2019). Artificial intelligence and the future of the drug safety professional. *Drug Safety*, *42*(4), 491–497. doi:10.100740264-018-0746-z PMID:30343417

Fraij, J., & László, V. (2021). A literature review: Artificial intelligence impact on the recruitment process. *International Journal of Engineering and Management Sciences*, *6*(1), 108–119. Advance online publication. doi:10.21791/IJEMS.2021.1.10.

Frenkel, R., & Ros, J. (2006). Unemployment and the real exchange rate in Latin America. *World Development*, *34*(4), 631–646. doi:10.1016/j.worlddev.2005.09.007

Georgiev, D. (2022). *Artificial intelligence predictions for 2022*. https://techjury.net›Blog›Guides

Gratton, L. (1999). *Strategic human resource management*. Oxford University Press.

Hatch, P. (2016). Deliveroo and Foodora accused of using sham contracts for bicycle delivery riders. *The Sydney Morning Herald*. Retrieved from https://www.smh.com.au/ business/workplace/deliveroo-and-foo dora-accused-of-using-sham-contactsforbicycle delivery-rider s-20160329-gnsu7g.html

Hollingsworth, J. R., & Streeck, W. (1994). *Countries and sectors: Concluding remarks on performance, convergence and competitiveness*. Oxford University Press.

Ilesanmi, A., & Chidi, C. O. (2019). Investment in human capital development for capacity building in Nigeria. *Pacific University Journal of Social Sciences*, *5*(1), 15–27.

ILO. (2018). The economics of artificial intelligence: The implications for the future of work. Code: DTP-SCR-REP. ILO.

IMF. (2015). *Global Implications of Lower Oil Prices*. https://www.imf.org/external/pubs/f

Jean, E. (2019). *HR data issues caused by lack of customization in HR systems*. SearchHRSoftware. https://www.techtarget.com/searchhrsoftware/tip/HR-data-issu es-causedby-lack-ofcustomization-in-HR-systems

Johnson, R. D., & Gueutal, H. G. (2011). *Transforming HR through technology: The use of e- HR and HRIS in organizations*. Society for Human Resource Management. https://www.shrm.org/hr-today/trends-and-forecasting/special -reports-and-expert views/Documents/HR-Technology.pdf

Keynes, J. M. (1937). The general theory of employment. *The Quarterly Journal of Economics*, *51*(2), 209. doi:10.2307/1882087

Kotler, P., & Keller, K. (2016). *Marketing management* (15th ed.). Pearson.

KPMG. (2016). *Man, machine and strategy. How technology will-and won't-distrust your business strategy*. Global Strategy Group KPMG International. https://assets. kpmg/content/dam/kpmg/mu/pdf/man-machine-and-strategy.pdf

Leontief, W. (1983). National perspective: The definition of problems and opportunities. In The long-term impact of technology on employment and unemployment. The National Academies Press.

Licklider, J. C. R. (1960). Man-computer machine symbiosis. *IRE Transactions on Human Factors in Electronics, 1*, 4-11. https://groups.csail.mit.edu/medg/pe

Malik, A., Budhwar, P., & Srikanth, N. R. (2020). Gig economy, 4IR and artificial Intelligence: Rethinking strategic HRM. In *Human & Technological Resource Management (HTRM): New Insights into Revolution 4.0*. Emerald Publishing Limited., doi:10.1108/978-1-83867-223-220201005

Malik, A., Pereira, V., & Budhwar, P. (n.d.). HRM in the global information technology (IT) industry: Towards multivergent configurations in strategic business partnerships. *Human Resource Management Review*. Advance online publication. doi:10.1016/j.hrmr.2020.100743

Marglin, S. A. (1974). What do bosses do? The origins and functions of hierarchy in capitalist production. *The Review of Radical Political Economics*, *6*(2), 60–112. doi:10.1177/048661347400600206

Mohammed, Z. (2019). *Artificial intelligence definition, ethics and standards. Electronics Communications: Law, Standards, and Practice\18ELECO71. The British University in Egypt*. BUE.

Muro, M., Maxim, R., & Whiton, J. (2019). *Automation and artificial intelligence. How machines affecting people and places*. Metropolitan Policy Program at Brookings.

Nawaz, N. (2019a). How Far have we come with the study of artificial intelligence for recruitment process. *International Journal of Scientific and Technology Research*, *8*(7), 488–493.

Nikpour, A., & Semushkina, S. (2021). Digital shifts in human resource management in the global economy. *BRICS Journal of Economics*, *2*(3), 70–82. doi:10.38050/2712-7508-2021-3-4

OECD (2021). *Human capital behind AI: Jobs and skills demand from online postings*. OECD Science, Technology and Innovation Policy Papers, September, 2021, No. 120.

Oxford Analytica. (2022). *Human-like AI raises deception risks for users*. Expert Briefings. doi:10.118/OXAN-DB271423

Sakka, F., El Maknouzi, M. E., & Sadok, H. (2022). Human resource management in the era of artificial intelligence: Future HR work practices, anticipated skill set, financial and legal implications. *Academy of Strategic Management Journal*, *21*(S1), 1–14.

Scherer, M. U. (2015). Regulating artificial intelligence systems: Risks, challenges, competencies, and strategies. *Harvard Journal of Law & Technology*, *29*(2), 353–400. doi:10.2139srn.2609777

SIPRI. (2020). *Artificial intelligence, strategic stability and nuclear risks*. https://www.sipri.org›sites›default›files›artifici

Stanford, J. (2017). The resurgence of gig work: Historical and theoretical perspectives. *Economic and Labour Relations Review*, *28*(3), 382–401. doi:10.1177/1035304617724303

Stiglitz, J. D. (2009). Moving beyond market fundamentalism to a more balanced economy. *Annals of Public and Cooperative Economics*, *80*(3), 345–360. doi:10.1111/j.1467-8292.2009.00389.x

The Ortus Club. (2022). *The state of HR software from the lens of Marketing 06 May 2022 / APAC*. https://www.ortusclub.com/wp-content/uploads/2022/05/Blog-Report_-The-state-of-HRsoftware-from-the-lens-of-Marketing-.pdf

UNCTAD. (2021). *Digital economy report 2021: Cross-border data flows and development: For Whom the data flow*. https://unctad.org›official-document›der2021_

UNCTAD. 2022). *Tapering in a time of conflict. Trade and development Report Update: March 2022*. https://unctad.org›files›tdr2021-update1_

Vincent, J. (2017). *Putin says the nation that leads in AI 'will be the ruler of the world'*. The Verge. https://www.theverge.com›russia-ai-putin-rule-the-wo

Wisetsri, W., Vijai, C., Chueinwittaya, K., & Jirayus, P. (2022). Artificial intelligence in human resources management: An overview. *Journal of Positive School Psychology*, *6*(2), 2688–2693.

World Bank Group. (2018). *The future of work: Race with not against the machine*. Research Policy Briefs. World Bank Malaysia.

World Economic Forum. (2014). *The global competitiveness report*, *2014–2015*. Author.

Wright, P. M., & McMahan, G. C. (1992). Theoretical perspectives for strategic human resource management. *Journal of Management*, *18*(2), 295–320. doi:10.1177/014920639201800205

Chapter 8

Motivating Factors for Hotel Employees:
A Fuzzy Logic Approach

Badr Bentalha

https://orcid.org/0000-0003-1339-542X
National School of Business and Management, Sidi Mohammed Ben Abdellah University, Morocco

ABSTRACT

Faced with a changing environment, technological developments, and increased global competition, companies are progressively focusing on key success factors that generate an inimitable competitive advantage. Among these factors, human resources were and still are a primary resource. The motivation of human resources provokes the desire for accomplishment, which translates into a personality disposition that pushes the individual to strive for performance. This motivation is essential in service companies and especially in the hotel industry. The purpose of the research is to identify the factors that affect the motivation of employees in hotel companies and the importance of these factors for the employees. The study is based on a fuzzy research method. Based on a literature review, the authors synthesized the indicators related to motivation in hotels. Of the various motivational factors analyzed, training, development, and remuneration are the strongest.

INTRODUCTION

An enterprise is an open system whose purpose is to produce goods and services by relying on the coordination of an individual's efforts and the synergy of the group.

The development of a company depends greatly on how resources and skills are managed. Faced with a changing environment, technological developments, and increased global competition, companies are increasingly focusing on key success factors that generate an inimitable competitive advantage (Bentalha, 2022a). Among these factors, human resources were and still are a primary resource for any organizational entity. For several years now, value creation has become a slogan, a principle, and a fashion statement for senior management, without forgetting the growing importance of this concept in various fields of management science. This movement also affects human resources departments under the aspect of "Employee Value Proposition". Employees have been seen as a value creation component and as a competitive advantage for their company. They are therefore an asset and a resource to be developed.

In recent years, employee motivation has become a central theme in academic and professional discussions. Human resources motivation provokes a desire for accomplishment which translates into a personality disposition that pushes the individual to strive for performance and surpass oneself in situations where performance can be evaluated according to certain standards of excellence. When employees are motivated, the work they do is often of higher quality. They find the work exciting, and they appreciate the work climate within the company. Finally, motivation could allow the company to develop an organizational culture. It aims to reinforce cultural values that are embedded in the group, beliefs, and goals.

A company's main objective is to achieve good performance. In general, a lack of motivation in human resources causes a dysfunction of the system which causes a blockage in the value system which leads to unforeseen changes and constraints that produce a trouble for the company.

Service businesses in general and hotel businesses differ relatively from other businesses because of certain intrinsic characteristics. Employees are of great importance because of the strong relationship with the customer, the nature of the services provided is intangible and not storable, the customer can experience the service only when he comes to the company, and the process cannot be repeated if there is a problem in the service offered and finally, because it is not easy to measure productivity in hotel companies (Hmioui and Bentalha, 2021).

Therefore, the employees and the different components of the human resources are an essential and fundamental pillar in the realization of the hotel services. For this reason, the managers of these entities try every day to have the best human resources skills in order to offer quality in the services. It is through the tools of human resources management such as motivation, retention, and training of employees that these managers can claim to have the best skills and subsequently offer the best services (Khuong et al., 2020). Human resources are considered the key to achieving the hotel's goals and success. Hotel development is inseparable from

performance, so every employee must perform well so that the main goals of the hotel can be achieved (Hmioui et al., 2017; Rivaldo, 2021). Thus, having motivated employees is a guarantee of healthy relationships in the group, good commitment, and responsibility, and finally a pleasant sense of belonging and creativity (Watson et al., 2018; Hur et al., 2016).

Ensuring a sustainable and regular quality of service is an activity related to employee satisfaction. Indeed, motivated employees are the guarantee of a regular and suitable activity since the service activity is strongly linked to the presence of the customer and the importance of human resources. In a hotel, which is a service company, the profit and productivity of the company must identify the factors that increase the motivation of its employees. Especially in the service sector, employee motivation is very important to ensure the continuity of service quality.

In the hotel industry, researchers have been trying for several years to detect factors that are favorable to hotel performance. Thus, different research have been conducted by experts in order to determine the factors that positively motivate employees and, as a result of these researches, many factors have been found. Therefore, employee motivation in the hospitality industry includes an array of customized incentive tools. Therefore, the parameters of employee motivation and the decisive factors of this motivation is a central and prominent topic in hotel management (Wasike & Ndivo, 2015).

In this context, the purpose of our research is to identify the factors that affect employee motivation in hotel companies and the importance of these factors to employees. Our central proposition is a methodical and comprehensive examination of the different facets of employee motivation in hotels. The aim is to detect, refine and classify the different factors that directly or indirectly affect the motivation of an employee in hotels.

The study is based on a Fuzzy research method seeking to find a consensus on the most relevant indicators of motivation in hotels and the possible hierarchy of these indicators. Based on a literature review, we synthesized the main indicators related to motivation in hotels.

In our research, we used the Fuzzy method based on a questionnaire to collect data related to the motivation of hotel employees. To identify the factors impacting employee motivation, the four-category approach of Kingir and Mesci's (2010) motivation model was used using a motivation scale. We introduced some new indicators of employee motivation in the hospitality industry from the literature review conducted. To measure the factors impacting employee motivation, a five-level Likert-type scale was adopted. The research lasted for three months in 2022. In addition, the research is conducted in the Fez-Meknes region of Morocco. The research focused on five-star hotels that have more than 10 rooms. Following

these criteria, eleven hotels were included in the study and the questionnaire was administered to 110 employees.

Thus, after a theoretical and conceptual discussion around motivation in hotels, we will present our fuzzy methodology and the field of our study. Also, we will present the results obtained from our empirical study followed by a discussion of these different results.

THEORETICAL AND CONCEPTUAL FRAMEWORK

The Motivation of Employees

The staff is the set of individuals who contribute their work within the framework of an employment contract in exchange for remuneration paid by the employer. For the company, the staff represents its brand image, for which they work and contribute to its reputation (McLean, 2005). Even if the employees cause significant expenses for the company, the wealth created by them offsets the expenses (Liu et al., 2007). If employees are fulfilled in their work, they will be motivated, and this will directly benefit the company.

Motivation is what makes an employee or a group of employees, with distinct needs and aspirations, work towards achieving the organization's goals with greater satisfaction. Expectancy Motivation Theory, originally developed by Vroom (1964), is an analysis of motivation that explores the possible connections between individuals in order to develop a holistic analysis of decisions regarding various behavioral alternatives. Motivation and success are closely related and motivated employees have historically been high performers (Werdhiastutie et al., 2020). Leaders and their leadership styles have significant effects on employee outcomes, so leaders cannot ignore the individual needs of their employees if they want their employees to contribute fully to the organization and if they want their employees to feel that the work, they do is meaningful to them (Uysal, 2021).

There are many motivational techniques. First, there is financial motivation. Remuneration is an indisputable motivating factor. It is the first factor of motivation. It is indeed the one that ensures the satisfaction of subsistence needs. Then there is non-financial motivation. There are the working conditions which aim to enjoy, for example, a certain amount of autonomy in daily life and which are a source of motivation for the staff. The same goes for being able to work on beautiful premises or to have flexible working hours. Also, management and communication are important (Putra & Ali, 2022). These two elements are very important in the motivation process. Indeed, a manager who communicates allows employees to have a clear vision. Limiting conflicts and facilitating dialogue contribute to the

well-being of the employee. The latter will be much more invested and motivated. Also, opportunities for professional skills development (Mulang, 2021). The increase in knowledge, for example through training, allows the staff to evolve within the company, to be more autonomous but also more efficient. Finally, the company culture and project (Hmioui et al., 2019). Being interested in different projects allows to give more productivity.

Among the envisioned approaches, we can cite the logic of Jones et al. (2005), which consists of a classification of employee motivation factors on two levels: external and internal. The external factors trace motivation in relation to working conditions. These include salary, hotel image, job security, promotion, social environment and status. As far as hotel companies are concerned, if we consider the factors of the external environment, the rapid change, and the difficulty of being controlled, the fact of being in a situation of strong national and international rivalry, the decisions taken by these companies will have a profound effect on their continued existence. Internal factors can be distinct as worker gratification with the company's responsibility. Moreover, internal factors not only bring satisfaction to employees, but also provide them with career opportunities, which shows that they have a significant effect on employee motivation.

Kovach's (1987) ten motivational factors were derived from a twenty-year longitudinal study of workers in a variety of industrial settings. The two main findings are that workers' rankings of motivational perceptions vary over time and that managers generally rank motivational priorities differently than the workers they supervise (Breiter et al., 2003).

Today, motivation is no longer linked solely to a principle of stimulation followed by reaction. This is a relatively outdated view. The modern view of motivation involves creating the necessary conditions for developing human resources by developing a sense of belonging to the organization and its various values (Wszendybył-Skulska, 2019). The latest trends in motivation are aimed at digital and rich work (Deloite, 2019) and the digitalization of procedures (Bentalha et al., 2019). Indeed, the new generation of emplyees is connected and looking for digital and digital solutions to current work issues. Also, this new generation is connected daily with a digital and numerical world.

On the other hand, several demotivating factors are possible. Demotivation concerns the bad work atmosphere (Hassan et al., 2020). Indeed, a person does not like to work in a climate of pressure and stress. A bad atmosphere can be the source of many problems that can cost the company dearly (absenteeism, decrease in creativity, damaged brand image, decrease in performance, high turnover). Another factor of de-motivation is the impossibility of evolution. Indeed, knowing that by surpassing oneself and by providing positive results, one can evolve in one's job, is a great source of motivation. Otherwise, if the work environment does not evolve and

does not inspire employees, their level of motivation can quickly decrease. Finally, lack of leadership and poor management. Effective management is a key factor in motivating your staff (Gagné, 2009). If strong leadership is lacking or negatively impacts the team's outlook, some employees may begin to feel demoralized. Managers must have a flexible approach to team management and be able to communicate clearly while building trust and commitment. It is therefore necessary to know how to identify the source of de-motivation to deal with it as quickly as possible and prevent it from becoming too serious.

Motivation, therefore, seems to be a rich and current theme. Motivation in the service sector has several specificities and an approach focused on motivation in hotels is possible.

The Many Facets of Employee Motivation in Hotels

Hotel businesses differ from other businesses because of certain characteristics they have. Employees are of great importance in hotel industries because of the importance of labor in services. The fact that the customer can only experience the service when they come to the company and the fact that the process cannot be repeated if there is a problem with the service offered creates more specificities in the work in hotels. In addition, it is not easy to measure productivity in hotel companies. The main reason is that each person working in hotel companies is in direct contact with the customer and creates his or her income and expenses. Since the service produced cannot be stored and a failing service cannot be changed as is the case with other products, the approach to employees must be more sensitive, flexible, and different. This is why employee-centric human resources planning has a direct impact on the success of the company.

Hotel employees and top management recognize the importance of employee motivation. The relationship between employee motivation and performance levels achieved is confirmed by several studies (Chiang and Jang, 2008). The continuous search for the improvement of productivity and also the profitability of the hotels requires to take into consideration the motivation of the human resources as a decisive factor in order to achieve the planned objectives. Especially in the service industry, employee motivation is very important to ensure the continuity of service quality (Hays & Hill, 1999).

There are studies carried out to classify and purify the motivational factors of employees in hotels. The results obtained create a hierarchical and structured set of motivational factors.

Cheng & Brown (1998) interpreted the factors related to motivation in hotels. For these authors the most important factors for employee motivation in hotels are wages and job security, training programs, and growth opportunities. Wong et

al (1999) developed a survey, considering 10 motivational factors, developed by Kovach (1987), that motivate employees. Three important motivators were identified. These were social opportunities, intangible incentives such as responsibility, and being appreciated.

In an empirical study of Hong Kong hotel employees, Wong & Pang (2003) highlighted training, predefined policies, autonomy, and flexibility as basic principles of employee motivation. Salih (2003), in a related study, identified factors of job security, being appreciated, financial incentives, teamwork, bonuses and promotions.

Ross (2005) sought to distinguish the facets of employee motivation in hotels. The results show that job security, relationship with superiors, pay and appreciation based on fair performance, trusting and cooperative relationships with colleagues, responsibility and appreciation, appropriate work environment, ensuring opportunities for social development, working in groups, and job rotation are the main motivating factors in hotels. In addition, "responsibility and being appreciated" was identified as the factor with the greatest impact on employee motivation.

In his research conducted at a five-star hotel, Aksu (2005) worked on the relationship between motivation and training. For the author, social opportunities, training programs, intangible incentives, responsibility and appreciation, and teamwork are the most predominant factors of motivation in hotels. In another study, Karatepe & Uludağ (2007) concluded that social conditions, working hours, and financial incentives are the most paramount and impactful factors on employee motivation in hotels. In an attempt to apply the expectancy theory of motivation and to explore the motivation of employees working in hotels, Chiang & Jang (2008) conducted work in the United States. The results indicated that the internal motivating factor was more effective than external motivation.

Kingir & Mesci (2010), in ranked 17 motivational factors in hotels on four dimensions namely social opportunities, intangible incentives, responsibility and being appreciated, and teamwork. "Responsibility and recognition" were found to have the greatest influence on employees, followed by "intangible incentives" and "teamwork." This work is relatively more comprehensive because it integrated several factors of employee motivation in hotels and also because it presented a categorical breakdown of motivational factors.

Wasike and Ndivo (2015) studied the factors influencing employee motivation in hotels in Kenya. They shed light on the main factors that enhance employee motivation in hotels namely "responsibility and being appreciated", followed by "intangible incentives" and "teamwork". In another study, Yeboah and Abdulai (2016) analyzed the motivational factors on the effectiveness and job satisfaction of hotel employees. The results obtained showed that the most important factors were "responsibility and being appreciated", followed by "intangible incentives" and "teamwork". Liu et al. (2016) focused their analyses on the relationship between

managers and employees. A good relationship between these two components could encourage subordinates and attract a high need for affiliation. Thus, direct employee influence on customer satisfaction would fulfill employees' need for power and resolution of customer complaints. The authors concluded that there are four main dimensions of motivation: the job itself, the need for affiliation, the need for achievement, and the need for power.

Mhlanga (2018) analyzed the issue of motivation of hospitality employees with a quantitative model of 246 hotel employees. "Responsibility and being appreciated", "intangible incentives", and "teamwork" significantly influenced employee motivation. Kaliyamoorthy et al (2018) analyzed the relationship between employee motivation and retention in luxury hotels in Malaysia. The result indicates that there is a significant relationship between employee motivation and retention and between job satisfaction and employee retention. Training, development, and salary and benefits are the three most paramount factors. Khuong et al (2020) identified the relationships between human resource practices, employee motivation and employee loyalty. Team spirit, career development, compensation, manager relationship, and work environment directly affect employee motivation.

Research shows that there is a direct proportion between employers who value employee motivation and company performance and increased productivity. Based on this literature review, we have synthesized the main indicators related to motivation in hotels (Table 1). We have kept the distribution on four factors retained by Kingir and Mesci (2010).

Thus, the motivation of employees in hotels seems to be a current and relevant topic. For this reason, we believe that a deepening of the indicators of motivation in the hotel industry is possible.

OBJECTIVES, FIELDWORK, AND RESEARCH METHODOLOGY

At the methodological level, we use the Fuzzy method with a questionnaire to collect several metric data on the criteria of motivation in hotels. To identify the factors impacting employee motivation, the four-category approach of Kingir and Mesci's (2010) motivation model was kept. Indeed, this approach is still current and covers the different facets of motivation. Its objective is to incorporate a graded and ordered scale of motivation. We have introduced several new indicators of motivation from the literature review. Indeed, some recent works on the subject have introduced original indicators. To measure the factors that have an impact on employee motivation, a five-level Likert-type scale was adopted.

The research lasted three months in 2022. The area the research focused on five-star hotels that have at least 10 rooms. Following these criteria, eleven hotels were

Motivating Factors for Hotel Employees

Table 1. Indicators of motivation in hotels

| Factors	Indicators	Authors
Social opportunities	The amount of the remuneration	Kovach (1987) ; Cheng et Brown (1998) ; Salih (2003) ; Ross (2005) ; Chiang & Jang (2008) ; Kingir & Mesci (2010) ; Karatepe et Uludağ (2007) ; Mhlanga (2018) ; Wszendybył-Skulska (2019) ; Kaliyamoorthy et al., (2018) Khuong et al., (2020)
	Participant Management Approach	Kingir & Mesci (2010) ; Mhlanga (2018)
	The optimal working time in companies	Kingir & Mesci (2010) ; Mhlanga (2018)
	Determining promotions based on merit	Ross (2005) ; Kingir & Mesci (2010) ; Mhlanga (2018)
	Social facilities and incentives (housing, transportation, premises, etc.)	Salih (2003) ; Kingir & Mesci (2010) ; Khuong et al., (2020).
	Fair Payments	Ross (2005) ; Kingir & Mesci (2010) ; Mhlanga (2018)
Intangible incentives	Perceived level of importance of the work performed	Kovach, (1987) ; Kingir & Mesci (2010) ; Mhlanga (2018)
	Moral incentives (appreciation, respect, etc.)	Kingir & Mesci (2010) ; Mhlanga (2018)
	Employee participation in decision making	Kingir & Mesci (2010) ; Liu et al. (2016) ; Mhlanga (2018) ; Kaliyamoorthy et al., (2018)
	Creating a positive work atmosphere - Appropriate environment	Kovach (1987) ; Ross (2005) ; Karatepe et Uludağ (2007) ; Kaliyamoorthy et al., (2018) ; Wszendybył-Skulska (2019) ; Khuong et al., (2020).
	Flexible working hours	Karatepe et Uludağ (2007) ; Wszendybył-Skulska, (2019)
	Promotion and development opportunities - career development	Kovach, (1987) ; Cheng et Brown (1998) ; Salih (2003) ; Ross (2005) ; Aksu (2005) ; Chiang & Jang (2008) ; Kaliyamoorthy et al., (2018) ; Wszendybył-Skulska, (2019) ; Khuong et al., (2020)
	Internal mobility offer	Wszendybył-Skulska, (2019)
	Access to mobile learning management systems	Wszendybył-Skulska, (2019)
	Job security	Kovach, (1987) ; Cheng et Brown (1998) ; Salih (2003) ; Ross (2005)
	Training program	Cheng et Brown, (1998) ; Aksu (2005)
	The rotation of tasks	Ross (2005) ; Chiang & Jang (2008)
	Leadership	Kaliyamoorthy et al., (2018)
	Need to succeed	Liu et al. (2016)
Responsibility and appreciation	The responsibilities	Wong et al. (1999) ; Ross (2005) ; Aksu (2005) ; Chiang & Jang, (2008) ; Kingir & Mesci (2010) ; Wasike et Ndivo (2015) ; Mhlanga (2018) ; Wszendybył-Skulska (2019)
	The possibility to discuss with the seniors at any time and on any subject	Kingir & Mesci (2010) ; Mhlanga (2018) ; Kaliyamoorthy et al., (2018) ; Khuong et al., (2020).
	Appreciation of employees' good results	Kovach (1987) ; Salih (2003) ; Aksu (2005) ; Wasike et Kingir & Mesci (2010) ; Ndivo (2015) ; Mhlanga (2018)
	Good relationships with superiors	Ross (2005)
Teamwork	Rewards motivate employees to a higher level	Kingir & Mesci (2010) ; Mhlanga (2018)
	Teamwork adds to motivation	Salih (2003) ; Ross (2005) ; Aksu (2005) ; Kingir & Mesci (2010) ; Wasike et Ndivo (2015) ; Liu et al. (2016) ; Mhlanga (2018) Khuong et al., (2020)
	Work is natural as a game or entertainment for people	Kingir & Mesci (2010) ; Liu et al. (2016) ; Mhlanga (2018)

included in the study and the questionnaire was administered to 110 employees. In addition, the research was conducted in the Fez-Meknes region of Morocco. Having been hand-delivered, the questionnaires were provided for completion by the employees.

Adherence to the research methodology and keeping the validity indicators within the thresholds recommended in the scientific literature prompted us to measure the research design through a construct validity test. The indicators used are derived from a review of the literature over a relatively long period of time, several different sources were used to ensure the relevance of the indicators selected. The validity of the obtained questionnaires was measured by Cronbach's alpha (1951) of 0.81. Our alpha reflects the internal validity of the selected measurement scale. Nunnally (1994) suggests 0.70 and above, while Cohen et al, (2008) suggest that it is acceptable if it is 0.67.

To select the most important factors, 110 employees evaluated the identified criteria using the Fuzzy method. The number of respondents to our empirical study is relatively medium. Indeed, the measurement technique used in our research accepts a reduced number of respondents because we are looking for a consensus of the respondents around the selected indicators of employee motivation in hotels in a framework of fuzzy logic (Ocampo et al., 2018). The evaluation is carried out based on a questionnaire distributed face to face for the different employees and respecting the anonymity of each of them.

The conceptual framework designed includes the selection of indicators, the selection of the chosen approach, the prioritization of measures, and the evaluation of indicators (Figure 1).

Figure 1. Research methodology adopted
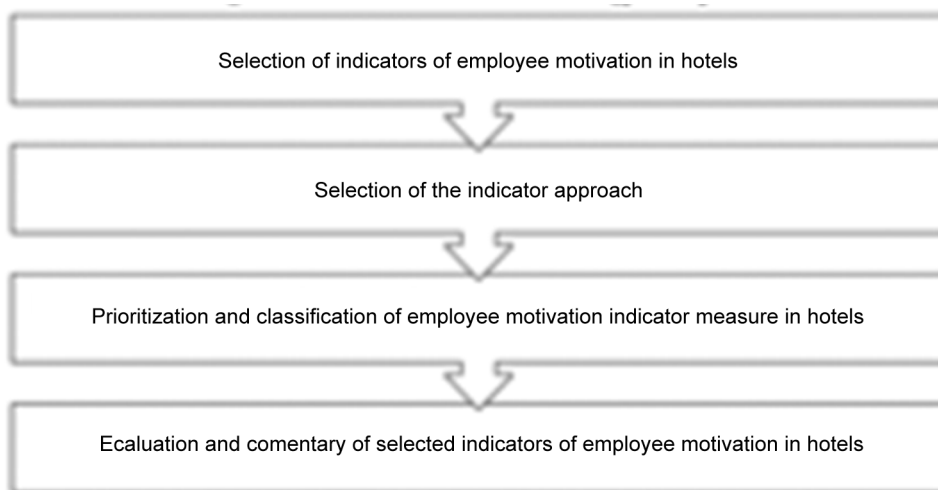
Motivating Factors for Hotel Employees

The Fuzzy questionnaire was coded for the evaluation criteria (Table 2). Fuzzy set theory uses numbers between 0 and 1 that symbolize the possible bounds of a fuzzy set. It is a binary logic of both ends. If X is a central theme related to a multitude of the objects, then its generic elements are represented by xi with digits of (x1, x2, x3, ..., xn). For such a series there is necessarily a fuzzy set called M with $\{(x, \mu M(x)), x \hat{I} X\}$ In this case, a membership function for X is possible with $\mu M(x)$.

A triangular fuzzy number is suitable for this series and represents three elements: (li, mi, ni) with:

$$\mu_M(x) = \begin{cases} 0, & x \leq l, \\ \frac{x-l}{m-l}, & x \in [l,m], \\ \frac{x-n}{m-n}, & x \in [m,n], \\ 0, & x > n, \end{cases}$$

li which represents the minimum value provided by the experts li = min (lik)

● mi is the geometric mean of the experts' opinions and is determined as follows:

mi = (ri1* ri2*. . .* rik)1/k

● ni represents the maximum value provided by the experts: ni = max (lik).

The importance of individual indicators was scored on a scale of 1 to 5. A score is then denoted by Gi (Class Center, COA) with the index of criterion i is scored by expert k (Hsieh et al., 2004; Singh and Sarkar, 2020; Bentalha, 2022b) with:

Gi = [(ni – li) + (mi – li)]/3 + li

The indicators are retained permanently in our final model via a defuzzification threshold named α. Indeed, this threshold allows us to retain or evict the indicators according to the Gi which must be at least greater than or equal to 3.5. This threshold represents an average between the important and normal variable (Kumar et al., 2017).

RESULTS AND DISCUSSION

The literature on human resource motivation indicators has often been criticized because of the development of traditional indicators. Indeed, most previous studies adopt standard criteria that are repeated. Currently, there is an urgent need to update the indicators and introduce dimensions that were often marginalized in previous studies.

The criteria list was provided to the employees. This list includes several proposed indicators that are taken from the literature in the area and also from the conversations with specialists.

From the results of the study, it can be deduced that remuneration is considered the most important motivating criterion by the respondents (4,576). It is also followed by promotion based on merit (4,547) and the will to succeed (4,519). They form the three major criteria of motivation of hotel employees according to the results obtained.

In the first group of motivational factors, we found the indicators of participation in management, fair payment, and also social benefits. The indicator related to optimal working time is the threshold rejected by the respondents. Indeed, it seems that the working time is not optimal for the respondents, probably because it is contractual, and pre-determined data.

In the group of intangible incentives, we noted the presence of factors such as respect for the work done, moral incentives, positive work climate, flexible working hours, promotion, training opportunities, and task rotation. We can see that most of the indicators of this factor are retained. The indicators related to employee participation in decision-making and leadership are not retained by the respondents. These two indicators seem inadequate with the nature of operational work in the hotel industry. Also, mobility, job safety, and learning seem inadequate with the respondents' objectives.

In terms of the responsibility and appreciation component, we noted that responsibility, appreciation of results, and good relations with superiors were retained. The criteria related to the possibility of discussion between the employees and the superiors are not retained in the study.

Finally, in terms of the teamwork dimension, we found that the three criteria proposed were eliminated by the respondents. Thus, it seems that the nature of work in the hotel industry is relatively individual and that the employees interviewed do not place much importance on teamwork.

At the end of this operation, we can retain the indicators of employee motivation in hotels that will be adopted in the final model. These indicators represent a variety and complementarity. Thus, our Table 3 summarizes these indicators of the final model with the respective different categories.

Motivating Factors for Hotel Employees

Table 2. Indicators of motivation in hotels

Factors	Indicators	li (Min)	mi (Average)	ui (Max)	Gi (COA)	Total ranking	Screening
Social opportunities	The amount of the remuneration	4	4,73	5	4,576	1	Accepted
	Participant Management Approach	3	3,79	5	3,931	7	Accepted
	The optimal working time in companies	1	1,77	5	2,591	25	Rejected
	Determining promotions based on merit	4	4,64	5	4,547	2	Accepted
	Social facilities and incentives (housing, transportation, premises, etc.)	2	3,52	5	3,506	16	Accepted
	Fair Payments	3	3,96	5	3,986	5	Accepted
Intangible incentives	Perceived level of importance of the work performed	2	4,05	5	3,682	9	Accepted
	Moral incentives (appreciation, respect, etc.)	2	3,88	5	3,626	12	Accepted
	Employee participation in decision making	1	2,51	5	2,835	22	Rejected
	Creating a positive work atmosphere - Appropriate environment	2	4,02	5	3,675	10	Accepted
	Flexible working hours	2	3,75	5	3,583	13	Accepted
	Promotion and development opportunities - career development	3	3,77	5	3,924	8	Accepted
	Internal mobility offer	2	2,75	4	2,916	20	Rejected
	Access to mobile learning management systems	1	2,31	3	2,104	26	Rejected
	Job security	1	2,42	5	2,806	23	Rejected
	Training program	3	3,84	5	3,948	6	Accepted
	The rotation of tasks	2	3,63	5	3,542	14	Accepted
	Leadership	1	3,55	5	3,183	18	Rejected
	Need to succeed	4	4,56	5	4,519	3	Accepted
Responsibility and appreciation	The responsibilities	3	4,16	5	4,054	4	Accepted
	The possibility to discuss with the seniors at any time and on any subject	2	3,26	5	3,421	17	Rejected
	Appreciation of employees' good results	2	3,56	5	3,520	15	Accepted
	Good relationships with superiors	2	3,90	5	3,633	11	Accepted
Teamwork	Rewards motivate employees to a higher level	1	2,75	5	2,916	21	Rejected
	Teamwork adds to motivation	1	3,25	5	3,083	19	Rejected
	Work is natural as a game or entertainment for people	1	1,96	5	2,654	24	Rejected

According to the results obtained, it is possible to say that the hotel companies that correctly manage the process of motivation of human resources, consider the employee as a resource that helps them and consequently are committed to the

Table 3. Selected indicators of motivation in hotels

Factors	Indicators	Gi (COA)	Ranking by factor	Total ranking
Social opportunities	The amount of the remuneration	4,576	1	1
	Participant Management Approach	3,931	4	7
	Determining promotions based on merit	4,547	2	2
	Social facilities and incentives (housing, transportation, premises, etc.)	3,506	5	16
	Fair Payments	3,986	3	5
Intangible incentives	Perceived level of importance of the work performed	3,682	4	9
	Moral incentives (appreciation, respect, etc.)	3,626	6	12
	Creating a positive work atmosphere - Appropriate environment	3,675	5	10
	Flexible working hours	3,583	7	13
	Promotion and development opportunities - career development	3,924	3	8
	Training program	3,948	2	6
	The rotation of tasks	3,542	8	14
	Need to succeed	4,519	1	3
Responsibility and appreciation	The responsibilities	4,054	1	4
	Appreciation of employees' good results	3,520	3	15
	Good relationships with superiors	3,633	2	11

collective success. It is possible to say that employees who feel fear and discomfort experience the fear of losing their jobs and see a deterioration in their performance. Proper employee motivation in hotels is able to indirectly influence costs, reduce training costs for new employees and also support the achieved performance. Managers must help their subordinates grow and achieve the organization's goals through proper training and development. They need to regularly review employee compensation and benefits to ensure that they are commensurate with their skills and work experience, and comparable to industry standards.

This study confirms the positive relationship between work motivation and employee performance in hotels. It identified several work motivations that significantly influence employees' self-perceived job performance. Respondents perceive themselves as performing better when they are more motivated to work in a hotel by rewards and financial incentives, when they are motivated by achievement, and when they can identify with the values and culture of the organization.

CONCLUSION

A lack of motivation of the human resources causes a dysfunction of the system which results in a blockage in the value system. This situation can lead to unforeseen change and lasting constraints for the company. There are several ways to increase employee motivation, such as the use of material rewards.

The study aims to understand the motivations of employees in the hospitality industry. To do so, we identified through a literature review the different indicators related to employee motivation in hotels. The results obtained by the fuzzy method show a preponderance of compensation, promotion according to merit, and the will to succeed. Of all the motivational factors collected in the literature review, salary, promotion, and drive to succeed seem to be predominant as the pillars of employee motivation in hotels. Accountability, fair payment and employee training are also important factors.

The study carried out aims at an understanding of the theme addressed on the theoretical and empirical level. It allows a census of the indicators of the motivation of the employees in the hotels. In this sense, it is positioned as an updated and global literature review on this topic. At the empirical level, it also provides hotel managers with a set of employee motivation tools, with a classification and hierarchy of these tools. These findings can contribute to practice in terms of retaining skilled labor, improving performance, and reducing turnover.

Despite its theoretical and empirical implications for management, the study has several limitations. The results of our study are obtained from a relatively small database of employees. Our sample is relatively small compared to the total population size and selected from a limited geographic area. In addition, the data are collected over a short time period. It is therefore difficult to speak of a possible generalization of the results obtained. Generally, the results can be stabilized in time and space. Nevertheless, this finding can be relativized by incorporating contingency or contextual variables because there are several cultural or managerial differences. Thus, it would be possible to deepen our research by analyzing these cultural or contextual differences. Also, it is possible to extend this study by integrating new emerging or non-redundant indicators of motivation. Although these attributes have been included in other studies and tested for validity, it is possible that other relevant motivational attributes may influence employee motivation.

Future research may focus on the possibilities of mediating and moderating variables as they are not well-developed or tested. Future research may still combine quantitative and qualitative methods to measure employee retention. Finally, future research may utilize other statistical software.

REFERENCES

Aksu, A. A. (2005). Defining training needs of five-star hotel personnel: An application in the Antalya region of Turkey. *Managerial Auditing Journal*, *20*(9), 945–953. doi:10.1108/02686900510625299

Bentalha, B. (2022a). Smart Technologies for a Sustainable Service Supply Chain: A Prospective Perspective. *Journal of Environmental Issues and Climate Change*, *1*(1), 77–89. http://www.rcsdevelopment.org/index.php/JEICC/article/view/81

Bentalha, B. (2022b). Green Transportation Balanced Scorecard Model: A Fuzzy-Delphi Approach During COVID-19. In *Computational Intelligence Techniques for Green Smart Cities* (pp. 107–127). Springer. doi:10.1007/978-3-030-96429-0_5

Bentalha, B., Hmioui, A., & Alla, L. (2019). The digitalization of the supply chain management of service companies: a prospective approach. In *Proceedings of the 4th International Conference on Smart City Applications* (pp. 1-8). 10.1145/3368756.3369005

Breiter, D., Tesone, D. V., Leeuwen, D. V., & Rue, V. (2003). An analysis of hotel employees' motivation using Kovach's ten factor model. *Journal of Human Resources in Hospitality & Tourism*, *1*(4), 63–77. doi:10.1300/J171v01n04_05

Cheng, A., & Brown, A. (1998). HRM strategies and labour turnover in the hotel industry: A comparative study of Australia and Singapore. *International Journal of Human Resource Management*, *9*(1), 136–154. doi:10.1080/095851998341233

Chiang, C. F., & Jang, S. S. (2008). An expectancy theory model for hotel employee motivation. *International Journal of Hospitality Management*, *27*(2), 313–322. doi:10.1016/j.ijhm.2007.07.017

Cohen, L., Manion, L., & Morrison, K. (2008). Research methods in education (6th ed.). Routledge Taylor & Francis Group.

Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*, *16*(3), 297–334. doi:10.1007/BF02310555

Deloitte. (2019). Leading the social enterprise. Reinvent with a human focus (Deloitte global human capital trends report). Deloitte University Press.

Gagné, M. (2009). *A model of knowledge-sharing motivation*. School of Business Administration, The University of Michigan, Human Resources Management.

Hassan, M., Azmat, U., Sarwar, S., Adil, I. H., & Gillani, S. H. M. (2020). Impact of job satisfaction, job stress and motivation on job performance: A case from private universities of karachi. *Kuwait Chapter of the Arabian Journal of Business and Management Review*, *9*(2), 31–41. doi:10.12816/0056346

Hays, M. J, & Hill, V. A. (1999, Oct.). Gaining competitive service value through performance motivation. *Journal of Strategic Performance Measurement*, 36-40.

Hmioui, A., Alla, L., & Bentalha, B. (2017). *Impact des pratiques de la RSE sur la performance commerciale des entreprises touristiques: Cas des établissements hôteliers de Fès*. Academic Press.

Hmioui, A., Alla, L., & Bentalha, B. (2019). La performance touristique territoriale: Cas de la destination Fès. *Alternatives Managériales Economiques*, *1*(1), 3–21.

Hmioui, A., & Bentalha, B. (2021). Service supply chain management: A literature review. *International Journal of Logistics Systems and Management*, *40*(3), 332–353. doi:10.1504/IJLSM.2021.120253

Hsieh, T. Y., Lu, S.-T., & Tzeng, G.-H. (2004). Fuzzy MCDM approach for planning and design tenders selection in public office buildings. *International Journal of Project Management*, *22*(1), 573–584. doi:10.1016/j.ijproman.2004.01.002

Hur, W.-M., Moon, T., & Jun, J.-K. (2016). The effect of workplace incivility on service employee creativity: The mediating role of emotional exhaustion and intrinsic motivation. *Journal of Services Marketing*, *30*(3), 302–315. doi:10.1108/JSM-10-2014-0342

Jones, P. H., Chisalita, C., & Gerrit, C. (2005). Cognition, technology, and work: special issue on collaboration in context:cognitive and organizational artefacts. *Cognition Technology and Work*, *7*(2), 70–75. doi:10.100710111-005-0176-4

Kaliyamoorthy, S., Al-Shibami, A. H., Nusari, M., & Ghosh, A. (2018). Effect of motivation on employee retention in Malaysian hotels. *International Journal of Management and Human Science*, *2*(1), 37–42.

Karatepe, M. O., & Uludağ, O. (2007). Conflict, exhaustion and motivation: A study of frontline employees in Northern Cyprus hotels. *Hospital Management*, *26*(2), 645–665. doi:10.1016/j.ijhm.2006.05.006

Khuong, M., Mai, T., & Phuong, N. (2020). The impacts of human resource management practices on employees' motivation and loyalty. *Management Science Letters*, *10*(11), 2673–2682. doi:10.5267/j.msl.2020.3.025

Kingir, S., & Mesci, M. (2010). Factors that affect hotel employees motivation, the case of Bodrum. *Serbian Journal of Management*, *5*(1), 59–76.

Kovach, K. (1987). What motivates employees? Workers and supervisors give different answers. *Business Horizons*, *30*(5), 58–65. doi:10.1016/0007-6813(87)90082-6

Kumar, D., Rahman, Z., & Chan, F. T. (2017). A fuzzy AHP and fuzzy multi-objective linear programming model for order allocation in a sustainable supply chain: A case study. *International Journal of Computer Integrated Manufacturing*, *30*(6), 535–551. doi:10.1080/0951192X.2016.1145813

Liu, Y., Combs, J. G., Ketchen, D. J. Jr, & Ireland, R. D. (2007). The value of human resource management for organizational performance. *Business Horizons*, *50*(6), 503–511. doi:10.1016/j.bushor.2007.07.002

Liu, Y.-S., & Wohlsdorf Arendt, S. (2016). Development and validation of a work motive measurement scale. *International Journal of Contemporary Hospitality Management*, *28*(4), 700–716. doi:10.1108/IJCHM-02-2014-0091

McLean, L. D. (2005). Organizational culture's influence on creativity and innovation: A review of the literature and implications for human resource development. *Advances in Developing Human Resources*, *7*(2), 226–246. doi:10.1177/1523422305274528

Mhlanga, O. (2018). Factors influencing employee motivation in hotels. *African Journal of Hospitality, Tourism and Leisure*.

Mulang, H. (2021). The Effect of Competences, Work Motivation, Learning Environment on Human Resource Performance. *Golden Ratio of Human Resource Management*, *1*(2), 84–93. doi:10.52970/grhrm.v1i2.52

Nunnally, J. (1994). *Psychometric theory* (3rd ed.). McGraw-Hill.

Ocampo, L., Ebisa, J. A., Ombe, J., & Escoto, M. G. (2018). Sustainable ecotourism indicators with fuzzy Delphi method–A Philippine perspective. *Ecological Indicators*, *93*, 874–888. doi:10.1016/j.ecolind.2018.05.060

Putra, R., & Ali, H. (2022). Organizational behavior determination and decision making: Analysis of skills, motivation and communication (literature review of human resource management). *Dinasti International Journal of Digital Business Management*, *3*(3), 420–431.

Rivaldo, Y. (2021). Leadership and motivation to performance through job satisfaction of hotel employees at D'Merlion Batam. *The Winners*, *22*(1), 25–30. doi:10.21512/tw.v22i1.7039

Ross, D. L. (2005). Perceived job characteristics and internal work motivation: An exploratory cross-cultural analysis of the motivational antecedents of hotel workers in Mauritius and Australia. *Journal of Management Development*, *24*(3), 253–266. doi:10.1108/02621710510584062

Salih, K. (2003). *Managing employee attitudes and behaviours in the tourism and hospitality industry*. Nova Science Publishers.

Singh, P. K., & Sarkar, P. (2020). A framework based on fuzzy Delphi and DEMATEL for sustainable product development: A case of Indian automotive industry. *Journal of Cleaner Production*, *246*(1), 118991. Advance online publication. doi:10.1016/j.jclepro.2019.118991

Uysal, D. (2021). Perceived leadership styles and employee motivation: A research in Turkish hotel context. *Journal of Ekonomi*, *3*(2), 106–110.

Vroom, V. H. (1964). *Work and Motivation*. Wiley.

Wasike, C. K., & Ndivo, R. M. (2015). Efficacy of motivation strategies in addressing employee motivation needs in Kenya's hotel sector. *African Journal of Hospitality, Tourism and Leisure*, *4*(1), 1–10.

Watson, A. W., Taheri, B., Glasgow, S., & O'Gorman, K. (2018). Branded restaurants employees' personal motivation, flow and commitment: The role of age, gender and length of service. *International Journal of Contemporary Hospitality Management*, *30*(3), 1845–1862. doi:10.1108/IJCHM-02-2017-0075

Werdhiastutie, A., Suhariadi, F., & Partiwi, S. G. (2020). *Achievement Motivation as Antecedents of Quality Improvement of Organizational Human Resources. Budapest International Research and Critics Institute-Journal* , 3.

Wong, S., & Pang, L. (2003). Motivators to creativity in the hotel industry—Perspectives of managers and supervisors. *Tourism Management*, *24*(5), 551–559. doi:10.1016/S0261-5177(03)00004-9

Wong, S., Siu, V., & Tsang, N. (1999). The impact of demographic factors on Hong Kong hotel employees' choice of job-related motivators. *International Journal of Contemporary Hospitality Management*, *11*(5), 230–241. doi:10.1108/09596119910272766

Wszendybył-Skulska, E. (2019). Motivating hotel employees in Poland. *Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu, 63*(10), 235-247.

Yeboah, M. A., & Abdulai, A. (2016). Evidence of Herzberg's motivation – hygiene theory in small and medium enterprises through the lens of a three-star hotel. *International Journal of Research –Granthaalayah*, *4*(11), 23-36.

Chapter 9

Reviewing the Leadership Perspective for Managing Healthcare in the COVID-19 Pandemic

Zahid Hussain Bhat

https://orcid.org/0000-0002-0276-7040
Higher Education Department, Government of Jammu and Kashmir, India

Javaid Ahmad Bhat
Higher Education Department, Government of Jammu and Kashmir, India

ABSTRACT

The COVID-19 pandemic poses substantial leadership and governance challenges and opportunities for organizations. This chapter intends to better understand the role of public leadership during the crisis and calls for public health professionals to play a more active role in crisis management. This chapter is a thoughtful reflection on how executives and boards respond to crises. This chapter focuses on three critical activities needed to understand public officials' involvement in the current crisis: values and purpose, rapid decision-making, and thinking outside the box. Understanding public leadership as a key to crisis management, particularly important when developing policy solutions to public health crises. This chapter broadens our understanding of human resource management's roles in crisis response and recovery. As a result of this, we can better identify the shifting leadership roles necessary for crisis management and learn about potential public health issues in the future.

INTRODUCTION

Even though organizations are subject to crises regularly, the Covid-19 pandemic may be an exception due to its scope and concurrent effect on the health and well-being of employees and other stakeholders and its worldwide peculiarity and the impact on economics, eventually, organizational survival. Several key lessons can be learnt from this catastrophe in terms of executive leadership and governance (Mather, 2020; Bhat, 2021; Alam, 2021). To resolve the Covid-19 crisis difficulties, business leaders must take the initiative. A calamity of this magnitude will almost certainly transform the post-crisis financial and business landscape, as well as the new normal. The recovery and survival of an organization are influenced in part by economic, public health, and regulatory elements outside its control, e.g., state of the economy. However, the responses of its governance and leadership will significantly impact the outcome.

There are several horizons in which the required actions must be carried out, including *respond*, during which an organization encounters with the proximate effects and maintains endurance; *recover*, during which an organization picks up and reclaims its position; and *reimagine*, during which an organization foresees and equips for the next normal state (CPA Australia, 2020; Alam, 2021; Glenn *et al*., 2021). Recognizing that, regardless of how confronting or difficult the issue appears to be, leaders will be expected to make harsher judgments and move more quickly to succeed.

Because disasters and other extreme events have occurred frequently throughout history and civilizations, there is already a substantial amount of research on crisis management (Bundy *et al*., 2017; Buchanan & Denyer, 2013; Mather, 2020; Glenn *et al*., 2021). While this short reflective piece is prompted by research on governance and leadership in a crisis's context, it is, more specifically, a thoughtful analysis of how leaders and their organizations respond to the crises and strategy for the new normal in the aftermath of the disaster. Leaders were defined in this article in a broader sense to include members of the executive board and directors on board (Brookes & Grint, 2010).

Due to advancements in science and technology, substantial advances in life expectancy and healthcare systems, and a relatively long era of international peace and political stability, the pandemic of Covid-19 has arisen as a sudden threat to many things we take for granted in our daily lives. The discovery of a novel coronavirus has raised crucial issues, not just about the virus itself but also about how governments in various nations responded to the outbreak of the virus in the first place. When we look back and ahead, we all question if leaders could have done something in a different way to aid in the fight against a pandemic of this scope in the first place.

In this light, resolving the challenge of Covid-19 emphasizes the crucial need for a potent public leadership, a form of collaborative leadership where local bodies and agencies work together to create shared value for the common good (Getha-Taylor *et al*., 2011; Brookes, 2011; Mather, 2020; Bhat, 2021). While some academics describe leaders as administrative officials who administer the government and non-profit organizations (Vogel *et al*., 2020; Van Wart, 2013), others define public leaders as elected political leaders who serve in their respective political parties (Van Wart, 2013; Ospina, 2017; Glenn *et al*., 2021). The stretch between political responsiveness as well as administrative responsibility, and the changing role of leadership in the context of growing cross-sector collaboration, are among the numerous competing demands placed on leaders who have been frequently highlighted in the literature (Jung *et al*., 2008; Kirlin, 1996; Vogel & Masal, 2015; Alam, 2021).

This chapter is a commentary on how leaders and their organizations are seeking to strategize for the next normal. In our opinion, boards of directors are meeting more frequently and their chairman and non-executive directors are more "hands-on" than usual during the current crisis.

THE EMERGENCE OF A NEW NORMAL

Customer and stakeholder preferences are expected to be significantly changed due to a pandemic-scale exogenous shock, which will necessitate the transition to contactless trade and commerce. Several possible shifts that we are already anticipating include contactless and cashless business, an increase in the usage of online platforms and the change to work-from-home opportunities across sectors. It is believed that many of these and other trends will continue, growing into the "new normal" and presenting unique opportunities for each industry and organization. As a result, leaders will have to rebuild their organizations to adapt to these changes while also creating and seizing new opportunities as they come.

Even while it is tough to carve out time during the reaction phase to predict and strategize for the next normal, many firms have established Next Plan teams to accomplish just that. With data analytics, which includes sentiment analysis, it is possible to detect and track down new trends and new customers and markets. Because of the rapid changes, boards of directors will need to review their skill matrices on a more frequent basis to ensure that they have the skills and the knowledge to meet future demands. For certain businesses, this will provide significant problems that will necessitate courageous leadership to topple established methods of doing things.

LEADERSHIP

For people in positions of authority, crises frequently provide complex leadership challenges (Boin & Hart, 2003; Mather, 2020). Many responsibilities are expected of public officials, including the recognition and adaptation to the crisis and the development and implementation of actions to reinstate normalcy (Vogel & Masal, 2015; Jong, 2017). However, while the fundamentals of compelling crises leadership are often the same as those of effective non-crises leadership, the need for hierarchical and decisive leadership is enhanced in emergencies; whereas, transformational leadership is typically viewed as more critical in the running of public organizations (Kapucu & Van Wart, 2008; Brookes, 2011; Vogel & Masal, 2015; Mather, 2020; Alam, 2021). According to Helsloot and Groenendaal (2017), the more complicated a problem is when compared to crucial issues; the more progressive or distributed leadership is required to incorporate the opinions of many stakeholders (O'Reilly and colleagues, 2015; Glenn and colleagues, 2021). Furthermore, public officials should engage with the people who elect them to the office (Jong, 2017). Authorities need to communicate effectively to be perceived as leaders while carrying out their tasks to maintain control of the situation (Brookes, 2011). Public officials must have the ability and competence to correctly resolve public emergencies (Brookes, 2011; Helsloot & Groenendaal, 2017; Alam, 2021).

A fresh crisis is examined by Kerrissey and Edmondson (2020), who look at many outstanding leaders and propose lessons for leading during an emergency. These lessons are reviewed further below, emphasizing that automatic response is not always the best option in a crisis. Rather than doing so, leaders must concentrate on and assess the needs of their organizations during times of crisis.

Immediate Action

When faced with uncertainty and ambiguity, it is natural to look for additional information before deciding or taking action. Winning the race against time and delaying responses can be damaging during a crisis, and it is imperative to reply as promptly as possible. This is exemplified by Jacinda Arden's steadfast early approach in this pandemic to 'go-hard-and-go-fast,' as she puts it. Also, the rapid shift of teaching to online mode globally and encouraging teachers to telecommute helped mitigate health concerns.

Immediate Response to a Public Health Emergency

At the outset of the Covid-19 crisis, there were noticeable differences in making meaning of things among the three countries. As Boin pointed out, leaders often find

themselves caught in the crossfire of incompatible directives: either do nothing and threat disaster or do too much and peril humiliation. In general, the leader's ability to consistently recognize early signals of crises and to properly alert the public about the risk level was crucial to their future management or mismanagement of the crisis, depending on the situation (Helsloot & Groenendaal, 2017; Mao, 2020; Alam, 2021).

Another essential part of sense-making is risk assessment and responding to the circumstance, which goes hand in hand with response speed and situational awareness (Maor, 2014; Glenn *et al*., 2021). The problem was comprehended, which begins with the sense-making activity but has a significant impact on leadership decision-making and differs from nation to nation. Because of the scope and originality of the pandemic, mistakes and issues were unavoidable. What matters is how leaders respond to these misjudges, not whether or not they occur. These blunders must not be rationalized, or the blame shifted. On the other hand, great leaders would accept responsibility for their mistakes, work hard to learn from them, and remain focused on their objectives while addressing any future obstacles as they arise.

Decisions Made Within a Crisis

A further point to mention is that decision-making practices during the crises of Covid-19 differed significantly amongst countries, leading to vastly disparate effects. Beginning with the inadequacies of conventional risk management procedures in light of the enormity and uniqueness of this catastrophe, government officials were forced to devise ad hoc solutions to deal with the situation. The results were considerably influenced by existing processes and institutional structures (Nyenswah *et al*., 2016; Glenn *et al*., 2021).

Keeping Up With the Times

Having a laser-like focus on the agreed-upon organizational goal and attaching it to the policy is a seductive way to think about being a good leader. As a result of the magnitude and originality of this epidemic, in addition to the velocity with which it is spreading, influential leaders must constantly evaluate and modify their plans (Helsloot & Groenendaal, 2017; Mau, 2020; Glenn *et al*., 2021). Furthermore, the range of expert perspectives that are received is crucial. Considering how quickly things may change in the wake of an epidemic and the repercussions for business, it's likely that the current board members must be changed, and new advisors may be required. Leadership must frame and apply real-time decisions on their teams, even if these decisions directly conflict with established governance principles.

Open and Clear Communication

Relying on ruthless news is never simple, especially when critical stakeholders, including customers, suppliers, and staff, are concerned. The temptation to underestimate the organization's vulnerability during a crisis like Covid-19 is strong (Mau, 2020). On the other hand, leaders owe it to their constituents to depict reality honestly and be as truthful as possible about the facts which are known and others as "known unknowns." In any instance, if attempts to downplay the crisis are seen in retrospect, the future communication will lose credibility and the trust component, which are crucial for an efficient and effective organizational culture (Mather, 2020).

A sense of optimism and hope for the future must be conveyed through communications to encourage stakeholders and channel their competence effectively. The demand for restricted optimism, in our opinion, is better described as follows: Apart from the delivery of bad news, effective communication, in general, is a critical component in crisis management. This is vital to make early and frequent communication, even when the knowledge is insufficient, to ensure success. A greater level of public speaking and inspiring abilities are essential components of a leader's skill set. We feel that they are significant during times of crisis, but some leaders communicate significantly more successfully than others in these situations (Mather, 2020).

In a research-based paradigm, three critical components of effective leadership communication are identified and highlighted (Mayfield & Mayfield, 2018). "Direction giving," "sense-making," and "empathy" are essential characteristics that leaders must concentrate upon if they are to encourage and elicit the best performance from their followers, according to Mayfields' idea. Researchers found that leaders overdo the direction-giving feature while underusing the other two characteristics, according to Mayfields' research.

Due to the fact that the COVID-19 situation is still ongoing, our chapter is limited to the three essential tasks required to comprehend the leadership role in the current problem. While current leadership activities have a clear impact on how the crisis will be resolved and lessons learnt for future crises, it is advisable to postpone examination of these duties for future studies. Using the three fundamental duties, we demonstrated how leadership was exerted in the management of the COVID-19 issue, especially by public health leaders, but also by political and administrative leaders. Given this circumstance, our key research questions focus on the areas in which public health leadership could have played a different role in crisis management. In the section on lessons learned and recommendations, we consider how we can encourage this type of leadership in the future and, more specifically, what role public health leaders, that is, individuals with vision, influence, and competencies regarding public health issues, should play in public health crises. Following our

engagement with pertinent literature, we have made some additional remarks on three other critical modules that can bestow efficient and effective leadership and governance and the identified crucial dimensions required during times of crisis. These further observations are based on our engagement with pertinent literature.

SWIFTNESS IN DECISION MAKING

A positive result of the crisis response has been the rapid transformation of many organizations' operations to boost efficiency, generally through the swift adoption of new technology and, in some cases, through the spinning of existing income streams to generate new sources of revenue. The demand for a number of these pivots, like Unilever's transition from skincare to cleaning and hygiene products, is the driving force behind them. The formation or extension of online distribution channels and the evolution from B2B to B2C business models have been examples of pivots in various circumstances. On the other hand, many pivots are inspired by values that have a good impact on the surrounding community. As a result of these developments, Dior, Givenchy, and many other alcohol producers have switched from perfume production to hand sanitizer production (which has a low margin). Employment platform Hatch launched the Covid-19 labour exchange within a week to connect employers such as supermarkets looking to scale up with employees who have been stood down. Airbnb announced a global initiative to house 100,000 medical professionals and other first responders. The bulk of these pivots are extensions of present capabilities that align with the organization's strategy. Still, those that are value-driven will undoubtedly continue to develop goodwill and brand worth in the eyes of consumers and other stakeholders. While some of these pivots may be permanent, it is hoped that the quick decision-making that enabled them will become imprinted in the DNA of the businesses and become the new normal over the long term.

THINKING OUTSIDE THE BOX

A long-standing misconception that confident business leaders and academics are unwilling to venture outside their respective domains is dispelled by the fact that the difficulties faced by businesses and stakeholders in the workplace are rarely labelled and categorized. It will take 'out-of-the-box thinking' to anticipate the inferences of the next normal and strategize to redesign their organizations to acclimate to changing appetites and capitalize on emerging prospects. This will include boundary-spanning roles and collaboration across organizations. However, while

there is no "playbook" to lead during a crisis, other professions may learn lessons. The vital work by Carl von Clausewitz on military strategy, first published in 1853 and now required for reading at prestigious military academies (Von Clausewitz, 1989), is based on the premise that planning military campaigns is precarious due to unpredictable events that quickly render any thorough planning out-dated (Von Clausewitz, 1989). Aside from that, Von Clausewitz recalls that leaders must make decisions under considerable time restrictions and limited knowledge, as is typified by the environment of the pandemic, and provide strategies for dealing with these limits and inadequate knowledge (Mather, 2020; Glenn *et al.*, 2021).

Most productive business executives read a lot and listen to speakers from a variety of disciplines and backgrounds on a routine basis. As a result, this problem emphasizes the significance of business educators revising their curriculum and pedagogics to prepare future leaders to be flexible value creators capable of thinking out-of-box and "connecting the dots" across disciplines and domains. The current pandemic's impact, however, provides a chance to analyze the parallels, differences, and correlations between the current pandemic effect and those of previous pandemics, which could guide adjustments to the management of risk and business endurance plans (McKinsey and Company, 2020a; Mau, 2020; Mather, 2020).

RECOMMENDATIONS

This chapter makes a contribution to the existing body of research on crisis management by illuminating the role that a leader plays in the ongoing crisis in global public health. Public health professionals are well-versed in a variety of measures for outbreak management, including the tracking of contacts and the imposition of quarantines. The magnitude of the current crisis, on the other hand, has endowed these typically routine actions concerning public health with a new dimension: public health has emerged as the primary focus of the public discourse. Because of this, professionals in public health are now recognized not just as key figures in their specific industry, but also as influential figures in a significantly wider context.

To begin, it highlights the significance of gaining a more in-depth understanding of public leadership as a means to improve one's ability to handle crisis situations. This article identifies essential aspects necessary during times of crisis, such as values and purpose, swiftness in decision making, and out-of-the-box thinking, and demonstrates how these might be used to explain some observed results. Values and purpose are essential during times of crisis because they provide a sense of direction and directionlessness can be paralysing. This is useful not just for illustrating what could have been done ex post but also for forecasting and creating policy responses ex ante, making it a valuable piece of evidence in both areas.

Second, it brought to light the significance of public as well as public health leaders in the management of the COVID-19 pandemic. Since public health has been in the spotlight for the past months, a new problem has arisen for the profession: whereas public health professionals typically derive their legitimacy from the scientific method, the COVID-19 crisis compelled them to adopt a political role, in which truth is frequently much more relative. This presents a new challenge for the public health profession. In many cases, professionals in the field of public health were not adequately trained for this role. This contradiction became more obvious as the crisis continued to grow: because the scientific evidence was equivocal, health professionals struggled to express the relevance and significance of the events that were occurring. In addition, they frequently did not participate fully in the procedures of crisis management, which either were not organized to collect their thoughts in a meaningful way, or they were overshadowed by other individuals who had higher skill in the political process. Last but not least, because they lacked appropriate experience, they were sometimes unable to completely appreciate the social, economic, or political ramifications of the crisis. This, in turn, limited their ability to influence decision-making in a positive manner.

The unfortunate reality is that the crisis is just evolving with its various variants. In spite of this, there are already significant things to learn from this experience, most notably on how to lead in the field of public health. To begin, it's possible that the breadth of the concept of public health needs to be rethought. The Health in All Policies Approaches (Puska, 2007), which aim to encourage public health practitioners to better engage with sectors outside of the traditional healthcare sector that directly touch or are touched by public health phenomena, may gain prominence in the field of public health. The goal of these approaches is to encourage public health practitioners to better engage with sectors outside of the traditional healthcare sector that directly touch or are touched by public health phenomena. Second, those who work in public health may demand a new equilibrium between the administrative and political authority that they wield. This may entail gaining the knowledge necessary to navigate the complications that come along with larger political positions while simultaneously supporting decision-making that is based on evidence (Deitchman, 2013). Third, this may call for not only a new generation of public health leaders but also a higher visibility in the public eye for the field of public health (Gray, 2009; Moodie, 2016). In contrast to medicine, which focuses on the well-being of an individual patient, public health considers the population as a whole. Nevertheless, medical doctors have played a prominent role in this crisis, in part because of a lack of understanding regarding the definition and value of public health. This has frequently been at the expense of public health professionals who are trained to apply this broad population lens to crises such as the one we are currently experiencing.

CONCLUSION

Following the Covid-19 crisis, public health leadership gained greater visibility in the public realm. The lessons learnt from dealing with this particular scenario are informative for examining the actions taken and steering future crises similar to Covid-19 in a positive direction (Nyenswah *et al*., 2016). An external shock on the size of a pandemic will drastically disrupt the post-crisis society and the corporate landscape. Leading their organizations' transformations, including their governance structures and procedures, as they adjust to the new normal is critical for business leaders.

However, while the current Covid-19 crisis shares some characteristics with previous crises, it differs significantly in several important ways. First, this pandemic is a public health catastrophe, demanding a higher level of technical competence and experience than many other contemporary catastrophes, including the financial crisis (Deitchman, 2013; Glenn *et al*., 2021). Second, this public health crisis is unlike any other in terms of the ramifications it has, as well as the governments' ability to forecast it and the size of the crisis (Hannah *et al*., 2009). Because Covid-19 is a global challenge, it presents the same problem to countries with various environments. Finally, this pandemic intertwines the physiological, social, and economic components in ways that modern disease outbreaks have rarely done in the history of the world.

In this situation, resilience, a preference for speed above beauty, decision-making clarity, empathy, and the ability to maintain a sense of realism are all essential leadership attributes. One of the most important realizations for us was that leaders must return to their fundamental principles and purposes at times of crisis. The ability to communicate effectively during a crisis is critical, and research recommends that leaders handle direction-giving, sense-making, and empathy to motivate and elicit the most significant results from the teams.

According to Vladimir Lenin, "there are decades in which nothing happens, and weeks in which decades occur" (Lenin, 1905). We live in an era of exponential change, which gives enormous learning opportunities. In the immediate aftermath of the accident, several organizations have demonstrated their ability to make quick decisions. As a result, the firms that continue to adapt and change proactively will be the success stories of the future. It is unclear if they will maintain their agility, learning aptitude and engage in attitude and process reform to thrive in the new normal. At the end of the day, only time will tell.

ACKNOWLEDGMENT

REFERENCES

Alam, M. A. (2021). Leading in the shadows: Understanding administrative leadership in the context of COVID-19 pandemic management in Bangladesh. *International Journal of Public Leadership*, *17*(1), 95–107. doi:10.1108/IJPL-06-2020-0050

Australia, C. P. A. (2020). *COVID-19 key implications for boards.* Available at: www.cpaaustralia.com.au/-/media/corporate/allfiles/document/ covid-19/business-advice/covid-19-key-implications-forboards .pdf?la=enandrev=726d254a873c498d8b91faa80e72c293

Beard, A. (2020). Anxious at the top. *The Weekend Australian*, 11-12.

Bhat, Z. H. (2021). Leveraging Information and Communication Technology for Higher Education amidst the COVID-19 Pandemic. In P. P. Churi, V. Kumar, U. Kose, & N. T. Rao (Eds.), *Technology and Tools in Engineering Education: Research and Innovations* (1st ed., pp. 41–58). CRC Press Taylor and Francis Group. doi:10.1201/9781003102298-3

Boin, A., & Hart, P. (2003). Public leadership in times of crisis: Mission impossible? *Public Administration Review*, *63*(5), 544–553. doi:10.1111/1540-6210.00318

Brookes, S. (2011). Crisis, confidence and collectivity: Responding to the new public leadership challenge. *Leadership*, *7*(2), 175–194. doi:10.1177/1742715010394733

Brookes, S., & Grint, K. (2010). A new public leadership challenge? In The New Public Leadership Challenge. Palgrave Macmillan.

Buchanan, D., & Denyer, D. (2013). Researching tomorrow's crisis: Methodological innovations and wider implications. *International Journal of Management Reviews*, *15*(2), 205–224. doi:10.1111/ijmr.12002

Bundy, J., Pfarrer, M., Short, C., & Coombs, W. (2017). Crises and crisis management: Integration, interpretation and research development. *Journal of Management*, *43*(6), 1661–1692. doi:10.1177/0149206316680030

Deitchman, S. (2013). Enhancing crisis leadership in public health emergencies. *Disaster Medicine and Public Health Preparedness*, *7*(5), 534–540. doi:10.1017/dmp.2013.81 PMID:24274133

Dirani, K. M., Abadi, M., Alizadeh, A., Barhate, B., Garza, R. C., Gunasekara, N., & Majzun, Z. (2020). Leadership competencies and the essential role of human resource development in times of crisis: A response to Covid-19 pandemic. *Human Resource Development International*, *23*(4), 380–394. doi:10.1080/13678868.2020.1780078

Getha-Taylor, H., Holmes, M. H., Jacobson, W. S., Morse, R. S. & Sowa, J. E. (2011). Focusing the public leadership lens: research propositions and questions in the Minnow brook tradition. *Journal of Public Administration Research and Theory*, *21*(1), i83-i97.

Glenn, J., Chaumont, C., & Villalobos, P. (2021). Public health leadership in the times of COVID-19: A comparative case study of three countries. *International Journal of Public Leadership*, *17*(1), 81–94. doi:10.1108/IJPL-08-2020-0082

Gray, M. (2009). Public health leadership: Creating the culture for the twenty-first century. *Journal of Public Health*, *31*(2), 208–209. doi:10.1093/pubmed/fdp034 PMID:19423545

Hannah, S. T., Uhl-Bien, M., Avolio, B. J., & Cavarretta, F. L. (2009). A framework for examining leadership in extreme contexts. *The Leadership Quarterly*, *20*(6), 897–919. doi:10.1016/j.leaqua.2009.09.006

Helsloot, I., & Groenendaal, J. (2017). It's meaning-making, stupid! Success of public leadership during flash crises. *Journal of Contingencies and Crisis Management*, *25*(4), 350–353. doi:10.1111/1468-5973.12166

Jong, W. (2017). Meaning-making by public leaders in times of crisis: An assessment. *Public Relations Review*, *43*(5), 1025–1035. doi:10.1016/j.pubrev.2017.09.003

Jung, K., Jae Moon, M., & Hahm, S. D. (2008). Exploring the linkage between ministerial leadership and performance in Korea. *Administration & Society*, *40*(7), 667–690. doi:10.1177/0095399708323135

Kapucu, N., & Van Wart, M. (2008). Making matters worse: An anatomy of leadership failures in managing catastrophic events. *Administration & Society*, *40*(7), 711–740. doi:10.1177/0095399708323143

Kerrissey, M., & Edmondson, A. (2020). What good leadership looks like during this pandemic? *Harvard Business Review*, *13*(1).

Kirlin, J. J. (1996). The big questions of public administration in a democracy. *Public Administration Review*, *56*(5), 416–423. doi:10.2307/977040

Lenin, V. I. (1905). Party organization and party literature. *Novaya Zhizn (Marxists)*, 12.

Maor, M. (2014). Policy persistence, risk estimation and policy underreaction. *Policy Sciences*, *47*(4), 425–443. doi:10.100711077-014-9203-8

Mather, P. (2020). Leadership and governance in a crisis: Some reflections on COVID-19. *Journal of Accounting and Organizational Change*, *16*(4), 579–585. doi:10.1108/JAOC-08-2020-0123

Mau, T. A. (2020). Public sector leadership: An emerging subfield with tremendous research potential. *Canadian Public Administration*, *63*(1), 140–147. doi:10.1111/capa.12361

Mayfield, J., & Mayfield, M. (2018). Motivating Language Theory-Effective Leader Talk in the Workplace. Palgrave Macmillan. doi:10.1007/978-3-319-66930-4

McKinsey & Company. (2020a). *Addressing climate change in a post-pandemic world.* Available at: www.mckinsey.com/business-functions/sustainability/our-insig hts/addressing-climate-changein-a-post-pandemic-world

McKinsey & Company (2020b, Aug.). Prioritize people in times of crisis: an interview with the CEO of BHP. *McKinsey Quarterly*.

Moodie, R. (2016). Learning about self: Leadership skills for public health. *Journal of Public Health Research*, *5*(1), 679. doi:10.4081/jphr.2016.679 PMID:27190982

Nyenswah, T., Engineer, C. Y., & Peters, D. H. (2016). Leadership in times of crisis: The example of EbolaVirus disease in Liberia. *Health Systems and Reform*, *2*(3), 194–207. doi:10.1080/23288604.2016.1222793 PMID:31514593

O'Reilly, D., Leitch, C. M., Harrison, R. T., & Lamprou, E. (2015). Introduction: Leadership in a crisis constructing world. *Leadership*, *11*(4), 387–395. doi:10.1177/1742715015596633

Ospina, S. M. (2017). Collective leadership and context in public administration: Bridging public leadership research and leadership studies. *Public Administration Review*, *77*(2), 275–287. doi:10.1111/puar.12706

Puska, P. (2007). Health in all policies. *European Journal of Public Health*, *17*(4), 328–338. doi:10.1093/eurpub/ckm048 PMID:17553811

Van Wart, M. (2013). Administrative leadership theory: A reassessment after 10 years. *Public Administration*, *91*(3), 521–543. doi:10.1111/padm.12017

Vogel, D., Reuber, A., & Vogel, R. (2020). Developing a Short Scale to Assess Public Leadership. *Public Administration*, *98*(4), 958–973. doi:10.1111/padm.12665

Vogel, R., & Masal, D. (2015). Public leadership: A review of the literature and framework for future research. *Public Management Review*, *17*(8), 1165–1189. doi:10.1080/14719037.2014.895031

Von Clausewitz, C. (1989). On War. *Princeton University Press*.

KEY TERMS AND DEFINITIONS

COVID-19: Coronavirus disease (COVID-19) is an infectious disease caused by the SARS-CoV-2 virus.

Crisis: A time when a difficult or important decision must be made.

Healthcare: The maintaining and restoration of health by the treatment and prevention of disease especially by trained and licensed professionals.

Leadership: The action of leading a group of people or an organization.

Chapter 10
Talent Management:
A Significant Approach to Strategic HRM in the Hotel Industry

Manjiri Prakash Joshi
Dr. D.Y. Patil B-School, Pune, India

ABSTRACT

Organizations face many challenges to sustain in today's competitive business environment. People are considered an indispensable internal value-created resource of any organization. It is necessary to invest in human talent, which is a significant intangible asset in an organization and has a straight association through organizational goal accomplishment. Talent is a scarce resource. Talent is a unique ability composed of skill, adaptability, and acquiescence. This chapter provides an overview on comprehensive understanding of talent management and its significance towards strategic HRM. It will also provide a conceptual overview on the talent management building blocks, which help to create talent plans as well as talent acquisition and the retention aspects of talent management. These blocks consist of an appraisal system, various competencies required in organizations, and potential forecasting. This helps the organization to place the right talent in the right place.

INTRODUCTION

Organizations face many challenges to sustain in today's competitive business environment. People is considered an indispensable internal value-created resource of any organization. It is necessary to invest in human talent which is a significant intangible asset in an organization as well as has a straight association

through organizational goal accomplishment. Talent is scarce resource need to administer it through the fullest efforts. Talent is a unique ability composed of skill, adaptability, and acquiescence. The key to the success of any organization depends on right talent at right place. Talent management is becoming a crucial term for the organization as it is more focused on to recruit, develop and retain the talented employees. Talent management has a very important role in business strategy as it manages most important resource of the organization i.e. People. Human resource is termed as integral skills, knowledge and talent-attitude of the organization. Talent management is a function of the Human resource management that aids to achieve the organization's long-term goals with employee aspirations. The productivity of the organization is in ratio with the quantity and quality of its human resource. Due to this the concept of talent management has a specialized and theoretical attentiveness. Talent management became a part of the organization in 1990s to manage human resources in an appropriate and progressive way. Large companies like McKinsey in 1997, studied on circumscribe the magnitude of the war for talent. They interviewed top 200 executives and collected information on how they become successful professional. This concept started becoming popular in 90's. The importance of this concept realized when McKinsey devised this as War for Talent. This is called as War for Talent because there was a shortage of skilled employees to do the competition in many multinational companies. The Talent procedure includes selection, retention and development of skilled employees of the organization. This also helps to forecast the shortage of talent required in future. Manpower planning and talent management are critical links in an organization's talent supply chain. In this process of talent management, employees are trained, motivated and engaged to give their best inn an organization. Due this employee feels valued and encouraged in the organization. Talent management is an opportunity to transforms in the People to be in competitive world. Every organization will grow in competitive edge if their talent is managed well. Organization has various competitive products, technological advanced process but it is not possible to achieve high performance and goal without right talent. Talent management concept has grown over the period of time as every organization is struggling to have skilled or talented employees. The Boston Consulting Group (BCG) stated that due to lack of talent many worldwide positions are affecting. Talent management is directly having a relation to Monetary performance of the organization. They stated that organizations that are frontrunners in talent management had a turnover that was 2.2 times greater and profits that were 1.5 times greater than organizations with deprived talent management. Return of talent management is also immediately calculated for organization performance and if employee's talent will be given an opportunity to grow and develop they engaged themselves with organizational goal with positive mindset. According to the article "Talent management: everything you

need to know in 2021", that organization provide environment to employees such that, they will nurture their potential and while working they will enjoy. To make talent management successful, every organization to make sure that every aspect should in line with organization objective, culture and policy. Organization should involve all managers in this process along with HR department.

Organizational performance is sustained through-out due to talent management as it provides required knowledge, they work in change management as well and it creates future leaders. The objective of talent management is to focus on skilled employees as well as to develop strategies such that it will help to achieve organization's long term goal. A talent management is daily routine process of organization as whole. It's not only responsibility of Human resource management to but also all management levels. It is responsibility of every supervisor as leader to develop subordinate's skills, knowledge and competencies. There should be open communication system to understand the organization objectives.

This chapter provides an overview on comprehensive understanding of Talent management and its significance towards strategic HRM. This will also focus on various theories and processes of talent management and its benefits for organization and human resource. It will also provide conceptual overview on the talent management building blocks which helps to create talent plans as well as Talent acquisition and retentions aspect of talent management. These blocks consist appraisal system, various competencies required in organization and potential forecasting. This helps the organization to place right talent at right place.

Talent Management is a vital approach that focuses on attracting, evolving and retaining employees of organization. Retaining employees is most difficult than hiring employees who will do the task. The organization should have a competitive workforce for that organization should provide updated skills, knowledge for continuous improvements in learning and managing performance. As per the required business demands the applicability of skills improves and enhance. The work nature changes as per business needs and with this the management levels also need to be changed. Organizations which always invest into their employees by providing them training to enhance their skills and knowledge, empower employees to attain organization objectives. Talent management is essential section of the human resource management. This can be considered as a conception of loyal organization culture. Due to increase in competition in the entire world, organizations are mainly looking for best employee to come in. But on the part of the organization, to recruit the right talent, it requires a lot of skills, expertise. Human resource department is majorly focusing on talent management which has purpose to retain high-quality talent. Talent management is continuous process and always motivates employees to improve their performance. The first objective of talent management is to construct motivated workforce which will be loyal to organization for long time.

American human resource specialists Mr. Woods (1999) in his research pointed out that in near future the HR functions are considered for competitive advantage of an organization. Over many years' hotel industry is facing many issues related to training of an employees, retaining talent, skill development, leadership skills, under-staffing in departments, high labor turnover, performance rewards. The research conducted by Collings (2011), talent management has been criticized to focus on employee talent management issues. The study done by Mr. Deery and Jago (2015) discussed that retention of employees using various strategies such as work-life balance framework. The hotel industry is employee intensive industry and its aim to attract, develop and retain the potential talent as per the study done by Hilton worldwide (2013). Hotel industry has many examples who have development talent management as part of their strategy. One of them is Hilton Worldwide. They developed career development programs as per different age groups. Its helps to develop from associate level to managerial level.

TALENT MANAGEMENT IN STRATEGIC HRM

Talent management follows many duties and responsibilities of Human resource management. To get proper higher results then organization should have a proper strategy for talent management.

Talent Management outline aims to-

- Ensure that organization should work towards attracting quality performance employees
- Be a learning organization
- To add brand value through performance of employees.
- To have diverse management

Talent Management aids organization to-

1. Adapt changes becoming proactive
2. Identify skill sets required to nurture employees
3. Develop the recruitment process where organization can recruit skilled candidates to perform high
4. Minimize attrition rate
5. Helps the organization to escalate its performance, productivity and profitability.

Talent

Talent is defined as a compound state made up of various fundamentals. An individual will have talent when he will acquire following rudiments-

- Knowledge, skills
- Experience
- Attitude
- Persistence and self-motivation

A distinctive set of capabilities that individual possess is Talent. Usually, in an organization we found two categories of talent named multidimensional and unidimensional. These categories have similar objectives with diverse standpoints.
Talent – Multidimensional / Unidimensional

Multidimensional Talent

In an organization, many employees possess many skills. For example, one employee is good at sales, and administration as well. This type of talent is always tried to retain by human resource management. This kind of talent is always beneficial to bridge the gap.

Unidimensional Talent

In an organization, normally employees are good in any one skill such as one employee will be good at purchasing, one will be selling, and one will be in analytics.

LITERATURE REVIEW

Sireeshaarapu and Ganapav stated through their study that organization should understand the employee behavior in future and past. The aim of the talent management is to select right person at the right place (2014). Sheokand specified that talent management is evolving concept and human resource is now getting replaced with human capital, as human working in the organization is important asset and if developed properly then it will work effectively to achieve organizational objectives (2015). Oladapo stated that retaining the highly potential talent will make impact on profit of the organization and organization should use this talent effectively as practice for long term (2014).Kaur studied that it is difficult to manage talent on global level rather than at local level but many organizations are working on this major

challenge and drafting strategies. The employees are possessing the skills required to accomplish the job known as talent. If the organization will have transparent talent management process then it creates positive impact on employee performance (2013). Haghparast studied the influence of talent management on the organizational success and productivity. To grow in market for any organization effective talent management is essential. It is very vital to recruit talented resources because with their help only the organizations are able to gain a competitive advantage in the market (2012).Rop stated in his research that Organization should focus on talent as vital resource for sustainable competitive advantage (2015). According to survey report of Talent management, it is one of the important aspect of strategic HRM. Thus, it is not just checklist for any HR department, it is a strategy which needs to be improved on regular basis, and implemented carefully. The hotel industry is one of the key driving sector under service industry. It is hard to attract and retain employees as per research done by Baum in 2008.

Sustainable Talent Management in Hotel Industry

Talent management is the process in which the talent is getting attracted, developed and retained. Throughout this process motivation is important to increase their potential and create motived workforce. This will help to achieve organizational profit. Organization should focus on sustainable aspects like employee health and safety, work life balance which will maintain their quality lifestyle. Due to sustainable approach in an organization the turnover rate is getting decreased in hotels. This approach should help to grow both employee and organization in form of valuable capital.

HISTORICAL CONTEXTUAL OF TALENT MANAGEMENT

Since the 1970s the relationship between Human resource management and the effectiveness of organization has been established. In 1997 McKinsey & Company invented this terminology. After this in 1998, a research paper published on Talent management by Mark Foulon, Steven M. Hankin, Helen Handfiled-Jones, Elizabeth G. Chambers and Eduard G. Michaels III. Many professions supported talent management concept and they became more dignified in 2000. The many survey indicated to include Talent management as company strategy to retain and attract talent as well as it became part of not only human resource department but also practiced in all departments. All the sub-departments should be sharing their information to gain knowledge by all employees to achieve organizational goal. Previously, organization used to spend more to attract talent but with talent

management strategy many organization focus on retaining and developing talent. In today technology era, talent management strategy is supported by HRIS (HR Information Systems) or HRMS (HR Management Systems).

There are stages of talent management-

1. Planning for potential talent- HR manager should know the organizational requirement and skillsets required for particular job post. Competencies should be defines will prior as strategies which will helps to achieve organizational goals. These competencies should be measurable effectively. Organization should have skills tests and different activities to evaluate talent.
2. Acquiring potential talent- Organization should have a proper advertisement to promote the requirement so that right talent will get attracted to join the organization. While attracting the potential talent, organizational culture, values should get reflected. The selection process should be transparent so that this can get added to build the organization brand image.
3. Development of the talent-This particular stage where employee should have developmental opportunities. The skills and knowledge of the employees are development through different types of training such as mentoring, coaching. Career development programs will also help them to grow in organization. This will help them to engage as organizational commitment
4. Retaining the right talent – There are many aspects which influence the retention process of employees. Compensation benefits, culture of an organization, working environment, career opportunities to grow. There should be strategy which will focus on retention and positive environment is one of the aspect for talent retention.

The Importance of Talent Management in an Organization

Talent management is one of the important strategic planning terminology as it is committed towards recruiting, managing and developing employees to retain in organization as well as employees are major asset to any organization and talent management deals with same. Following are the reasons for which organization should invest in talent-

1. Attracting and retaining talent-

Talent is most crucial aspect which gets attracted due to Strategic talent management approach. If an organization has skilled employees along with proper talent it helps to create a brand image in market. If a brand value is created, then potential talent gets attracted and which will assist in improving organizational performance. If there

is a strategic and systematic approach towards employee growth, then there will be higher retention rate. This helps to reduce cost regards to recruitment, training.

2.   Motivation-

Employees are getting motivated if the potential talent is used by organization with proper way. Strategic talent management helps to do this so that employees will feel sence of belongingness for an organization. As per survey conducted by Mr. Chandler, 91 percent of employees feels that there are many aspects other than monetary terms keep them motivated and engaged in their organizational performance.

3.   Critical Role-

There are many tasks in organization which requires specialized talent and skills. Talent management helps organization to provide required talent to perform a critical role, specialized role. Due to strategic planning of talent management, organization will never be in lack of talented pool to work smoothly in organization.

4.   Higher performance by employee-

Strategic talent management helps organization to identify potential talent and skilled employees to the right place. This assists HR department to tackle succession planning and they will not face any grievance related to lack of skills, performance. If there is proper succession planning, then higher level management will never have long term retention issues.

5.   Employee engagement-

Strategic talent management will always assist organization to plan the learning and development of the employees in a very systematic way. Employees will feel engaged and supportive if organization is paying attention to their development and creating opportunities to grow in organization to meet their life goals. This engagement of employees with organization helps to increase efficiency at work which will lead to higher productivity.

6.   Customer Satisfaction-

Employee is always considered as internal client to any organization. If the systematic approach of managing talent in any organization, then the employee

will feel engaged, motivated and will contribute with 100 percent efficiency and effectiveness for higher customer satisfaction.

Benefits of Talent Management

Strategic talent management approach assists both organization and employees to grow and achieve profits in their own way.

Benefits to the organization-

1. Strategic talent management assists to attract and retain potential talent.
2. This helps in achieving vision and mission of the organization.
3. If there is potential talent at right place, then strategic talent management reinforces organizational hierarchy and structure.
4. This helps to build brand image in market to achieve success over other players of the market in similar sector.
5. It helps to progress participative decision making by the management.
6. It always focuses on continuous improvements which will help organizational performance to nurture effectively.

Benefits to the employees-

1. Strategic talent management helps employees to improve their skills, capabilities as per organizational requirement.
2. Talent management helps employees to retain for long term in the organization.
3. This creates positive and healthy environment in the organization for employees to work.
4. Talent management also increases confidence of employee as they recognize their work and performance and also reward them for the same.
5. Learning and development employees helps to grow their own skills which gets added in their experience.

There are many different aspects of Talent Management

1) Human resource manager's Role- To have a strong talent management strategy, HR manager should be in line with other managers and top management to utilize human resource effectively. He should identify various leaders who will flourish in the organization. He also responsible to search required talent and place them at right place.
2) Identification of leaders- many organizations do not reveal to employees for their performance until they will go to middle level management. As according to

them, employee may become overconfident to showcase his talent. But leaders are there at every stage of management, so HR manage or top management should speak on their efficient performance to boost their motivation and to retain talent.

3) Talent Management strategy is an Art and science- Talent management is art as it deals with people of the organization and science as it is proper process. Sometimes many employees feel neglected due to this, in such a case organization should promote group of employees to training program so that remained employee will also get nurtured to upgrade their skills. This helps organization to lesser down the turnover rate.

There are seven principals which are core to any organization to manage talent successfully. The principal starts with strategy planned of any organization. Every organization should have proper job description along with the skills and capabilities required to perform a skillful task. Every strategy should be in plan for employees. Management should have route plan for employee development along with leadership prerequisites required. Human resource should work on succession planning along with its alignment with current manpower. As per the need of organization, the strategy is made for the requirement of employees. Before making any manpower planning as a Human resource manager one should have to see the current manpower and their skillsets. One should study the recruitment pattern i.e internal recruitment or external recruitment. The HR should have skillsets required for the particular job description. The HR manager should drive talent management as a strategic process and culture of an organization to identify and select a right talent at right place. It should be an integrated process and every manager should be accountable for his talent management process of his team. As strategic talent management is continuous process and top management should have agenda in their meeting regarding this. For any employee development there are many techniques such as training, on job mentoring, small projects, coaching, simulation, etc. HR manager should keep clarity about individual development plan from every department. HR department along with departmental manager should have one to one performance conversation and feedback. They should assist everyone to nurture in their career. This will also help organization to grow leadership as talent. Strategic talent management approach in any organization builds sustainability and increases commitment of employees towards organization. This approach also focuses on developing, sustaining and promoting high-potential talent. Sometimes it is not necessary that every high-potential talent will accelerate to next level in hierarchy but they contribute their best to current role and ultimately to the organizational performance. High- potential talent always has the capability to take more challenging, complex job to perform efficiently. They try new things, take up new job and become master in strategic work. They can become

leader as they get engaged with organizational commitment and self-belongingness at rational level. They always aspire themselves to grow in organizational hierarchy critical positions. Being top management decision maker in an organization, HR manager should identify talent gaps. This can be deal by hiring external candidate with new skillsets and innovation prerequisites but sometimes recruiting internal employee is also important. But thee aspects have both sides like a coin, positive and negative. It is important to identify right talent and engage it to the right place and process to increase organizational performance. This always keep a clear motto and focus on high-potential talent which will build a workforce with high capability to grow well in changing environment.

Talent management strategy is considered as employee performance plan of action. Every organization has its own strategy for talent management. They construct the model for the same and has following basic steps –

1. Manpower planning – This stage is very important as planning is always done in line with vision and goals of the organization.HR manager should understand the Business strategy before manpower planning. Planning will ensure that one can have right talent with skills and at right place.
2. Attracting potential talent- Attracting the right talent is difficult task. As organization should take or have employees to take new responsibilities and roles. Talent management will assist with assurance to have employees to carry out operational work. While attracting the right potential talent organization should increase the market visibility as a brand. The potential talent may become a positive experience for you to acquire new talent.
3. Developing the talent- Developing the talent means organization should focus on learning and development of employees within the organization. The planning should align as per employee skills sets required in hierarchy. This should help employees to expand their knowledge and skills. Talent management as a strategic approach assists organization to go extra and provide value to the employee engagement and performance. Employee will focus on organizational goal along with his own development.
4. Retaining the talent- HR manager should work on various strategies to retain talent in an organization. Employee should feel engaged and secured while working. Organization should take care of compensation pattern along with organizational culture. Employee always focus on his own career and life goals and if organization is providing platform to grow then there will be retention.
5. Acceleration in hierarchy- It is very important to understand that employee wish to grow in hierarchy as they will develop their skills. At this stage management should preserve their talent with right knowledge and skills. HR manager along

with other departments manager should plan for promotions, transfers so that this knowledge will retain.

Relation of Manpower Planning and Talent Management

Manpower planning is strategic approach to build a talented team to achieve long term and short term goals. It is not only focuses on recruiting manpower but also developing and sustaining current manpower. Manpower planning is strived for increasing employee retention rate, and mostly focuses on filling needs which are required in future and current. As talent management is primarily focuses on retention of employees. It is always emphasis on engagement of employees to grow in their skillsets to work effectively and efficiently for organization. If both approaches will go hand in hand then it will be more productive and sustainable for organization and this will help both individual and organization to accelerate in performance.

TALENT MANAGEMENT – A VITAL COMPONENT TO STRATEGIC HRM

Research conducted by Fegley, talent management has become a part of human resource management as administrative process as organizational continuous process that includes succession planning, career development and attracting-developing and retaining employees. Further he also said that building knowledge management pool to promote to next level in ladder, there is need of improvements in talent management practices. This can be created with change in organizational culture, identifying skill gaps at competencies mapping levels, and creating carrer development and planning policies for every employee.

Every organization make a strategy to attract, develop and retain highly potential talent. There should be alignment between business strategy and succession planning. There are many strategies are followed to achieve competitive advantage through talent management.

1.   Create a culture that attracts potential talent – Every organization should make a culture by drafting strategy to attract right talent. This starts with good leader. Organization as brand name is important but retaining that talent is more important. Organization should create and build employee brand image to attract potential talent.
2.   Build an adhesive culture that follows extraordinary talent- If an organization is recruiting the top talent then there should be challenges and recognitions. Organization should create a development opportunities through which employee

will grow personally and professionally. HR department must keep an evaluation conversation to understand their engagement level with organizational goals.

3. Social –Media as tool for talent acquisition- Social media can be used effectively to attract the right talent. It is not important to rely completely on this as tool for recruitment but being technological advancement organization should not neglect this. Organization come to know about employee skillset, experience, feedback, employee achievement through social media platforms.

4. Referring top talent –This is correct that there is not best recruitment tool than employee reference. Organization should encourage employees to refer potential talent and this can be done in formal communication. The cost required is also very much less than other tool.

5. Communicate your organization's career development programs- Organization should have a proper plan regarding career opportunities for employees. This same must be communicated to every employee to understand and map with their personal career growth. Many times employees are unaware regarding career development opportunities and plan developed by organization. HR should prepare career development programs as per level in the organization and should communicate through every possible ways such as display boards, emails, employee handbooks, etc.

6. Performance review- It is very important to understand to every employee that his potential is getting considered and he is achieving organizational targets with his skills and talent. There should a monthly review by department to understand their potentials and requirement to accelerate in next level.

CONCLUSION

Talent management is strategic approach to any organization which will help to attract, develop and retain potential talent and increase in organizational performance. Every organization's performance is highly dependent on employee's efficiency and effectiveness. Due to competitive skillsets acquired by talent the organization will have competitive advantage in the market. As talent is term associated with employee skills and competencies and employees are major asset to any organization. Strategic HRM deals with employee capabilities and they should focused approach and process to retain and develop talent within the organization. Employees always feel that organization should give more attention on their growth, development. So that HR should pan for career development opportunities, retention strategies. Talent management is an opportunity to transforms in the People to be in competitive world. Every organization will grow in competitive edge if their talent is managed well. Organization has various competitive products, technological advanced process but

it is not possible to achieve high performance and goal without right talent. Hotel industry should have strategies to engage their employees which will more profitable and productive towards organizational performance. The new-fangled talent model necessitates the vibrant incorporation of HR and assortment strategy to enhance and unbridle the imagination and innovation of a varied and talented manpower. A strong occupational circumstance for integrated HR/diversity efforts has not been voiced. It is very important to have link between strategic HR and talent management to achieve business competitive edge.

REFERENCES

Ahmadi, P. (2012). Talent Management and Succession Planning. *Interdisciplinary Journal of Contemporary Research in Business*, *4*, 213–224.

Bhatnagar, J. (2007). Talent management strategy of employee engagement in Indian ITES employees: Key to retention. *Employee Relations*, *29*(6), 640–663. doi:10.1108/01425450710826122

Brakeley, H., Cheese, P., & Clinton, D. (2004). *The high-performance workforce study 2004*. Available at: www.accenture.com

Chandrakanta Sahoo, V. P. (2010). Talent Management: Issues and Strategies. *IOSR Journal of Business and Management*, 29-34.

Chris Ashton, L. M. (2005). Managing talent for competitive advantage: Taking a systemic approach to talent management. *Strategic HR Review*, *4*(5), 28–31. doi:10.1108/14754390580000819

David, G., & Collings, K. M. (2009). Strategic Talent Management: A Review and Research Agenda. *Human Resource Management Review*, 304–313.

Elaine Farndale, H. S. (2010). The role of the corporate HR function in global talent management. *Journal of World Business*, *45*(2), 161–168. doi:10.1016/j.jwb.2009.09.012

Hongal, P., & Kinange, U. (2020). A Study on Talent Management and its Impact on Organization Performance- An Empirical Review. *International Journal of Engineering and Management Research*, *10*(1), 64–71. doi:10.31033/ijemr.10.1.12

Kaur, R. (2013). Empirical Study of Talent Management Program and Its Impact on the Employee's Retainment and Performance in Indian Supermarket Big Bazaar. *Human Resource Management Research*, 61-70.

Talent Management

Oladapo, V. (2014). Impact of Talent Management on Retention. *J. Bus. Stud. Q.*, *5*, 19–36.

Salkey, J. (2005). Talent management for the 21st century. *Strategic HR Review*, *4*(5), 2–2. doi:10.1108/14754390580000806

Sheokand, S. V. A. (2015). Talent Management: A Bird's Eye View. *International Research Journal of Social Sciences*, *4*(2), 52–58.

Sidani, Y., & Al Ariss, A. (2014). Institutional and corporate drivers of global talent management: Evidence from the Arab Gulf region. *Journal of World Business*, *2014*(49), 215–224. doi:10.1016/j.jwb.2013.11.005

Tarique, I., & Schuler, R. S. (2010). Global talent management: Literature review, integrative framework, and suggestions for further research. *Journal of World Business*, *45*(2), 122–133. doi:10.1016/j.jwb.2009.09.019

Walsh, K., & Taylor, M. S. (2007). Developing in house careers and retaining management talent: What hospitality professionals want from their jobs. *Cornell Hotel and Restaurant Quarterly*, *48*, 163–182. doi:10.1177/0010880407300521

Yenidogan, A., Gurcaylilar-Yenidogan, T., & Tetik, N. (2016). Sustainability Reporting in the Hospitality Industry: A Research Model Proposal on Sustainability Performance. *International Conference on Economic Sciences and Business Administration, 3*, 79–86.

Chapter 11

Theory and Concept of Strategic Human Resources Management

Sakshi Arora
Chaudhary Devi Lal University, Sirsa, India

D. P. Warne
Haryana State Higher Education Council, India

Monika Dahiya
Chaudhary Devi Lal University, India

ABSTRACT

This chapter's major goal is to help the reader understand how strategic human resource management works in businesses. Human resources are seen as important factors within organisations. Organizations will be able to improve their reputation thanks to the knowledge, skills, and aptitude of their people resources. It is imperative that human resources periodically update their knowledge and abilities due to the onset of modernity, globalization, and developments. Since it calls for connecting human resources practices and policies with organisational strategy, the notion of strategic human resource management is seen as essential. In order to achieve the desired goals and objectives, companies must make sure that the policies and procedures they develop are in line with those goals and objectives. The key topics covered in this chapter include the definition, objectives, and importance of strategic human resource management, models of strategic management, and theories of strategic human resource management.

INTRODUCTION

1. Strategy

A high-level plan for achieving one or more goals in the face of uncertainty is called a strategy. Managers use strategy to accomplish one or more of the organisation's goals(Johnson, Whittington, Scholes, & Angwin, 2011). Another way to define strategy is as "A general direction specified for the company and its numerous components to achieve a desired condition in the future." The process of meticulous strategic planning yields strategy. Jauch and Glueck define "Strategy is a unified, comprehensive and integrated plan that relates the strategic advantages of the firm to the challenges of the environment. It is designed to ensure that the basic objectives of the enterprise are achieved through proper execution by the organisation."

1.1 Definition of Strategy

According to Porter (1996) "The creation of a unique and valuable position, involving a different set of activities."

According to Pearce & Robinson (2011) "Strategy can be defined as a long-term plan of action designed to achieve a particular goal or set of goals."

2. Strategic Management

Strategic management is the process of determining and describing the strategies that managers may use to improve performance and provide their company a competitive advantage. If a company's profitability is better than the industry average for all businesses, that company is considered to have a competitive edge. In order to maximize the use of organisational strengths, reduce organisational weaknesses; take advantage of opportunities that arise from the business environment, and not disregard risks, managers should perform a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats). Strategic management merely refers to the preparation for both foreseeable and improbable contingencies (Pearce & Robinson, 2011).

It is suitable to both small and large firms because even the smallest organisations confront competition and can develop a lasting competitive advantage by developing and putting into practice the right strategies. Employees can then assess how these changes will affect their own jobs and adapt to the changes successfully. Both managers and employees must act in a professional manner. They must be both efficient and effective. One of the main responsibilities of strategic management is to fully integrate the organisation's many functional areas and to make sure that they work well together.

2.2 Definition of Strategic Management

According to Chandler (1962), "Strategic management is concerned with the major intended and emergent initiatives taken by general managers on behalf of owners, involving utilization of resources to enhance the performance of firms in their external environments."

According to Hill & Jones (2018), "Strategic management is the process of defining an organization's direction and making decisions on allocating its resources to pursue this direction."

3. Human Resource Management (HRM)

Human resource management (HRM) is the process of hiring individuals, providing them with the necessary training and compensation, creating policies pertaining to them, and creating retention plans. As a division within an organisation, human resource management oversees all facets of employees and performs a variety of tasks, including human resource planning, conducting job analyses, recruiting and conducting interviews, selecting human resources, orienting, training, compensating, providing benefits and incentives, appraising, retaining, career planning, quality of work life, employee discipline, blacking out sexual harassment, human resource auditing, and maintaining industry standards. The phrase "human resources" was initially used to refer to all of the employees of a business in the early 1900s, and it became more popular in the 1960s. HRM is employee management with a focus on those workers as company assets. Employees are sometimes referred to as human capital in this sense.

The objective is to use people efficiently, minimizing risk and maximizing return on investment, just like with other business assets. Over the past 20 years, HRM has undergone a great deal of development as a field, making it even more crucial in today's enterprises. HRM used to be more of an administrative function than a strategic one that was essential to the organisation's performance (Opatha, 2021). It involved processing payroll, sending birthday gifts to employees, planning company outings, and ensuring sure forms were accurately filled out. Jack Welch, former CEO of General Electric and management guru, sums up the new role of HRM: "Get out of the parties and birthdays and enrollment forms. Remember, HR is important in good times, HR is defined in hard times" (Frasch, et. al., 2010).

3.1 Definition of Human Resource Management

According to Dessler (2017), "HRM as the design of formal systems in an organization to ensure the effective and efficient use of human talent to achieve organizational and individual goals".

According to Mathis & Jackson (2018), "HRM is defined as the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns."

4. Evolution of Strategic Human Resource Management

Traditionally, the personnel department served as the first level for performing HR tasks in the managerial structure. At every level of organisational structure, the major duties were staffing and upholding labour relations. The administration of employees was more centralised, bureaucratic, and used some outdated, conventional methods. It wasn't seen as being active in the business's strategic or competitive spheres. The adoption of HRM as a replacement for personnel management began prior to 1970.

It is frequently held that HRM is simply a more contemporary phrase compared to conventional management, yet the primary responsibility of HRM is to assure the accomplishment of organisational goals through the commitment of people. The dynamic and competitive business climate brought about by globalization over the past four decades has prompted top managerial cadres to place a fresh emphasis on how HR should be organized and handled. An integrated approach between HRM and business strategy was created between the late 1980s and the early 2000s. The interaction between HRM and organisational strategic management received more focus. The approaches of HR cognition, HR learning, HR knowledge, HR network, and HR development are available in the 21st century within the context of strategic managerial scenarios. Strategic human resource management has replaced the idea of HRM as the dominant paradigm. The mission of SHRM is to ensure that an organisation's culture, style, and structure as well as the calibre, dedication, and motivation of its workforce fully support the attainment of its corporate goals(Nankervis, Baird, Coffey, and Shields 2022).

4.1 Definition of Strategic Human Resource Management

According to Wright and McMahan (1992), "A comprehensive set of activities and processes that organizations use to manage people effectively for performance."

According to Armstrong and Taylor (2014), "SHRM involves the linking of HRM with strategic goals and objectives in order to improve business performance and

develop organizational culture that foster innovation, flexibility and competitive advantage."

5. Models of Strategic Management

Strategic management is portrayed as a cycle in the descriptive and prescriptive management texts, in which a number of activities feed off of and follow one another(Bohlander and Snell, 2017). The various strategic management models are connected to one another. The five categories into which the strategic management models have been divided are as follows:

5.1 Mission and Goals

It is essential to develop a mission and goals for various organisations. The mission statement outlines the goals and values of the organisation. Goals are the primary considerations that are sought through the organization's real operational methods. The mission and aims of the organisation must be understood by every member. When the organization's members concentrate on carrying out their job responsibilities, develop measures and policies, plan training and development initiatives, and use cutting-edge techniques to carry out various tasks and functions, they are not only motivated to carry out their tasks efficiently in order to earn a living but are also working diligently and creatively towards the accomplishment of organisational objectives. The work and endeavors of the organization's members must be completely devoted to achieving the goals and objectives of the organisation.

5.2 Environmental Analysis

Environmental analysis is the study of an organization's internal and external environmental circumstances. SWOT analysis must be done in order to meet organisational objectives and improve the organization's structure. Strengths, Weaknesses, Opportunities, and Threats are referred to as SWOT. The internal organisational strengths and weaknesses as well as organisational opportunities and challenges are discussed in environmental analysis. Strengths are thought of as advantageous elements that help improve organisational structure, foster emotions of job satisfaction among employees, and facilitate the accomplishment of organisational objectives. These include infrastructure, amenities, technology, training and development programmes, and other facilities that would help human resources do their tasks effectively. Negative aspects that create obstacles when performing job obligations are referred to as weaknesses.

These include things like a lack of resources, ignorance of some things, and so forth. Opportunities are also known as a suitable or advantageous time or situation. It is said that people in an organisation have opportunities to advance when they can communicate with one another, demonstrate their talents and abilities, and improve their career prospects (Nankervis, Baird, Coffey, and Shields 2022). Threats are defined as elements that could have a negative impact on people. Within the course of their developments, these are referred to as barriers. Therefore, it may be said that individuals inside businesses need to put policies and programmes into place in order to enhance strengths and opportunities and reduce weaknesses and threats.

5.3 Strategic Formulation

Senior managers must assess how different strategic aspects interact and make strategic decisions that will direct managers toward achieving organisational objectives. At the corporate, business, and particular functional levels, some of the strategies are developed (Collis & Hussey, 2003). The phrase "strategic choice" raises queries about the decision-maker and the motivations behind the choice. The idea of strategic choice also emphasises the political nature of strategic management, in which the 'power-dominant' group of managers inside the firm decides on issues and takes actions. Opportunities and constraints are functions of the authority that decision-makers employ in the context of philosophical principles.

5.4 Strategy Implementation

The approaches and procedures used by managers to implement strategies are emphasised in the area of activity known as strategy implementation. It speaks of the duties and responsibilities related to numerous factors. They must orient and direct them in the proper way. To ensure that the employees are doing high-quality work and experiencing job satisfaction, the organization's structure must also be improved. Technologies, facilities, infrastructure, and resources that effectively contribute to the fulfillment of organisational goals should be provided inside the organisational structure.

The systems of information and control are what enable people to provide information to their workforce. By utilising control loops, a control system manages commands, directs, or regulates the behaviour of other devices or systems. Consequently, it is required to put into practice the ideas and strategies that are thought to be crucial for effective management of human resources. The model of strategy implementation will be carried out appropriately when these four aspects are taken into account.

5.5 Strategy Evaluation

The process of evaluating a strategy determines how closely the desired change and performance match the actual change and performance. The organization's members must ensure that techniques and strategies are beneficial after they have worked assiduously and creatively to develop measurements and tactics that are essential in achieving desired goals and objectives. Therefore, they would have to work toward implementing the techniques and policies that would aid in determining the constraints and bringing about changes. As a result, it can be said that strategy evaluation is one of the fundamental frameworks for recognizing shortcomings and implementing improvements.

6. Nature of Strategic Human Resource Management

- Long-term Focus: Because business strategies are long-term oriented, SHRM's focus is also long-term and likely extends beyond one year.
- Goal-Setting Associated with SHRM: At all levels of top management, SHRM is heavily involved in goal-setting, policy formation, and resource allocation.
- Relationship with Business Strategies: There is a connection between SHRM and business strategies. For instance, it provides important insights when company strategies and human resource strategies are developed like recruitment, staffing, training and performance appraisal (Brewster, 2011).

7. Traditional HRM versus SHRM

As seen in Table 1 it is clearly seen that employee relations are the main focus of traditional HR, whereas relationships with internal and external organisations are the main focus of strategic HR. Traditional HR is transactional in nature, but strategic HR is transformative in that it supports swift adoption, learning, and action on the part of both individuals and the organisation. In traditional HR, employee initiatives are slow, reactive, and dispersed; in strategic HR, they are quick, proactive, and integrated. The hallmarks of traditional HR are strict controls and an overabundance of laws, but in strategic HR, operations are governed by whatever is required to succeed and control mechanisms are adjusted as necessary to account for shifting situations.

Theory and Concept of Strategic Human Resources Management

Table 1. Transitional HRM versus SHRM

Sr. No.	Basis	Tradition HRM	Strategic HRM
1.	Time	Short-term	Different time frames as needed (short, medium, or longterm)
2.	Focus	Employee relations: assuring compliance with legislation, employee motivation, and productivity	Collaborations with internal (employee) and external (customers, stakeholders, and public interest groups) groupings
3.	Control	Regulation by the government through rules, laws, and regulations	Organic control through adaptability and the least amount of rules regarding employee conduct
4.	Role of HR	Transactional and Reactive	Proactive and Revolutionary, Change Agent
5.	Inventiveness	Slow, disjointed, and fragmentary, not integrating with bigger issues	Initiatives for rapid, flexible, and systemic change that work in tandem with other HR systems are implemented
6.	Accountable for HR Programmes	Personnel working in the HR department	line managers; all managers in charge of personnel are human resources managers

Source: https://www.scribd.com/document/437612767/Traditional-vs-Strategic-HR

8. Objectives of Strategic Human Resource Management

- Plan for the number of workers a company will need in both domestic and foreign markets.
- Conduct scientific staff recruitment, selection, and appointment for proper business operation.
- To advance their abilities and expertise, train the staff on how to use current technologies and business practices.
- Maintain your effectiveness and competitiveness in order to grow and excel in the world market.

When developing its strategies, Strategic HRM should bear in mind the interests of all parties involved or stakeholders in the organisation for the effective fulfillment of the goals. Employer and employees are the primary stakeholders.

9. Role of Strategic Human Resource Management

- Strategic role: Making business decisions, converting corporate strategy into a human resource strategy, and coaching staff to prioritise customer demands are all part of HR's strategic role.
- Administrative role: In this capacity, HR is responsible for implementing organisational policies and procedures. The HR division must also work to enhance the organisation's administrative structure. To promote employee involvement, SHRM organizes a variety of training and development programmes. Thus, it encourages workers to adapt to meet the organisation's strategic objectives (Lengnick-Hall &Lengnick-Hall, 2009).
- Information and decision-making role: In this capacity, the HR division must educate and counsel the company on the many best practices, such as effective customer service or the development of new products. HR must make decisions regarding issues with employee relations as part of its information and decision-making role.

10. Components of Strategic Human Resource Management

- The fundamental source of an organization's competitive edge is highlighted as being its human resources.
- The activities showcase HR initiatives, policies, and practices as a way to use the organization's workforce to its benefit in the marketplace.
- The pattern and plan suggest that there is a vertical match between all of the HR functions and the organization's business strategy (horizontal fit).
- People, procedures, and planned patterns are all purposeful, that is, they are all geared toward achieving the organization's objectives.

11. Need for Strategic Human Resource Management

- The primary goal of SHRM is to concentrate on behaviours that set a company or organisation apart from its rivals.
- It offers a suggestion for how to allocate an organization's resources to the most qualified and suitable employees.
- The strategy plan for HRM designs the organisational framework to produce effective business advantages, structure, culture, employee value propositions, and effective communication (Wright & McMahan, 2011).
- Additionally, SHRM participates in the processes of hiring, training, and evaluating employees.

- SHRM elevates company to a new level by integrating HR workflow, establishing new objectives, and aligning the workforce with business objectives.

12. Importance of Strategic Human Resource Management

- Recognizing and evaluating any external opportunities and dangers that could be very important to the company's future. It lays out a precise business plan and future vision.
- Offers a crystal-clear business plan and future outlook.
- To provide competitive intelligence that could be helpful for the process of strategy planning.
- To guarantee that concerns with personal development are dealt with methodically.
- To provide details on the internal strengths and shortcomings of the organisation.

13. Strategic Human Resource Management (SHRM) – Approaches

In terms of strategic human resource management, there are two approaches:

- Makes an effort to connect HR activities with competency-based performance metrics.
- Efforts to connect HR efforts with corporate profits or surpluses.

These two approaches point to two organisational setup considerations.

The first is the human element—their capability and performance—and the second is the business surplus. An approach centered on people is founded on the idea that human resources are crucial to long-term commercial success. Utilizing its workforce to the fullest, a firm can acquire a competitive edge by utilizing their knowledge and creativity to accomplish well-defined goals. The business's strategy orientation then necessitates an efficient human resource orientation toward competence and performance excellence.

14. Theories of Strategic Human Resource Management

Strategic human resource management theories have helped management implement HR practices in a more adaptable and successful manner. Business methods for

achieving success in business involve keeping an eye on your employees' capabilities so that the results may be submitted on time, followed by the expansion of the business.

14.1 Universalistic Theory

It is also known as the best practice model, and it is predicated on the idea that there are a number of superior HRM practices, and that implementing these would unavoidably result in improved organisational performance. Adopting certain "best" human resource management techniques was thought to improve organisational performance. This was evidenced by better employee attitudes and behaviours, lower absenteeism and turnover rates, higher skill levels and consequently higher productivity, improved quality and efficiency, and of course higher profits. In order to give the best performance, organisational high performance work systems must be properly adapted to each firm's unique condition and particular setting. Benchmarking is a useful tool for locating areas where leading businesses have innovated and developed successfully in other places.

14.2 Contingency Theory

The best fit HRM, also known as the contingency hypothesis, does not have any set of universally accepted HR principles and procedures. Everything depends on the context, culture, and business plan of the organisation. According to the best fit theory, it's crucial to make sure that HR strategies are suitable for the organisation's conditions, including its culture, operational procedures, and external environment. Therefore, the best fit guarantees a clear connection or relationship between internal people processes and policies and the external market in business strategy, and thereby ensures that competencies are developed that have the potential to be a key source of competitive advantage. The contingency approach states that if a company's strategy for competing depends on, or utilizes, the skills and abilities of its workforce, then HR policies are more likely to have an effect on performance; otherwise, there may not be much of a link between HR and performance.

14.3 Configurational Theory

Combining external and internal fit is key to a strategy's success. Given that it also achieves high levels of fit with its competitive strategy, a company with a variety of HR strategies should function well. The fundamental tenet of HRM is that individual practices cannot be applied successfully in isolation; rather, it is essential to combine them into integrated and complementary bundles. The core of "fit," or vertical integration, is the idea that there is a connection between business

strategy and each employee's performance. To ensure that businesses benefit from employing a range of complimentary practices rather than just one, Internal fit promotes practice bundles.

14.4 Competitive Theory

According to this model, businesses must determine the employee behaviours necessary to accomplish a chosen competitive strategy and develop supporting HR procedures to enable those behaviours to be promoted among employees. The relationship between a business goal, individual goal-setting, measurement of goal achievement, and reward can be used to explicitly illustrate vertical integration. According to configuration theorists, SHRM mandates that businesses create HR systems that accomplish both vertical and horizontal integration(Armstrong, 2021). In order to contribute to an organisation's competitive advantage and be considered strategic, the configuration approach recognizes the necessity for firms to achieve both vertical and horizontal fit through their HR practices. To ensure coherence across a variety of HR functions, performance management procedures and competency frameworks are frequently used.

15. Connecting HR Practices to Business Strategy and One Another

For HR employees and line managers, the challenge of aligning HR practises with company strategy is becoming more crucial and pertinent. There are three components of this:

- **Vertical Fit**

  The alignment of corporate strategy and HR practice is referred to as a vertical fit.

- **Horizontal fit**

  This has to do with how seamlessly HR-related operations flow into one another. The mutual support of HR procedures is ensured by consistency.

- **External fit**

  The third factor relates to how well HR initiatives meet external environment requirements. HR practice decisions are necessary to ensure they fit requirements. The difficulty lies in creating internally consistent arrangements of HR practice

options that support the firm's plan implementation and boost its competitiveness. The two categories of flexibility are:

- **Resource Flexibility**

The degree to which a company can use its resources for a variety of objectives is referred to as resource flexibility. The expense, difficulty, and time required to convert resources from one usage to another are additional factors.

- **Coordination flexibility**

The degree to which an organisation has decision-making and other procedures that enable it to quickly transfer resources from one purpose to another is referred to as coordination flexibility. The duty is completed by line managers and HR managers working together effectively.

16. SHRM Implications

16.1 Employee Champion versus Strategic Partner

HR professionals must manage the tension between being a strategic partner and an employee champion in order to succeed in the multiple-role framework. Employees felt misled as a result, and they gave the HR function a low rating for satisfying their needs.HR professionals make sure that the needs and concerns of employees are communicated to management in their capacity as employee champions in collaboration with managers and staff. If taken too far, this could alienate management from the HR department because they would not want to collaborate with HR professionals who they perceive as being oblivious to business realities and supporters of employees. All parties involved in this conflict—HR, management, and employees—must acknowledge that HR professionals can act as partners to both employees and managers while also representing employee needs and implementing management objectives.

16.2 Administrative Experts versus Change Agents

Additionally, HR professionals must strike a balance between the demands for consistency, discipline, and stability and the demands for change, innovation, and transformation. There are a number of paradoxes that must be managed as a result of the conflict between their positions as administrative specialists and change agents. Stability and change must be balanced in businesses. A company must promote

autonomy and freedom in decision-making, information sharing, and idea solicitation. However, in order to make the worth of the whole greater than the sum of its parts, to transform individual efforts into team successes, and to establish boundaries for freedom, a firm needs discipline among its personnel. Innovation and efficiency must be balanced in business. Risk capital, both financial and human, is necessary for new concepts and initiatives. HR professionals dealing with cultural change need to be both cultural guardians of the past and architects of the new cultures in order to reconcile these and other paradoxes.

17. Dimensions of SHRM

Strategic human resource management has a variety of components, including

17.1 Human Resource Management Practices and Performance

Despite the fact that the majority of HRM models lack a clear testable hypothesis for the relationship between HRM and performance, they do have a tendency to make the assumption that aligning business strategy and HR strategy will increase organisational performance and competitiveness. In the past ten years, research has shown that specific groups or "bundles" of HR practices and business performance do, in fact, go hand in hand.

17.2 Reengineering and Strategic Human Resource Management

Organizational design is emphasised in all normative HRM theories. As was previously mentioned, the "soft" HRM model is concerned with job designs that support task compression in both the vertical and horizontal axes and increased worker autonomy. Business process re-engineering, high commitment management and high performing work systems are some of the names given to the redesign of work organisations. In the literature, key aspects of this organisational design and management strategy are emphasised, including a "flattened" hierarchy, decentralized decision-making to line managers or work teams, "enabling" information technology, "strong" leadership, and a set of HR practices that encourage employee behaviour that is more consistent with the organization's culture and goals.

17.3 Leadership and Strategic Human Resource Management

The philosophy and practice of work organisations are all shaped by the idea of managerial leadership. The majority of definitions of management leadership operate under the presumption that it entails a process in which one person influences

others within an organisational setting. Managers are searching for a leadership approach that will enhance the company's human capital as well as foster dedication, innovation, and change.

17.4 Strategic Human Resource Management and Workplace Learning

In the majority of SHRM formulations, formal and informal work-related learning has developed into a significant tool that can assist managers in achieving the core HRM objectives of commitment, flexibility, and quality. From a managerial standpoint, it is stated that formal and informal learning can bolster an organization's "core competences" and so operate as a lever to sustainable competitive advantage. In this case, it is crucial to be able to learn more quickly than one's rivals.

17.5 Trade Unions and Strategic Human Resource Management

Because the HRM paradigm includes the idea of worker commitment, writers on both political extremes have argued that trade unions and the normative HRM model are incompatible. The HRM paradigm is likewise shown in the critical viewpoint to be incompatible with conventional industrial relations, but for very different causes. According to other academics who adopt a "orthodox pluralist" viewpoint, trade unions and the "high-performance, high-commitment"

17.6 Strategic Human Resource Management That is Both Global and Comparative

SHRM's global potential is suggested by the notion that it is a strategically driven management process. National systems of employment law and the cultural contexts in which it functions influence the employment relationship. As a result, any inclination toward "convergence" or a "universal" model of optimal HRM practice is likely to be constrained or shaped by differences in country regulatory systems, labour markets, and institutional and cultural contexts.

18. SHRM and the Global Scenario

The following global trends will have an impact on HR management in the future:

18.1 Cross-Cultural Workforces Are the Result of Increased Worldwide Trade and The Growth of Multinational Corporations

Companies have been encouraged to develop worldwide and trade their goods and services on a global scale as a result of trade liberalization and technological advancements. The largest corporations in the world have expanded internationally to the point where they employ more people and have more activities abroad than they do at home. Both the internationalization of the global workforce and the international expansion of businesses will continue.

18.2 Global Interdependencies Increase Risk Exposure

Connecting businesses through trade and infrastructure links creates wonderful opportunities, but it also raises operational hazards. Economic, political, sociological, or regulatory earthquakes have an impact on both developing and developed nations' whole value chains.

18.3 The World's Workforce Is Ageing and Becoming More Diversified In Terms Of Gender And Race

Globally, the number of older workers will increase, while the proportion of young workers in developed nations will fall, leading to shortages in those nations. Older people who remain in the workforce will help to some extent alleviate the shortages. In terms of education, women now outnumber males. Additionally, more workers are relocating or being hired internationally. Therefore, businesses must adjust to the needs of multiethnic, and female workforces.

18.4 The Productivity of Skilled Workers from Developing Nations Will Increase as They Look Abroad for Higher Pay

Globally speaking, workers are becoming more educated and skilled, which increases productivity. People are moving abroad in pursuit of better prospects and incomes, and the number of educated workers is almost equal between OECD and non-OECD countries.

18.5 Organizations Struggle to Strike a Balance Between Their Business Culture And Societal Culture

Productivity is impacted by culture. There are two different kinds of culture: societal culture, which steadily develops and contributes to a person's sense of

self. A company's values, beliefs, and practices make up its corporate culture. Organizations need to know how to control the areas of friction and the gaps in cultural understanding. Additionally, they must know when and how to impose their company culture.

18.6 Differences in Management Practices and Staff Development Are Influenced by Culture

Many merger and acquisition (M&A) failures are ascribed to cultural differences in management approaches and personnel development. Different incentives motivate workers from varying backgrounds, and they respond differently to different management and communication philosophies.

18.7 Success Benefits from Diversity of Culture

Success is influenced by cultural diversity because local labour has a deep awareness of the local culture, which businesses may exploit to their advantage and prevent mistakes. Because they have a variety of perspectives and experiences, multicultural workforces can foster creativity and innovation.

19. SHRM Development in Distinct Countries

The disparities between national cultures are, however, being brought to light more and more by globalization and cross-cultural interaction, and it is obvious that Eastern and Western nations have different views, perspectives, conventions, and customs. Therefore, it becomes clear from a comparison of human resource practices in Eastern nations like China and Japan and Western nations like the United States and the United Kingdom that there are significant differences in organisational structure, motivational programmes, and conflict resolution.

19.1 Organizational Structure

Because Eastern and Western nations have different value systems, there are differences in organisational structure, leadership styles, and people-management philosophies. Organizational hierarchy is strictly followed in Eastern nations, and leadership is typically authoritarian; in Western nations, firms have flatter structures, and leaders tend to be more democratic (Mello, 2014). Employees are typically best organized into workplace teams because nations in the Far East, such as China, Korea, and the Middle East, have collectivist cultures where the group takes precedence over the individual.

19.2 Programs for Motivation

Western and Eastern nations have different ideas about what motivates people; whereas Western nations tend to place more emphasis on individual rewards, compensation packages, and career development, Eastern nations favour group benefits and consistent advancement. When employees show personal initiative and are appropriately rewarded with competitive pay and advancement possibilities, they stand out in the Western setting. On contrast, there have been different influences in the Eastern nations, such as Confucianism and Buddhism, which place an emphasis on long-term orientation, thrift, social peace, and respect for tradition. As a result, promotions and prizes are given to employees based on seniority, and recognizing high-performing teams as opposed to individuals is a more effective motivational strategy.

19.3 Communication

Due to the varying meanings associated with verbal and nonverbal engagement, human resource practitioners in Eastern and Western nations use different ways of communication. In order to effectively manage human resources, it is also necessary to pay attention to nonverbal indications such facial expressions, timeliness, and bowing etiquette. In Japan, for instance, bowing is a gesture of respect, and the intensity of the bow expresses the respect bestowed on the recipient. In Western countries where interpersonal interactions are valued more highly than in Eastern ones, the usage of email, networking forums and other management forums is likewise more highly regarded.

19.4 Conflict Resolution

Western nations practice conflict resolution more openly than Eastern ones since it is a key component of human resource management. In Eastern nations, there is a propensity for concord and an all-encompassing perspective, and disputes are settled by accommodation and compromise. Western competing emphasises withholding one's support or ignoring an issue entirely. The holistic approach also promotes the idea that everyone is a part of a larger system and that everyone has a certain job to perform, which has the overall result of reducing conflicts. Western cultures, on the other hand, encourage people to explore and grow as individuals, which has a larger potential to lead to conflict.

19.5 Leadership

It is to the interest of multinational corporations to cultivate effective global leaders. Worldwide leaders must be equipped with a wide range of skills in order to meet the unique difficulties they encounter. To be more specific, a global leader is someone who develops international markets, formulates corporate strategy at the international level, and oversees teams that are geographically dispersed and culturally varied. 73% of managers think that the abilities needed for leadership in domestic vs international businesses are different, according a Conference Board study. Leaders in the global arena may need to deal with a number of obstacles, including the need to adapt to new beliefs and cultures, as well as the pressures of the commercial world and personal life. Researchers have identified global leadership characteristics that might help to success in addressing the particular difficulties of global leaders. Among these global competences, the ability to think globally, communicate well across cultures, and appreciate differences in the workplace are the most important. Following extensive research, Morgan McCall and George Hollenback identified a set of shared skills essential for every effective global leader. Human resource professionals may aid in the growth of leaders and the company's global business strategy by utilising global leadership capabilities.

20. Barriers to Strategic Human Resource Management

- Short-term thinking: The first obstacle is SHRM's short-term thinking and emphasis on its current success. Every manager's action has a long-term emphasis because the organisation was founded with long-term goals.
- Strategic incapacity: SHRM frequently lacks the capacity to think strategically and does not do so. Many factors, including a lack of technical expertise, poor training, and others, might contribute to this kind of incompetence.
- Lack of appreciation: Top managers occasionally fail to acknowledge the efforts made in strategic human resource management. Therefore, the SHR management is uninterested in undertaking any novel projects. A small amount of praise could give them a big mental lift.
- Results are difficult to quantify since many of them may not be. But SHRM makes an effort to appreciate the gift. It's not always possible to do this. The intangibility of participation, work, and other types of function prevents their quantification.

21.Corporate Example: P&G's HRM Strategies

P&G's human resources management strategies include: fostering a casual, open workplace culture where risk-takers and young professionals are welcomed; developing organisational strategies based on employee needs; providing housing options based on marital status and the number of dependents, rather than organisational hierarchy level; providing health services to employee families; providing unlimited medical coverage; stress-reduction programmes; providing virtually unlimited sick leave; and implementing employee-friendly changes. The organisation was able to navigate a period of turbulent upheaval thanks to these HRM strategies. On December 12, 2005, Mr. Ganguly, the CEO of S.R.K. Pharma Ltd., delivered a speech during a high-level meeting of the company's core group.

Along with Mr. Ganguly, the core group also included the company's marketing manager, Mr. Pratap, the production manager, Mr.Swaroop, and the finance manager, Mr. Sanjay. Mr. Ganguly highlighted his concerns about the company's market share in the coming ten years and the competition in the pharmaceutical business. The committee spent several days deliberating on this matter before deciding to create medicines using plant extracts. Thus, the diversification approach is created. In February 2006, plans were developed to put the strategy for the manufacture and commercialization of medications based on plant extracts into action. August 2006 marked the company's decision to launch commercial manufacturing.

Due to his failure to include Mr. Syam, the human resource manager, in the plan formulation at that time, Mr. Ganguly discovered that there were no people available with the necessary abilities. After retraining current staff and hiring new applicants, the company began commercial production in October 2007. The case incident's analysis demonstrates that human resource issues should be taken into account when developing a company's strategy and the human resources should be handled in accordance with those strategies. In actuality, the effects of liberalism, privatization, and globalization namely, competition, quality, rapid delivery, customization, and customer relationships made CEOs of various companies include human resource considerations in the strategic management process and manage the human resource pool in accordance with the goals of their organisations.

REFERENCES

Aghazadeh, S. M. (2003). The future of human resource management. *Work Study*, *52*(4), 201–207. doi:10.1108/00438020310479045

Akhavan, P., Ebrahim, N. A., Fetrati, M. A., & Pezeshkan, A. (2016). Major trends in knowledge management research: A bibliometric study. *Scientometrics*, *107*(3), 1249–1264. doi:10.100711192-016-1938-x

Almatrooshi, B., Singh, S. K., & Farouk, S. (2016). Determinants of organizational performance: A proposed framework. *International Journal of Productivity and Performance Management*, *65*(6), 844–859. doi:10.1108/IJPPM-02-2016-0038

Alvesson, M., & Deetz, S. (1999). Critical theory and postmodernism: approaches to organizational studies. In S. Clegg & C. Hardy (Eds.), *Studying organization: theory & method* (pp. 185–211). Sage. doi:10.4135/9781446218556.n7

Armstrong, M. (2021). *Strategic human resource management*. Kogan Page.

Armstrong, M., & Taylor, S. (2014). *Armstrong's handbook of human resource management practice*. Kogan Page Publishers.

Baumgarten, B., & Ullrich, P. (2012). *Discourse, power and governmentality: Social movement research with and beyond Foucault*. Social Science Research Center Berlin (WZB).

Becker, B., & Gerhart, B. (1996). The impact of human resource management on organizational performance: Progress and prospects. *Academy of Management Journal*, *39*(4), 779–801. doi:10.2307/256712

Bhattacharya, M., & Wright, P. M. (2005). Managing human assets in an uncertain world: Applying real options theory to HRM. *International Journal of Human Resource Management*, *16*(6), 929–948. doi:10.1080/09585190500120574

Biswas, M. K., & Suar, D. (2016). Antecedents and consequences of employer branding. *Journal of Business Ethics*, *136*(1), 57–72. doi:10.100710551-014-2502-3

Bohlander, G., & Snell, S. (2017). *Principles of Human Resource Management*. Cengage Learning.

Bowen, D. E., & Ostroff, C. (2004). Understanding HRM-firm performance linkages: The role of the "strength" of the HRM system. *Academy of Management Review*, *29*(2), 203–221.

Brewster, C. (2011). *International human resource management: A critical text*. Routledge.

Caligiuri, P. (2006). Developing global leaders. *Human Resource Management Review*, *16*(2), 219–228. doi:10.1016/j.hrmr.2006.03.009

Chandler, A. D. (1962). *Strategy and Structure: Chapters in the History of the American Industrial Enterprise*. MIT Press.

Collis, D., & Hussey, R. (2003). *Business research: A practical guide for undergraduate and postgraduate students*. Palgrave Macmillan.

Dessler, G. (2017). *Human resource management* (14th ed.). Pearson.

Greenwood, M. (2013). Ethical analyses of HRM: A review and research agenda. *Journal of Business Ethics*, *114*(2), 355–366. doi:10.100710551-012-1354-y

Hassard, J., & Wolfram Cox, J. (2013). Can sociological paradigms still inform organizational analysis? A paradigm model for post-paradigm times. *Organization Studies*, *34*(11), 1701–1728. doi:10.1177/0170840613495019

Heemskerk, E. M., & Takes, F. W. (2016). The corporate elite community structure of global capitalism. *New Political Economy*, *21*(1), 90–118. doi:10.1080/13563467.2015.1041483

Hill, C. W. L., & Jones, G. R. (2018). *Strategic management: An integrated approach*. Cengage Learning.

Johnson, G., Whittington, R., Scholes, K., & Angwin, D. (2011). *Exploring strategy: Text & cases*. Pearson Education.

Kaufman, B. E. (2014). History of the British industrial relations field reconsidered: Getting from the Webbs to the new employment relations paradigm. *British Journal of Industrial Relations*, *52*(1), 1–31. doi:10.1111/j.1467-8543.2012.00907.x

Khedher, M. (2015). An inspiring resource for developing personal branding phenomena. *The Marketing Review*, *15*(1), 117–131. doi:10.1362/1469347115X14267608178802

Kramer, R. (2005). *Developing global leaders: Enhancing competencies and accelerating the expatriate experience*. The Conference Board.

Lengnick-Hall, C. A., & Lengnick-Hall, M. L. (2009). Strategic human resource management: The evolution of the field. In *Handbook of Human Resource Management in Government* (pp. 3–21). John Wiley & Sons, Inc. doi:10.1016/j.hrmr.2009.01.002

Mathis, R. L., & Jackson, J. H. (2018). *Human resource management: Essential perspectives* (13th ed.). Cengage Learning.

McCall, M., & Hollenbeck, G. (2002). *Developing global executives: The lessons of international experience*. Harvard Business School Publishing.

Mello, J. A. (2014). *Strategic human resource management*. Cengage Learning.

Mensah, J. K. (2015). A "coalesced framework" of talent management and employee performance. *International Journal of Productivity and Performance Management*, *64*(4), 544–566. doi:10.1108/IJPPM-07-2014-0100

Nankervis, A., Baird, M., Coffey, J., & Shields, J. (2022). *Human resource management* (11th ed.). Cengage AU.

Opatha, H. H. (2021). Teaching ethics in human resource management education: A study in Sri Lanka. *Prabandhan: Indian Journal of Management*, *14*(1), 8–24. doi:10.17010/pijom/2021/v14i1/157061

Pearce, J. A., & Robinson, R. B. (2011). *Strategic management: Formulation, implementation, and control*. McGraw-Hill Irwin.

Ponnert, L., & Svensson, K. (2016). Standardisation – the end of professional discretion? *European Journal of Social Work*, *19*(3-4), 586–599. doi:10.1080/13691457.2015.1074551

Porter, M. E. (1996). What is strategy? *Harvard Business Review*, *74*(6), 61–78. PMID:10158475

Rosen, R., Digh, R., Singer, M., & Phillips, C. (2000). *Global literacies: Lessons on business leadership and national cultures*. Simon & Schuster.

Sen, R., & Lee, C. H. (2015). Workers and social movements of the developing world: Time to rethink the scope of industrial relations? *International Labour Review*, *154*(1), 37–45. doi:10.1111/j.1564-913X.2015.00224.x

Srivastava, A. P., & Dhar, R. L. (2016). Impact of leader-member exchange, human resource management practices, and psychological empowerment on extra-role performances: The mediating role of organizational commitment. *International Journal of Productivity and Performance Management*, *65*(3), 351–377. doi:10.1108/IJPPM-01-2014-0009

Tak, J. (2011). Relationships between various person-environment fit types and employee withdrawal behavior: A longitudinal study. *Journal of Vocational Behavior*, *78*(2), 315–320. doi:10.1016/j.jvb.2010.11.006

Wright, P. M., & McMahan, G. C. (1992). Theoretical perspectives for strategic human resource management. *Journal of Management*, *18*(2), 295–320. doi:10.1177/014920639201800205

Wright, P. M., & McMahan, G. C. (2011). Theoretical perspectives for strategic human resource management. *Journal of Management*, *37*(4), 949–976.

Zand, D. E. (2016). Reflections on trust and trust research: Then and now. *Journal of Trust Research*, *6*(1), 63–73. doi:10.1080/21515581.2015.1134332

Chapter 12
Theory and Concept of Human Resources Development

Monika Dahiya
Chaudhary Devi Lal University, Sirsa, India

D. P. Warne
Haryana State Higher Education Council, Panchkula, India

Sakshi Arora
Chaudhary Devi Lal University, Sirsa, India

ABSTRACT

Human resource development requires improving the skills, knowledge, and abilities of human resources. It implies the training and development programmes that an organisation offers to its staff members and employees to help them become more competent and goal oriented. This chapter comprises the concept of human resources development (HRD), its characteristics, importance, scope, and essentials. The role of HRD is defined at both micro and macro levels. In addition, this chapter includes the theories given by researchers, qualities of HRD managers, mechanisms that can be adapted to measure the effect of HRD on employee performance, and the field in which the concept of HRD is employed. Various strategies that help in the development of the concept of human resources development are discussed in this chapter.

INTRODUCTION

One of the oldest and fastest-growing sectors in the world, the hospitality sector employs millions of people in a variety of jobs. Organizations must assist their

workers' growth and development in order to remain competitive and prosper in this fast-paced sector (Baum & O'Neil, 2001). In order to accomplish this aim, Human Resource Development (HRD) is essential. HRD equips staff members with the abilities, information, and attitudes necessary for them to carry out their jobs successfully (Woodruff & Gardiner, 2002). HRD's Importance in the Hospitality Sector The hospitality sector is renowned for being fast-paced and demanding, with staff members being expected to offer visitors great service in a range of capacities and situations (Henderson & Mok, 2000). Employees need a variety of technical, interpersonal, and problem-solving abilities as well as a strong customer-focused mindset to satisfy these objectives (Dwyer & Forsyth, 1999). Employee development in these competencies and abilities, which are critical for success in the sector, is greatly aided by HRD (Woodruff & Gardiner, 2002).

Human Resource Development

The most important and distinctive active factor of production is human resources. All other production variables are passive and rely on human resources for effective usage. The development of human resources is a necessity for the success of an organisation. Human resource development entails improving the capabilities, expertise, and abilities of human resources. Any organisation that wants to be vibrant and growth-oriented must invest in its human resources. Human resources, in contrast to other resources, have essentially immeasurable potential. Only through fostering an environment that can consistently recognize, bring to light, nurture, and employ people's strengths will the potential be realized. Such an atmosphere is what the human resource development (HRD) system seeks to establish. The area of human resource management known as human resource development that deals, especially with the education and training of people in the organisation. The training that takes place once a person is hired, the possibilities for learning new skills, the distribution of resources that are helpful for the employee's tasks, and any other developmental activities are all considered to be part of human resource development.

The training that takes place once a person is hired, the possibilities for learning new skills, the distribution of resources that are helpful for the employee's tasks, and any other developmental activities are all considered to be part of human resource development. On the basis of certain concepts, a variety of HRD methodologies have been developed in recent years to carry out the aforementioned work. Understanding the HRD system concept, associated mechanisms, and evolving HRD boundaries is provided by this unit. The framework for assisting employees in developing their organisational and personal skills, knowledge, and talents is known as human resource development (HRD). Training, career development, performance management, coaching, mentoring, succession planning, identifying key employees, financial aid

for education, and organisation development are all examples of human resource development options.

The purpose of all facets of human resource development is to create the best workforce possible so that the company and individual employees may achieve their professional objectives in support of consumers. Formal human resource development can take the shape of classroom instruction, a college course, or a carefully organized organisational change initiative. Human resource development can sometimes take the informal shape of management or industry expert coaching of employees. All of these are covered by healthy organisations, that also believe in human resource development.

The term HRD, in general, has three meanings, first and foremost, personnel is seen as vital resources within the organisation, indicating a need to devote time and energy to their success. Second, they cannot be treated as material resources since they are human beings, which means they have unique qualities of their own. The method focuses on the necessity of introducing human values into the organisation and humanizing organisational activity. Thirdly, the phrase "human resource" encompasses more than just workers and individuals; it also refers to other social realities. HRD must be treated like an insurance policy, with a high premium. processes and organisational units in a human organisation.

Definition of Human Resource Development (HRD)

Human resource development (HRD) is described by **Leonard (1969)** as "a sequence of organised learning events, either on or off the job, intended to give employees the opportunity to develop the skills, information, and attitudes they need to execute their present and future work responsibilities effectively."

As a purposeful, intentional endeavour to assist employee growth and development, both in their present positions and in preparation for future responsibilities, this definition emphasises the significance of HRD. Additionally, it highlights the utilisation of organised learning experiences, such as education and training, as a crucial component of HRD.

Human resource development (HRD) is "a process through which individuals are supported to develop their personal and organisational skills, knowledge, and capacities," according to **Burke and Litwin (1992)**. They describe HRD as a methodical strategy for enhancing an organization's performance via the development of its employees' talents, knowledge, and skills.

The same definition of HRD is given by **Swanson and Holton (2001):** "a sequence of organised actions means to give individuals in companies the chances to acquire and apply new information, attitudes, skills, and behaviours." They

stress the significance of HRD in promoting employees' personal and professional development, since this can enhance organisational performance.

In the words of **Prof. T.V. Rao (1988)** "HRD is a process by which the employees of an organisation are helped in a continuous and planned way to (i) acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles; (ii) develop their journal capabilities as individual and discover and exploit their own inner potential for their own or organisational development purposes; (iii) develop an organisational culture in which superior-subordinate relationship, teamwork and collaboration among sub-units are strong and contribute to the professional well-being, motivation and pride of employees."

According to **Harris & DeSimone (2002)** "A set of systematic & planned activities designed by an organization to provide its members with the necessary skill to meet & future job demands".

According to **C. Leon Magginson (1977)** "HRD may be defined as the development of people by providing the right environment where each individual may grow to his fullest potential. Human resources are viewed as total knowledge, skills, creative abilities, talents and aptitudes of an organisation's workforce as well as values, attitudes and beliefs of individuals involved.

According to **Ishwar Dayal (1993)** HRD involves-

(a) ways to better adjust the individual to his job and the environment
(b) the greatest involvement of an employee in various aspects of his work and
(c) the greatest concern for enhancing the capabilities of the individual.

Concept of Human Resource Development

In the context of an organisation, human resource development refers to the process by which personnel is continuously and intentionally assisted to develop their general capacities as individuals and uncover and utilize their own inner potential for personal and/or organisational growth. It assisted to acquire or hone the skills necessary to accomplish a variety of tasks related to their current or anticipated future positions. It assisted to create an organisational culture where strong relationships between supervisors and subordinates, teamwork, and collaboration between departments all enhance employees' motivation, pride, and professional well-being.

HRD is a procedure, not only a collection of tools and methods. This process is started, facilitated, and continuously promoted through the use of procedures and strategies like performance evaluation, counseling, training, and organisation development initiatives. Since the process has no end, it may be necessary to periodically assess the mechanisms to see whether they are aiding or impeding the process. Organisations can support this process of development by putting plans in

place, devoting resources to it, and modeling an HRD attitude that loves people and encourages their growth. It implies the extensive Training & development programs that businesses offer to help their members of staff become more competent, skilled, and goal-oriented. Across many organisations, the HRD process starts when a new employee is recruited and continues for the duration of that employee's employment with the organisation. Its goal is to equip employees with the knowledge they need to fit into that company and fulfill their responsibilities well.

Objectives of HRD

Depending on the organisation, the goals of human resource development (HRD) might change, however some typical ones are as follows:

Talent management: It's essential for every firm to attract, keep, and grow a competent team. To satisfy the organization's present and future demands, HRD is essential in locating and developing the greatest employees (Armstrong, 2015).

Employee development: HRD is in charge of offering training and development programmes that assist staff members in acquiring the abilities they need to do their jobs well and achieve their career objectives (Dessler, 2017).

HRD may assist in enhancing overall job performance and productivity by giving employees the resources they need to do their tasks effectively (Mathis & Jackson, 2016).

Organizational effectiveness: By placing a strong emphasis on staff development and talent management, HRD helps to guarantee that the company has the human resources necessary to achieve its goals and objectives (Werner & DeSimone, 2013).

Employee commitment: HRD initiatives that promote employee growth and development can raise staff morale and loyalty to the company (Bersin, 2014).

Planning for succession: HRD works to make sure that the company has a pipeline of talent to fulfil future leadership and management demands by identifying and developing high-potential personnel (Ulrich, 1997).

Significance of HRD

The hospitality business places a premium on human resource development (HRD) because of the nature of the work and the workforce's makeup. Employees frequently serve as clients' first point of contact in this sector, and the effectiveness of their work can have a significant impact on the company's reputation and overall performance. In the hospitality industry, "HRD initiatives can have a positive effect on employee performance and satisfaction, which, in turn, can enhance customer satisfaction and loyalty," (Bello, et al., 2016). Additionally, the authors discovered

that well-developed and implemented HRD programs may lower employee churn and boost work satisfaction, both of which can enhance organisational performance.

Investing in HRD programmes can assist firms in the hospitality sector to recruit and retain outstanding people, develop a strong corporate culture, and enhance overall organisational performance, according to different research by the Cornell Hospitality Quarterly (Liang, et al., 2015). The authors also mentioned that productive HRD programmes may aid in the knowledge and skill development of staff members, which can improve their capacity to carry out their duties successfully and support organisational success. These results underline the importance of HRD in the hospitality sector and the beneficial effects that well-designed HRD initiatives can have on business success, employee happiness, and client satisfaction.

Benefits of HRD

Today, improving human resources is seen as the way to boost an organisation's productivity, relationships, and profitability. Appropriate HRD offers the organisation in question countless advantages. The following are some key advantages:

- Human resource development, or HRD, increases people's competence. HRD helps people in concerned organisations acquire new abilities, knowledge, and attitudes.
- People are more dedicated to their employees when they have access to the right HRD programs. By using a reliable method for performance evaluation, people are evaluated according to their performance.
- Human resource development can assist in fostering a culture of respect and trust.
- With the aid of HRD, change acceptance can be fostered. Employees discovered that they had improved problem-solving skills.
- It enhances the employees' overall progress. HRD enhances organisational team spirit as well. Their behavior becomes more outspoken. As a result, new values can be produced.
- Additionally, it aids in the collection of pertinent and unbiased data on employee programs and policies, which further supports, improved human resource planning.

Scope of HRD

Human resources management is concerned with the selection, training, remuneration, upkeep, and use of human resources. HRD is concerned with the efficient advancement of human resources to fulfill individual, group, and organisational goals. As a result,

HRM has a wider range of applications, and HRD is integral to HRM. In actuality, HRD fosters effective human resource management. All of HRM's functions come under the scope of HRD. The HRD's jurisdiction includes:

Training and development: HRD is in charge of creating and providing training programmes that aid workers in acquiring the abilities and information required to do their jobs well. Training in technical skills, management and leadership, and soft skills are some examples of this (such as communication and teamwork).

Performance management: HRD is involved in the design and implementation of systems that assist firms assess employee performance, pinpoint areas for development, and provide staff members feedback.

Career development: HRD is involved in assisting staff members as they plan and pursue their professional careers inside the company. This may entail offering career guidance and mentoring, as well as assisting staff in locating possibilities for professional advancement.

Organizational development: By taking part in activities intended at enhancing organisational effectiveness and efficiency, HRD may also contribute to the organization's larger aims. This might entail managing change management initiatives, coordinating team-building exercises, and conducting staff surveys.

These are only a handful of the numerous topics that fall under the broad definition of HRD. Depending on the requirements of the company and the objectives of the HRD function, the precise focus of HRD may change.

Difference Between HRD and HRM

The study of the difference between Human Resource Development (HRD) and Human Resource Management (HRM) is important because these two concepts represent two distinct approaches to managing and developing an organization's workforce. HRD focuses on the continuous improvement and development of an organization's employees through training, education, and other career development initiatives, while HRM is more focused on the administration and management of the personnel functions such as recruitment, selection, and compensation. Understanding the distinction between HRD and HRM helps organizations make informed decisions about how they want to approach workforce management and development, and ensure that they are properly aligned with their overall business goals and objectives.

- While human resource development is mostly development-oriented, human resource management is primarily maintenance-oriented.
- Human resource management results in an independent organisational structure, whereas human resource development produces an interdependent and interrelated structure.

- While organisational development focuses on both the growth of the employees and the organisation as a whole, human resource management primarily strives to increase employee productivity.
- While HRD is the duty of all managers at various levels of the organisation, HRD is the responsibility of the personnel/human resource management department and specifically the personnel manager.
- While human resource development focuses on motivating individuals by addressing higher-order demands, HRM compensates or incentivizes employees with money.

Essentials of HRD

When adopting HRD in an organisation, the following steps should be taken.

1. A need and willingness on the side of the organisation's human resources to identify more effective working approaches.
2. Necessary capabilities, attitudes, and skills in HRD practitioners
3. Communication skills between the HRD department and the prominent people within the organisation.
4. Elimination of restrictions and distractions that limit employee performance within the organisation.
5. Engaging the organisation's personnel to obtain a variety of unstructured information and analyze organisational behavior in order to formulate an HRD program.
6. The requirement to encourage only the use of such indigenous approaches that can be implemented by the HRD section without much expense or difficulty.
7. upgrading the information management for human resources to constantly monitor through performance evaluations, training, and other ways, any employee can be influenced by the intended course.
8. A charming demeanor, rational thinking, creativity, ambition, rationality, and the necessary good sense of humor are needed of HRD team members to induce positive changes. It is correct what has been said that changing the viewpoints of a person is more difficult to change the mountains.

If all of the aforesaid aspects are understood correctly and put into practice, HRD will advance both in theoretical and practical terms, which will boost managerial effectiveness and efficiency.

THEORIES OF HRD

Over the years, researchers and practitioners have researched and thought about human resource development (HRD), resulting in the creation of several theories and models that offer a framework for comprehending HRD and its effects on people, organisations, and society. Human resource development theories can aid employees in making career decisions. The following are the Theories:

Gary Becker (1964) created this theory, which sees human capital as an expenditure in employees' learning, growth, and training. This hypothesis contends that employees who make investments in their own human resources are more likely to succeed both personally and professionally.

Andragogy: Malcolm Knowles created the andragogy theory of adult education (1978). According to this notion, adults have distinct learning preferences and demands than kids or young adults. When adults have control over the learning process and can perceive the significance and purpose of the learning, they are more driven to learn. A foundation for comprehending how to create and deliver efficient HRD programmes is provided by andragogy.

Jack Mezirow (1991) created the transformational learning theory, which focuses on the processes of change and transformation that take place when people participate in critical reflection and discussion. This theory contends that critical thinking and the encouragement to challenge preconceived notions can result in transformational learning experiences that promote both personal and professional development.

Albert Bandura (1977) created the social cognitive theory, which places an emphasis on the function of cognitive processes in learning and growth. This idea claims that people pick up new behaviours through observation, imitation, and feedback on their own conduct. Programs for human resource development that make use of social cognitive theory can assist people in learning new abilities and behaviours by giving them chances to observe and imitate.

Situated Learning Theory: Jean Lave and Etienne Wenger (1991) created this theory, which places a strong emphasis on the use of context in learning and growth. This idea claims that people learn best when they are actively involved in tasks and circumstances from the actual world that calls for the application of new abilities and information. Programs for human resource development that are based in actual workplaces can aid in skill development.

To sum up, these theories give us a framework for comprehending the different aspects that affect learning and growth as well as HRD. Organizations may make sure that their staff members have the knowledge and skills necessary to thrive in their professions and contribute to the success of the company by utilising these ideas to guide the design and implementation of HRD programmes.

HRD at Micro and Macro Levels

HRD seeks to support individuals in developing the skills necessary to successfully carry out all of their activities and contribute to the success of their organisations. So, we can say that the approach is people-oriented. The issue of whether this term relates to a big national framework or a small institutional environment is now in debate. Therefore, HRD is applied to both organisational (micro) and national (macro) challenges. It enables workers at both the micro and macro scales to acquire fresh skills that will enable them to address current and future obstacles while achieving organisational objectives. Below is a discussion of how HRD is used at both the macro and micro levels.

1. **Macro Level:** The contribution of HRD to the nation has not yet attracted significant attention. The macro-level goal of HRD is to motivate employees for the welfare of a country. The prospective HRD idea analyses individuals' potentialities, sentiments, desires, abilities, understanding, and other factors when determining the nation's income and economic growth and creates a good base for economic planning.
2. **Micro Level:** HRD is engaged with an organisation's workforce planning, recruitment, training, performance assessment, development, potential evaluation, pay, organisational development, and other related issues at the micro level. Companies' management is encouraging HRD because they recognize its significance and predict its future contribution to both organisational and individual development.

HRD Functions

Human Resource Development, or HRD, is the basic idea of HRS. The idea of development should apply to not just the individual but also to other organisational units. A stronger dyad, or the two-person group composed of the employee and his employer, needs to be developed in addition to the individual. These dyads serve as the foundational units of the organisation's activities. In addition, several groups including committees, task forces, etc. need attention.

The creation of these groups should be done with the goal of fostering greater employee collaboration and more efficient decision-making inside the organisation. Finally, development should be applied to the entire department and organisation. Their development would entail creating an environment that supports their efficacy, creating self-renewing mechanisms inside the organisations so that they can adapt and take action, and creating pertinent processes that support their effectiveness.

Qualities of an HRD Manager

According to Pareek and Rao, an HRD manager should have the specific traits-

Technical Traits:

i.   Identify different performance evaluation systems and have the skills to create them.
ii.   Understanding of various behaviour assessments and metrics.
iii.   The capacity to plan and carry out training initiatives at various levels.
iv.   An understanding of other personnel procedures and career planning.
v.   Understanding of behavioural sciences.
vi.   Counseling expertise and knowledge.
vii.   Knowledge of organisational culture as a whole.
viii.   Expertise in behavioural methodological approaches.

Managerial Traits

i.   Capabilities for planning.
ii.   have system development knowledge.

Personality Traits

i.   Act without delay.
ii.   A belief in human potential.
iii.   To have a caring attitude toward other people.
iv.   Originality and fantasy.
v.   Need to be superior.
vi.   Fascination with humans and their development.
vii.   Friendly, cheerful person.
viii.   Research and development-related approach.
ix.   Desire to discover new things
x.   Capacity to function as a team player.

Mechanisms of HRD

Various researchers and philosophers have expressed varying viewpoints and developed HRD instruments and sub-systems in various ways. The following sub-systems should be present in every well-designed HRD program-

Theory and Concept of Human Resources Development

1.   **Performance Appraisal:** Performance appraisal is the process of appraising an employee's or a group of employees' efficiency and advancement on a particular job, as well as his potential for future development. It entails a systematic framework employed in organisations to assess individuals' characteristics, contributions, and potential.

2.   **Potential Assessment:** Potential assessment is employed to gather the essential information that assists people in creating their future plans. This approach tries to help people develop their inherent abilities. The employees' abilities to perform additional duties and responsibilities are being developed during this process. This need usually arises as an organisation diversifies or makes adjustments. Making ensuring that people and jobs are a perfect match is the main goal of potential assessment.

3.   **Monitoring and counseling:** Counseling is a two-way approach in which a counselor, who is often superior, offers guidance and support to his subordinates. Performance counseling refers to assistance provided by a superior to a subordinate in strengthening the latter's performance. In reality, it is a method that enables a subordinate to effectively respond to his working environment and to better understand others in order for his relations with them to be fruitful and effective.

4.   **Training:** Training in the HRD process is an investment that pays off in the short run as well as the long term. The main purpose of training is to raise the standard for organisational effectiveness by boosting employee competency. A company can perform better if it makes investments in the advancement of technology and the human factor, training is essential for both of these. Poor work performance, reduced productivity, low morale, and unsatisfied customers may be the consequences of a lack of training. However, the HRD department must make sure that training is put into practice. Knowledge is worthless if it is not put into practice when it is acquired.

5.   **Increasing Employee Morale and Motivation:** The business must consistently demonstrate its commitment to the idea that its people are its most important resource for growth. This demands adequate staff motivation, which forms the basis for the managerial activities of planning and organizing. It has commonly been observed that employee performance, whether as an individual or as a member of a group, is lower than its potential in terms of skills, abilities, and capacities. The management must promote and preserve a collaborative environment for the organisation's performance levels to meet goals and for growth to become a way of life.

6.   **Teamwork development:** The HRD division must attempt to foster a habit of teamwork among the human resources. Working as a team necessitates, among other things, that each member has a realistic perception of the other

team members. Each member also needs to develop a self-image that, to the greatest extent possible, conforms to reality and matches the perceptions that other people have of him.

7. **Creating an Effective HRD Environment**: An appropriate HRD process implementation requires an HRD climate. The organisational climate depends on it. Employee interest and motivation to stick around for a long time are sparked by the HRD climate. It generates recognition and chances for progress. Its performance is mostly dependent on senior management's faith in staff, which will inspire them to make effort and handle demanding duties for the organisation. When a successful HRD climate is formed, human dignity and uniqueness are enhanced.

8. **Boosting emotional Intelligence:** The most valuable resource in any organisation is regarded as its human capital. To attain total success, it is crucial to comprehend how emotional intelligence can increase the efficiency of human resources. Employee emotions have a significant impact on their output and productivity. Therefore, HRD should concentrate on improving organisational emotional intelligence.

9. **Quality Circle**: A quality circle is just a small team of staff members who frequently gather to discuss, analyze, and resolve issues relating to products, as well as to enhance interpersonal relationships. The quality circles are often self-contained, organized as work units, and typically led by a supervisor or senior employee. The employees, who each have a specific area of responsibility, get together on a regular basis to brainstorm, analyze, and provide solutions to pressing issues.

10. **Working Conditions:** The quality of the working and living environment in which employees have a substantial impact on their happiness and job satisfaction. Poor living and working conditions have a negative psychological and physical impact on employees, which lowers their productivity and eventually the organisation's total output. The HRD system needs to provide employees with enhanced living and working standards in order to protect their safety and the security of their dependents. In general, a positive work environment encourages healthy employee growth and motivation.

11. **Excellence is the primary concern:** Excellence is a mindset that enables workers to complete tasks with commitment. Additionally, it fosters sell dependence and encourages him to have a goal and a desire to always improve HRD strategy should comprise-
    i. Ongoing training and development for everyone, with a focus on attitudes and multi-skilling.
    ii. Performance assessment and planning.
    iii. The emergence of self-governing organisations that require less oversight.

    iv.   A flexible work attitude and rich job content.
    v.   Positive discipline comes before negative discipline.
    vi.   Genuine employee involvement in management.
    vii.   Development of a team spirit.

12. **Adaptability:** The administrative framework for HRD needs to adapt to a constantly changing environment and become more adaptable. Systems that are rigid and inflexible won't be able to adapt to changing circumstances. An adequate HRD solution at the micro level with a unified training system is thus considered essential. career advancement work rotation, job enrichment, and employee management participation.

Application of HRD

The following factors of management are involved in HRD implementation-

1. **Commitment of the Management and employees to HRD:** Only when employees at all levels of a company have an understanding of the consequences of HRD and seek its introduction for improved performance can HRD be implemented. Such dedication would arise from management and personnel having this knowledge. If upper-level management has confidence in its workers, it will produce enough energy and passion to win over the support of the whole workforce of an organisation. In such a friendly workplace, employees would try to use management practices to encourage efficiency. A situation like this would lead to optimum performance and innovation.

2. **Comprehensive plan of action and strategy:** The management should create a time-bound framework for the implementation of HRD. In this situation, methods like PERT/CPM may be applied. The plan should be created with goals and objectives in mind.

3. **Increasing Morale and Motivation within Employees:** The management of a firm must realize that its people are its most important resource for growth. This demands adequate staff motivation, which serves as a foundation for the management tasks of planning and organizing. The management must foster and sustain a creative environment so that performance levels are unrestricted and progress becomes a way of living.

4. **Counseling and Mentoring:** The management is responsible for ensuring its staff has the right guidance and mentoring. This exercise's major objective is to assist the workers by training them to their potential, as well as their strengths and deficiencies. Furthermore, it aids people in sharing and talking about their disputes, tensions, worries, and other issues so that the negative effects on their well-being and productivity can be prevented.

5. **Building Teamwork:** Another crucial component of HRD implementation is team building. In order to effectively function as a team, members must, among other things, have an image of one another that is as accurate as feasible. Also, each member needs to have a self-image that, to the greatest extent possible, conforms to reality and matches the perceptions which other members have about him.

6. **Establishing a Successful HRD Climate:** Organisations must create a friendly environment where employees can participate to the fullest. One requisite for implementing HRD processes effectively is a favorable HRD climate. The organisational climate depends on it. Employee interest and motivation to stick around for a long time are sparked by the HRD climate. It generates recognition and chances for progress. Its performance is mostly dependent on senior management's faith in staff, which will inspire them to make effort and handle demanding duties for the organisation. When an effective HRD climate is formed, employees' sense of dignity and personality is enhanced. Both individual and organisational growth may benefit from a dynamic HRD environment.

7. **Emotional intelligence:** Human resources are defined as the most valuable assets in organisations. HRD ought to give emotional intelligence development more consideration. Several studies have shown that employee emotions have a substantial impact on their production. The emotional mind acts with a very strong sense of conviction that the rational mind is unable to justify or explain. HRD should therefore emphasize raising organisational emotional intelligence.

8. **Providing ongoing, need-based training:** The improvement of employees' work ethics is the end objective of training in order to raise the benchmark for organisational performance. Training is a commitment in the HRD approach that pays off both immediately and over time. A company can perform better if it makes investments in the advancement of technology and human systems. Both of these need training. Lack of training could end up being expensive, leading to subpar work output, low motivation, and disgruntled clients. The organisation must, however, make absolutely sure that the training is put to use.

9. **Overwhelm Excellence:** HRD Must encourage Excellence. Excellence is a perspective that empowers workers to carry out their responsibilities with commitment. Further, it fosters autonomy and encourages people to have an aim and a desire to always improve. Moreover, they should be provided with the skills and comprehension required to meet this want and desire.

10. **Flexibility:** Rigidity must be substituted by flexibility in HRD machinery in order to adapt quickly and successfully to a changing environment. Rigid and inflexible systems will not be able to cope with future changes. For both

the controllable and uncontrolled elements, it is important to improve the organisational and personnel capabilities, as well as come up with strategies for recognizing environmental changes.

Difference between Personnel Function and HRD

The failure of the human resource management function to adapt to the new difficulties of the 20th century led to the development of the discipline of HRD. Some enterprises reorganised their personnel departments to become HRD departments. There are certain key disparities between HRD and personnel function. The following are the primary variants explained in Table 1.

Table 1. Difference between Personnel Function and HRD

Basis	Personnel Function	HRD
Position	Autonomous function with dependent sub-functions	A system that is interconnected but has independent subsystems
Aim of Orientation	Centered on maintenance aims to increase administrative and human resource efficiency.	Centered on development aims to advance the culture of the organisation as a whole.
Philosophy	A reactive function is an act of adapting to events as they occur.	Proactive action seeking to foresee and prepare suitable actions
Obligation	Sole accountability rests with the personnel manager	Each organisation's managers are accountable
Motivators	Focuses on compensation, financial incentives, job specialisation and simplification as motivators.	Emphasises autonomous work groups and professional challenges. the ability to solve problems as a motivator
Consequences	An increase in morale and contentment leads to an increase in performance.	Improved morale and satisfaction result from the efficient use of human resources.

Source: Gupta, S.K. and Joshi, R. (2016). "Human Resource Management Text and Cases". New Delhi. Kalyani Publishers.

Changes In Human Resource Development Throughout The Years And The Reason Of Such Changes

As organisational demands and employee goals have changed over time, human resource development (HRD) has experienced substantial modifications. Some significant alterations in HRD and their causes are as follows:

Continuous learning is emphasized: Because of the nature of work changing so quickly and the requirement for employees to maintain their skills and knowledge,

there has been an increase in the focus placed on continuous learning and development in recent years. The requirement for continuous learning has increased, according to Jackson and Ruderman (1999), as a result of "the dynamic work environment and the growing rate of technological development." In response, businesses are providing more chances for workers to develop both on and off the workplace.

Emphasis on employee involvement: HRD is now more concerned with employee engagement and motivation than it was with compliance and regulation. This change is a result of the realisation that devoted, inventive, and productive people are better for business (Heskett et al., 1997). HRD initiatives today promote employees' learning and development while also energising and inspiring them.

Technological developments: HRD has been significantly impacted by technological developments. E-learning, online training, and other technical advancements have made it simpler and more affordable for businesses to provide employees chances for training and development (Kraiger et al., 1993).

Diversity is being prioritised more: The workforce's shifting demographics have an effect on HRD. There is a growing understanding that HRD initiatives must be inclusive of and available to staff members from a variety of backgrounds (Cox & Blake, 1991). Organizations are increasingly making a concentrated effort to create HRD programmes that are responsive to the demands of a diverse workforce and culturally sensitive.

Initiatives of HRD

Entities in the hospitality sector can use a range of HRD initiatives to assist the training and development of their staff members. These consist of:

1. One of the best methods of HRD in the hospitality sector is on-the-job training, which enables staff members to pick up new skills and methods as they go along (Kerzner, 2017). In the hospitality sector, where staff are expected to deliver high-quality service in real-time, this kind of training is very beneficial.
2. Classroom Training: Another significant HRD method used in the hospitality sector is classroom training. Employees may study in a regulated, monitored atmosphere during this kind of training, allowing them to concentrate on their abilities and understanding (Kerzner, 2017).
3. E-learning: E-learning is an adaptable and economical method of HRD that is gaining popularity in the hospitality sector (Kerzner, 2017). With access to a variety of training materials and resources, e-learning enables workers to study at their own speed and in their own time.
4. Mentoring and coaching: In the hospitality industry, training and mentoring are crucial HRD strategies because they provide staff members access to

knowledgeable coworkers and managers who can offer them advice and assistance (Kerzner, 2017). This kind of HRD gives staff members the chance to learn new things and expand their expertise while also giving them a chance to get feedback on how they're doing.

Issues in Human Resource Development

1. **Increasing Workforce Diversity**: Organisations today are dealing with the issue of workforce diversity along gender and cultural lines. An HRD expert should introduce sessions that address diversity challenges and serve as a unifying force. These differences have an impact on an individual's and a team's effectiveness.
2. **Computing in a Worldwide Economy**: Successful businesses will undertake quality improvement procedures and proposed amendments. It takes more than simply teaching and training workers to face new challenges. Line management should review ongoing evaluations to increase productivity. Employees should receive cultural sensitivity training in order to improve communication and conduct themselves differently in various cultures. Furthermore, workers are learning and putting new staff management techniques into practice.
3. **Removing the Skill Gap:** Various businesses have begun to provide young college and high school students with internships, apprenticeships, and vocational training. This will improve their comprehension of the workplace and the practical aspects of the position. It aids in combining theoretical principles with practical implications. This aids in narrowing the skills gap between what the firm expects of its employees and what they really possess.

Some other Issues in Developing Human Resources:

- Increasing demands for productivity and cost-effectiveness results.
- Greater pressure to show enhanced value and quality.
- Increased emphasis on customer satisfaction and service.
- More advanced HRD tools, technologies, approaches, and theories.
- More pressure as a result of the workforce's diversity in terms of values and demographics.
- Pressure to live up to rising standards for employee innovation, risk-taking, and flexibility.

STRATEGIES FOR HRD

In the past few years, the discipline of HRD has seen the emergence of certain new trends. These are a few HRD tactics that are explained-

1. **Total Quality Management (TQM):** TQM stands for total quality management. Like HRD, TQM is a multidimensional construct. TQM strives for ongoing product quality improvement, which necessitates raising staff work standards through training and development. Only total quality employees may help total quality management flourish. Because processes cannot function until people function, TQM cannot function without TQM. The construction of an operational system that encourages collaboration between management and employees, as well as facility learning to achieve total quality, is the essence of TQM, according to T.N. Chhabra.
   ◦ The approach of Total Quality Management includes hared accountability, dedication, and rewards.
   ◦ Affordably priced education and multi-skilled training. group process and problem-solving (education and training) The development of an organisational framework that encourages collaboration between management, employees, and facilities as they learn to achieve total quality is at the heart of TQM.
   ◦ Management employee committee designed and modified the compensation scheme with official, early union engagement.
   ◦ Formal commitment ensures job security, a crucial factor in all decisions.
2. **Kaizen:** The Japanese word for "continuous improvement" is "kaizen." with the engagement of everyone within the organisation in order to produce value for consumers. The tenet of the Kaizen Strategy is that no day should pass without some sort of achievement being made inside the company. It entails continuous, minor advancements. Three sections can be found in a Kaizen programme.
   i. Management Oriented Kaizen
   ii. Group Oriented Kaizen
   iii. Individual Oriented Kaizen
3. **Just in Time:** The term "hand to mouth" approach to production is another name for "just in time" (JIT) production. By buying or producing sufficient quantities of the correct things just in time, JIT concentrates on reducing waste. The issue of excessive inventories that hinder productivity and profitability is addressed by JIT. When it comes to human resources, the JIT method means multifunctional employees. These employees play a crucial role in the creation of simplified processes. Each person can require two or more equipment and

move between centres due to the way the procedures are established. The training of such employees not only reduces the number of staff and boosts production, but also improves work conditions and employee morale. JIT may be advantageous in terms of quality enhancement Empowerment

4. **Empowerment:** This tactic is founded on the idea that the more control you delegate to the lower levels, the more productivity and performance you have. The classic authoritarian bosses view this strategy as a challenge to their leadership. Today, however, the question is how empowerment should happen, not if it should be given to workers or not. Employee empowerment can occur when they receive the greatest tools, and the necessary training, are completely involved in major decisions and are fully compensated for their contributions.

5. **Benchmarking:** Benchmarking is the process of locating, analysing, and advancing industry- or internationally known best practices. Benchmarking aids in setting high standards, which creates a competitive advantage. The following aspects are included in the Benchmarkers guide:
   ◦ Decide on a certain region you want to develop. Examine your own procedures in-depth, then select a company or firms to use as a benchmark that do the process well.
   ◦ Distribute the individuals tasked with implementing the modifications. It won't be useful if senior executives or consultants conduct the benchmarking and then return to the affected employees of a process with instructions.
   ◦ Be ready to share information.
   ◦ Keep legal issues at bay
   ◦ Uphold the security of the data you collect.

6. **Learning Organisation:** The ability of an organisation to recognise and foster the development of skills, abilities, and knowledge base is known as learning. The well-known HRD mechanisms, such as company-wide training, fundamentals, learning progress, educational growth, ongoing self-improvement, and managerial learning, serve as examples of this. TQM is a step in the right direction toward creating learning organisations. The only organisations that will survive in the dynamic commercial world of today are those that learn, produce, codify, and use information more quickly than their competitors. The modern organisation must be created as a sophisticated institution where learning, thinking, and knowledge creation occur, continually producing ideas that will allow the organisation to be reshaped by its members.

REFERENCES

Armstrong, M. (2015). *Armstrong's Handbook of Human Resource Management Practice*. Kogan Page Publishers.

Bandura, A. (1977). *Social learning theory*. Prentice Hall.

Becker, G. S. (1964). *Human capital: A theoretical and empirical analysis, with special reference to education*. National Bureau of Economic Research.

Bello, S. C., Ndubisi, N. O., & Amoako-Gyampah, K. (2016). The impact of human resource development on employee performance and satisfaction: A study of the hospitality industry. *International Journal of Contemporary Hospitality Management*, *28*(1), 121–139.

Bersin, J. (2014). *The Breakthrough: HR Transformational Talent Analytics*. John Wiley & Sons.

Burke, W. W., & Litwin, G. H. (1992). A causal model of organizational performance and change. *Journal of Management*, *18*(3), 523–545. doi:10.1177/014920639201800306

Cox, T. H., & Blake, S. (1991). Managing cultural diversity: Implications for organizational competitiveness. *The Academy of Management Executive*, *5*(3), 45–56.

Dayal, I. (1993). *Designing HRD System*. Concept Publishing Company.

DeSimone, R. L., Werner, J. M., & Harris, D. M. (2002). *Human Resource Development*. Harcourt College Publishers.

Dessler, G. (2017). *Human Resource Management*. Pearson.

Gupta, S. K., & Joshi, R. (2016). *Human resource management text and cases*. Kalyani Publishers.

Heskett, J. L., Sasser, W. E., & Schlesinger, L. A. (1997). *The service-profit chain*. Free Press.

Jackson, S. E., & Ruderman, M. (1999). *Diversity in work teams: Research paradigms for a changing workplace*. American Psychological Association.

Knowles, M. S. (1978). *The adult learner: A neglected species*. Gulf Publishing.

Kraiger, K., Ford, J. K., & Salas, E. (1993). Application of cognitive, skill-based, and affective theories of learning outcomes to new methods of training evaluation. *The Journal of Applied Psychology*, *78*(1), 31–43. doi:10.1037/0021-9010.78.2.311

Lave, J., & Wenger, E. (1991). *Situated learning: Legitimate peripheral participation*. Cambridge University Press. doi:10.1017/CBO9780511815355

Liang, X., Wang, D., & Fan, W. (2015). The impact of human resource development on organizational performance: Evidence from the hospitality industry. *Cornell Hospitality Quarterly*, *56*(3), 273–282.

Mathis, R. L., & Jackson, J. H. (2016). *Human Resource Management: Essential Perspectives*. Cengage Learning.

Megginson, L. C. (1977). *Personnel and human resources administration*. Richard D. Irwin Inc.

Mezirow, J. (1991). *Transformative dimensions of adult learning*. Jossey-Bass.

Nadler, L. (n.d.). *Corporate human resource development*. Van Nostrand.

Pareek, U., & Rao, T. V. (1981). *Designing and managing human resource systems*. Oxford and IBH Publishing Co. Pvt Ltd.

Rao, T. V. (1986). Integrated human resource development systems. In T. V. Rao & D. F. Pereira (Eds.), *Recent experiences in human resource development* (pp. 3–4). Oxford & IBH Publishing Co. Pvt. Ltd.

Rao, T. V. (1988). *Alternative approaches and strategies of HRD*. Rawat Publications.

Rao, T. V. (1991). *Reading in human resource development*. Oxford & IBH Publishing Co. Pvt Ltd.

Rao, T. V., & Periera, D. F. (1988). *Recent experiences in HRD*. Oxford and IBH.

Sharma, B. (1998, July). Perspective on HRD measures for effective governance. *Indian Journal of Public Administration*.

Singh, B. D. (1997). *HRD dimensions of industrial relations in selected readings in HRD*. McGraw Hill.

Subba Rao, P. (2003). *Personnel and human resource management*. Himalaya Publishing House.

Subba Rao, P. (2016). *Essentials of human resource management and industrial relations (text, cases and games)*. Himalaya Publishing House.

Swanson, R. A., & Holton, E. F. (2001). *Foundations of Human Resource Development*. Berrett-Koehler Publishers.

Ulrich, D. (1997). *Human Resource Champions: The Next Agenda for Adding Value and Delivering Results*. Harvard Business Press.

Werner, J., & DeSimone, R. L. (2013). *Human Resource Development*. Cengage Learning. https://www.whatishumanresource.com/human-resource-development

Chapter 13
To Identify Stress in the Services Sector

Deepa Sharma
Maharishi Markandeshwar (Deemed), Ambala, India

ABSTRACT

Stress is one of the important aspects in the present time. Employee stress is a huge issue not only in the service sector but in every business sector, and it affects both employers and employees in every way. It affects business results due to employee and employer stress despite the fact that reducing pressure in the workplace is detrimental to both parties. Measuring how much work stress is in the service sector and to what extent work stress affects employees and employers is a very difficult task. Because employer stress is different from employee stress from positions, the main objective of this study is to examine how various stressors affect employees and employers in the service sector. Along with those important factors, the main factors of work stress are various negative effects including high complexity of occupations, unfair perception of delegates, long working hours, lack of significant time with family, responsibilities of raising family, bad working environments, and lack of jobs.

INTRODUCTION

Employed people's stress is referred to by terms like workplace stress, occupational stress, organizational stress, and stress on the job. Even though there are many other kinds of stress that a person can experience, workplace stress is one of the most notable ones because employees spend the majority of their time at work, which serves as the cornerstone of their existence and level of living. Only to the extent that employees view stress as a motivating element or to the extent of their

psychophysical tolerance may stress have a beneficial effect on productivity. Along with many beneficial benefits, there have also been a number of negative ones, such as increased job complexity, inflated employee expectations, and longer working hours. An increasing number of stressful circumstances at work result from the interaction of all these elements. One of the most significant issues in today's firms working in environments of intense competition during the past few years has been stress. Employers and employers go through dire situations at the workplace due to different stresses. The main factors of work stress are various negative effects including high complexity of occupations, unfair perception of delegates, long working hours, lack of significant time with family, responsibilities of raising family, bad working environment and lack of jobs. Additionally, delegates use new technologies to satisfy ever-evolving client requests while continuing to work increasing the stress. For a long time, tension has been seen as a core issue in contemporary organisations. The stress of the work environment, the lexical pressure, and the hierarchical endless load at work, expressions used to portray the pressure experienced by the individuals involved lead to stress. Despite the fact that the stress of the work environment is only one of a variety of pressures employees invest most of their energy in work that addresses the basis of their reality. Stress can of course affect delegates only to the extent that they see it as a motivating component. After one level the tension becomes negative for the employees as well as for the organization as a whole. Almost everyone agrees that business stress stems from the work situation. Work stress also depends on workforce characteristics as opposed to working conditions.

The stress of the work environment has become a concern for all employees, no matter what position they are in. For example, police personnel often encounter cruel individuals, medical care workers in oncology offices work with critically ill patients whose treatment outcomes are uncertain and rescue vehicle drivers and fire-fighters often face uncertain situations similarly, every business immediately endures different types of pressure as there is no union that is free from workplace stress. In addition, there are different structures and pressure levels. When delegates are faced with tasks and work needs that exceed their insights, abilities, and abilities, the primary side-effect of pressure and accompanying delegate conduct is to cause adjustments to one's awkward bones. Lack of attention, persistent weakness, absence fixation, frustration, trouble in direction, lack of motivation, apathy and attention to one's own business in relationships with partners and customers. A high-stress level begins to affect a worker's condition and may clear as an absence of rest, reduced or extended cravings, migraines, sweating and hacking. In order for the factors to become more grounded or remain unaltered for a more extended time frame, delegates may experience side effects of mental problems, heart or stomach-related infections, secure structure issues and various diseases.

Until years ago, unions within the service sector offered opportunities for more pleasant working conditions, more substantial compensation, and fewer feelings of anxiety, greater ability to obtain information and competence, and radically better conditions, whereas now the situation is quite the opposite. Because now under the competition, both employees and employers deal with stress in the pursuit of providing quality and timely products to the customers. Now even in the service sector, the employee is stressed to manage the job and many works on low wages and do not give valuable open doors for advancement, this is seen as progressive request and hassle. Globalization of business activities and wild competitions has led to better expectations and customer perceptions. The general outcome of any unit within the service sector depends on the nature of the support offered and on the workers.

REVIEW OF LITERATURE

Numerous studies have been studied related to the stress faced by employees in the service sector at the national and international. W. McTernan (2011) revealed a significant relationship between the hierarchical environment and stress among women working in health service sector in India. According to him, figuring out how to monitor the pressure is a very urgent issue which should be made in the IT companies so that they can reduce or kill the causes of pressure and poor working environment. Lj. Lazarević (2018) high stresses directly relative to the nature of work life in hotels. They considered several factors notably fair compensation structure, stable job requests, administrative support, suitable work environment, and attack on job ability, job freedom and unprepared stress that directly affect the nature of work life. Rapid change in technology is a major cause of tension between industry partners. Sarwar, Aamir (2011) there is an immediate link between stress and job performance in any union. To improve the performance of an individual in an organization an employee must get a lot of help from his leaders. Therefore, a stable head can further develop the performance of workers even under inauspicious conditions. Verma J.P (2021) the hierarchical role for representatives in the education sector is centred on tension. It also highlights that women face more pressure than men in union, with married women facing more pressure than unmarried women. Cartwright Sue (1997) different approaches to pressure monitoring, great work organization and great administration are powerful ways to prevent stress and mass pressure. A group of pressure interventions have been exhausted, which are essential, elective and tertiary. Megan J. Judd (2016) a study that looked at zero on the degree of stress between age group, calling, different classifications of occupations, length of work, and workplace effects on the degree of stress by employees. The tension

in a rep is very personal in nature. Their reviews show an optimal level at which each individual can perform to the best of their potential. Malik Fozia (2015) occupational stress is very similar to occupational stress. Which should be controlled in the working environment otherwise it will adversely affect the work mindset and conduct of the employees. Lowe Roger (2015) as pointed out by the article women, teachers face an equally significant level of pressure compared to male partners. There is pressure among academics due to longer working hours, inadequate assets and longer working hours, and overcrowded homes. There are various elements influencing work stress where young representatives are more concerned when compared with other employees, ability levels, pay, experts to control, rewards, expressions of appreciation, *etc.*

RESEARCH METHODOLOGY

Primary data was collected from the staff of primary and secondary schools in the Ambala region by sending a structured questionnaire through an online Google form. The study included variables such as long working hours, heavy physical and mental workload, conflicts between co-workers, peers, and superiors, poor working conditions, expectations, family issues, and financial difficulties. This research is of exploratory nature, 120 employees of primary and secondary schools of Ambala region were selected as sample.

Table 1 indicates the sample profile of the respondents selected for the study. Out of 120 respondents, 51 (42.5%) are males and 69(57.5%) are females; 38(31.67%) are unmarried and 82(68.33%) are married, 40 (33.33%) are in the age group of Less than 30 years; 35 (29.17%) belong to the age group of 31-40 years, 26 (21.67%) belong to the age group of 41-50 years 19(15.83%) are in the age group of above 51 years; and 11 (9.17%) respondents are earned income Less than 10,000, 35 (29.17%) respondents are earned income 10,000-12,000, 40 (33.33%) respondents are earned income 12,000-14,000, 34 (28.33%) respondents are earned income above 15,000, 07 (5.83%) are below graduation, 64 (53.33%) are graduation; 26 (21.67%) are postgraduates and 23 (19.17%) are having any other degree.

Table 2 shows that inappropriate communication by the principals is strongly accepted as a cause of workplace stress among the employees Strongly Agree 45(37.5%), Agree 54(45%), Undecided 04 (3.33%).

Disagree 11(9.16%), Strongly Disagree 06(5%), followed by Work load Strongly Agree 54(45%), Agree 52(43.33%), Undecided 01(0.83%), Disagree 05(4.16%), Strongly Disagree 08(6.67%), Bunch of tasks Strongly Agree 49(40.83%), Agree 58(48.33%), Undecided 02(1.67%), Disagree 09(7.5%), Strongly Disagree 02(1.67%), Rude behavior Strongly Agree 63(52.5%), Agree 46(38.33%), Undecided 02(1.67%),

To Identify Stress in the Services Sector

Table 1. Demographic Profile of respondents

	Respondents	Percentage (%)
Gender		
Male	51	42.5
Female	69	57.5
Total	120	100
Age (years)		
Less than 30 years	40	33.33
31-40 years	35	29.17
41-50 years	26	21.67
Above 51 years	19	15.83
Total	120	100
Education		
Below Graduation	07	5.83
Graduate	64	53.33
Post-graduate	26	21.67
Any Other	23	19.17
Total	120	100
Marital Status		
Married	82	68.33
Unmarried	38	31.67
Total	120	100
Income (rupees)		
Less than 10,000	11	9.17
10,000-12,000	35	29.17
12,000-14,000	40	33.33
Above 15,000	34	28.33
Total	120	100

Disagree (02(1.67%)%), Strongly Disagree (07(5.83%)%), Uncomfortable workplace Strongly Agree 27(22.50%), Agree 19(15.83%), Undecided 14 (11.67%), Disagree 18(15%), Strongly Disagree 2(1.67%), Unhealthy work environment Strongly Agree 56(46.67%), Agree 56(46.67%), Undecided 02(1.67%), Disagree 06(5%), Strongly Disagree 00(0%), Technological Change but not provide proper guidelines to manage work Strongly Agree 67(55.83%), Agree 42(35%), Undecided 03(2.5%), Disagree 05(4.16%), Strongly Disagree 3(2.5%), Dullness in work Strongly Agree

Table 2. Reasons of work stress

Statements	SA	A	U	D	SD
Improper Communication by principle	45(37.5%)	54(45%)	04(3.33%)	11(9.16%)	06(5%)
Work load	54(45%)	52(43.33%)	01(0.83%)	05(4.16%)	08(6.67%)
Bunch of tasks	49(40.83%)	58(48.33%)	02(1.67%)	09(7.5%)	02(1.67%)
Rude behavior	63(52.5%)	46(38.33%)	02(1.67%)	02(1.67%)	07(5.83%)
Uncomfortable workplace	27(22.50%)	19(15.83%)	14(11.67%)	18(15%)	2(1.67%)
Unhealthy work environment	56(46.67%)	56(46.67%)	02(1.67%)	06(5%)	00(0%)
Technological Change but not provide proper guidelines to manage work	67(55.83%)	42(35%)	03(2.5%)	05(4.16%)	3(2.5%)
Dullness in work	61(50.83%)	37(30.83%)	08(6.67%)	12(10%)	2(1.67%)
Work pressure	48(40%)	47(39.17%)	00(0%)	14(11.67%)	11(9.17%)
Not satisfied with salary	62(51.67%)	39(32.5%)	06(5%)	09 7.5%)	04(3.33%)
Lack of Clarity of roles and responsibilities	71(59.17%)	42(35%)	03(2.5%)	04(3.33%)	00(0%)

Represents: Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D), Strongly Disagree (SD)

61(50.83%), Agree 37(30.83%), Undecided 08 (6.67%), Disagree 12(10%), Strongly Disagree 2(1.67%), Work pressure Strongly Agree 48(40%), Agree 47(39.17%), Undecided 00(0%), Disagree 14 (11.67%), Strongly Disagree 11(9.17%), Not satisfied with salary Strongly Agree 62(51.67%), Agree 39(32.5%), Undecided 06 (5%), Disagree (09 7.5%), Strongly Disagree 04(3.33%), Lack of Clarity of roles and responsibilities Strongly Agree 71(59.17%), Agree 42(35%), Undecided 03(2.5%), Disagree 04(3.33%), Strongly Disagree 00 (0%).

Causes of Stress at the Workplace

Based on a review of the literature, some specific symptoms and causes of stress should be noted. There are three main approaches in the light of which the factors that create pressure in the work environment are seen in this paper: Job-related factors, Workplace related factors and Employee related factors. The stress of the work environment can be noticed according to those three reasons. Below is shown through table 4

To Identify Stress in the Services Sector

Table 3. Mann–Whitney Test with grouping variable Gender

Statements	Mean		p-value
	Male	Female	
Improper Communication by principle	112.01	133.41	121.87
Work load	165.09	101.01	167.11
Bunch of tasks	113.02	123.03	132.98
Rude behavior	164.75	134.88	142.27
Uncomfortable workplace	156.98	135.87	159.67
Unhealthy work environment	118.65	127.85	181.07
Technological Change but not provide proper guidelines to manage work	147.08	143.23	135.76
Dullness in work	153.90	134.77	163.82
Work pressure	118.78	198.33	193.11
Not satisfied with salary	167.02	114.98	153.78
Lack of Clarity of roles and responsibilities	134.11	176.89	128.45

OTHER FACTORS

Various individuals find various circumstances unpleasant; however, a few stressors rise above private contrasts and influence a greater part.

Ø **Task Responsibility-** Weighty responsibility; rare breaks; long work hours; shift work; and chaotic and routine errands that have minimal innate importance, don't utilize laborers' abilities, or give little feeling of control.

Table 4. Causes of Stress in the Workplace

Job-related factors	Workplace related factors	Employee related factors
Job nature Job related duties Job activities Working Condition Employees freedom Setting of new goals by organization Organization policies Changes in technology Job insecurity Working hours Job instability	Organization location Organization structure Work Culture Relations between organization and employees Career development Training program Compensation policies Promotion policies Conflicts Lack of support by management	Psychological features of employees Age of employees Work experience Gender Marital status Lack of support by family members Lack of communication Less Salary More workload

Source: Compiled by researcher

Table 5. Symptoms of Stress

Physical Effects include:	Psychological (mental) Effects include:	Behavioural Effects include:
1.Tiredness 2.Strong workload pressure 3.Stress on brain 4.Heart palpitations 5.Lack of rest and Sleeping disorder 6.Mental stress	1.Depression 2.Nervousness 3.Irritability 4.Sensations of being overpowered and incapable to adapt 5.Lack of focus 6.Unhappiness 7.Anger	1.More absenteeism 2.Decreased innovativeness and drive 3.A drop in work execution 4.Issues with relational connections 5.State of mind and mood swings 6.Lower resilience to disappointment and restlessness 7.Lack of engagement 8.Segregation

Ø **The Management Support-**An absence of support by laborers in direction, unfortunate correspondence inside the association, and an absence of family-accommodating strategies.

Ø **Lack of Strong Relationship**-Unfortunate social climate and absence of help or help from colleagues and bosses.

Ø **Work Jobs-** Clashing or questionable work assumptions or wearing an excessive number of caps.

Ø **Lack of Career Focus**- Work frailty; absence of chance for development, progression, or advancement; or fast changes for which laborers feel ill-equipped.

Ø **Working Environment**-Undesirable or risky states of being like swarming, clamor or air contamination, or ergonomic issues.

Symptoms of Stress

The signs or symptoms of work-related stress can be physical, psychological and behavioural shown by table 5

Numerous studies demonstrate that job stress has steadily increased over the past few decades and is by far the main cause of stress for American individuals. It has been shown that higher incidence of heart attack, hypertension, and other illnesses are related to higher levels of job stress, as measured by the impression of having little control but many demands. Since the link between workplace stress and heart attacks is well established in cities like New York and Los Angeles, any police officer who has a coronary episode while working or not is believed to have incurred a work-related injury and is reimbursed appropriately (including heart attack sustained while fishing on vacation or gambling in Las Vegas). Below shown figure 1

Below shown figure 2

Figure 1. Causes of workplace stress
Source: https://www.zippia.com/advice/workplace-stress-statistics/
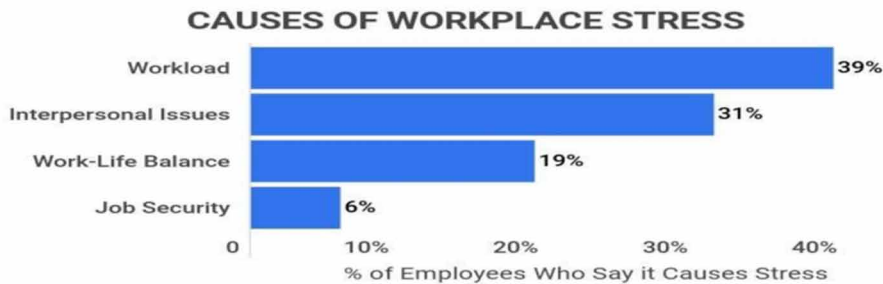
Steps to be Taken by the Management Regarding Work-Related Pressure

Work-related pressure is as much an issue as a significant one. An organization must ensure that employees do not face unnecessary pressure at the workplace which includes:

Ø Make sure everyone is properly dressed for their job.
Ø Criticize work-related pressure by transparently remembering it as a proven issue.
Ø Talk about issues and complaints with employees, and take an appropriate step whenever the situation allows.
Ø Build stress-reduced strategy in board meetings with employees.
Ø Activate an environment where representatives have greater authority over their responsibilities, special possibilities and security.
Ø Eliminate the need for extra time by rearranging obligations and duties.
Ø Consider the personal existence of employees and understand that home requests sometimes conflict with work requests.

FUTURE RESEARCH DIRECTIONS

Both employers and employees experience more stress at the workplace. Through this paper, the causes of stress at the workplace of the employers or employees working in the service sector have been examined. In future, the stress experienced by employees working in Bank Sector, Education Sector, Insurance Sector and

Figure 2. workplace stress shown below
Source: *https://www.stress.org/workplace-stress*

Medical Sector can be examined. Factors not included in this study may form the basis for future investigations by the researchers.

CONCLUSION

An important part of every organization is stress. Stress has become the most well-known cause for employees in the service sector. Stress can make a person useful and productive when it is coveted. An inspirational approach and reflection will be useful for adapting to pressure. Thinking from a more comprehensive view of life will change the pressure. There are several ways to monitor working pressure. Negative stress affects the employees as well as organizational development leading to increasing in unethical, stress etc. In this way, success will come only when we beat stress and make our way of life solid, and then we can bring prosperity to life by reducing stress.

RECOMMENDATIONS

The following recommendations were made in relation to this study:

Only when we examine the entire service sector can we truly understand the effects of work stress in this industry.

- People's lack of understanding of the present problems with work-life balance was one of the difficulties raised by the study's findings. This highlights the inadequate efforts made to increase awareness among bank employees. So, in order to prevent any extreme situations, their organizations must play a part.
- In order for an organization to produce better long-term results, the HR department should develop a specific policy aiming to promote work-life balance for its employees. HR should also keep an eye on how these policies are being applied and how they are operating.

SCOPE OF THE STUDY

The scope of this research was

The sampling technique chosen by us also has some drawbacks.

- Time limit.
- Financial limits

- Only the employees working in primary and secondary schools of Ambala region were investigated.

REFERENCES

Cartwright, S. (1997). An Intervention Strategy for Workplace Stress. *Journal of Psychosomatic Research*, *43*(1), 7–16. doi:10.1016/S0022-3999(96)00392-3 PMID:9263926

Lazarević, L. (2018). Sources of Workplace Stress in service sector organizations. *Journal of Psychosomatic Research*, *43*(15), 217–229. doi:10.22190/FUEO1803217L

Lowe, R. (2015). Managing Workplace Stress: Psychosocial Hazard Risk Profiles in Public and Private Sector Australia. *Australian Journal of Rehabilitation Counselling*, *13*(2).

Malik, F., & Shahabuddin, S. (2015). Occupational Health Stress in the Service Sector. *Qualitative Report*, *20*(3), 234–250. doi:10.46743/2160-3715/2015.2272

Mazlum, Ç. (2018). The Effect of Psychological Capital Level of Employees on Workplace Stress and Employee Turnover Intention. *Innovar (Universidad Nacional de Colombia)*, *28*(68). Advance online publication. doi:10.15446/innovar.v28n68.70472

McTernan, W. (2011). Psychosocial Safety Climate: A Multilevel Theory of Work Stress in the Health and Community Service Sector. *Epidemiology and Psychiatric Sciences*, *20*(4), 287–293. doi:10.1017/S2045796011000588 PMID:22201204

Megan J. J. (2016). *Workplace Stress, Burnout and Coping: A Qualitative Study of the Experiences of Australian Disability Support Workers*. doi:10.1111/hsc.12409

Rockett, P. (2019). Managing Job Performance, Social Support and Work-Life Conflict to Reduce Workplace Stress. *International Journal of Productivity and Performance Management*, *68*(6), 1018–1041. doi:10.1108/IJPPM-03-2017-0061

Sarwar, A. (2011). Work Stress & Family Imbalance in Service Sector of Pakistan. *International Journal of Business and Social Science*, *2*(13).

Verma, J. P. (2021). Workplace Stress and Coping Mechanism in a Cohort of Indian Service Industry. *Asia Pacific Management Review*, *26*(3), 113–119. doi:10.1016/j.apmrv.2020.10.001

Williams, S. (2002). Managing Workplace Stress. *Facilities*, *20*(10), 349. Advance online publication. doi:10.1108/f.2002.20.10.349.1

Compilation of References

Abou-Zahra, S., Brewer, J., & Cooper, M. (2018). Artificial intelligence (AI) for web accessibility: Is conformance evaluation a way forward? In *Proceedings of the internet of accessible things* (pp. 14). IEEE. 10.1145/3192714.3192834

Abraham, M., Niessen, C., Schnabel, C., & Lorek, K. (2019). Electronic monitoring at work: The role of attitudes, functions, and perceived control for the acceptance of tracking technologies. *Human Resource Management*, 1–19.

Adedipe, C. O., & Adeleke, B. O. (2016). Human capital development in the Nigerian hospitality industry: The imperative for a stakeholder driven initiative. *Worldwide Hospitality and Tourism Themes*, *8*(2), 195–206. doi:10.1108/WHATT-11-2015-0051

Adeola, O. (2016). Human capital development in the hospitality industry in Nigeria. *Worldwide Hospitality and Tourism Themes*, *8*(2), 149–157. doi:10.1108/WHATT-11-2015-0054

Admin. (2021). *RPA Career: When Robots Create Not Less but More Jobs for Humans*. https://akabot.com/additional-resources/blog/rpa-career-when -robots-create-not-less-but-more-jobs-for-humans/

Agar, N. (2019a). *How to be human in the digital economy*. MIT Press. doi:10.7551/ mitpress/11933.001.0001

Agarwal, A. (2022). AI adoption by human resource management: A study of its antecedents and impact on HR system effectiveness. *Foresight*. doi:10.1108/FS-10-2021-0199

Agarwal, P. (2021). Shattered but Smiling: Human Resource Management and the Well Being of Hotel Employees During COVID-19. *International Journal of Hospitality Management*, *93*, 102765. doi:10.1016/j.ijhm.2020.102765

Aghazadeh, S. M. (2003). The future of human resource management. *Work Study*, *52*(4), 201–207. doi:10.1108/00438020310479045

Agrawal, A. K., Gans, J. S., & Goldfarb, A. (2018a). *Prediction machines: The simple economics of artificial intelligence*. Harvard Business Review Press.

Agrawal, P., Chaudhary, D., Madaan, V., Zabrovskiy, A., Prodan, R., Kimovski, D., & Timmerer, C. (2021). Automated bank cheque verification using image processing and deep learning methods. *Multimedia Tools and Applications*. *Springer Nature*, *80*(3), 1–32.

Agusto & Co. (2015). *Hotel industry report*. Augusto & Co. www.agustoresearch.com/2015-Hotels-Industry-Report

Ahammad, T. (2017). Personnel Management to Human Resource Management (HRM): How HRM Functions? *Journal of Modern Accounting and Auditing*, *13*(9), 412–420. doi:10.17265/1548-6583/2017.09.004

Ahmadi, P. (2012). Talent Management and Succession Planning. *Interdisciplinary Journal of Contemporary Research in Business*, *4*, 213–224.

Aikaterini, G. (2014). Personnel Management vs. Human Resource Management. *Repository,* (Issue September). https://repository.ihu.edu.gr/xmlui/handle/11544/588

Airline Trends. (2018). *Ancillary Revenues*. Airline Trends. http://www.airlinetrends.com/category/ancillary-revenues/

Ajake, A. O. (2015). Assessing the impacts of hospitality industry in Enugu City, Nigeria. *American Journal of Tourism Management*, *4*(3), 43–53.

Akay, E., & Demirel, A. G. (2018). Transformational Leadership and Innovation: An Empirical Study of Direct and Indirect Effects in HR Consulting Companies. *International Journal of Business and Management*, *13*(1), 131–142. doi:10.5539/ijbm.v13n1p131

Akhavan, P., Ebrahim, N. A., Fetrati, M. A., & Pezeshkan, A. (2016). Major trends in knowledge management research: A bibliometric study. *Scientometrics*, *107*(3), 1249–1264. doi:10.100711192-016-1938-x

Aksu, A. A. (2005). Defining training needs of five-star hotel personnel: An application in the Antalya region of Turkey. *Managerial Auditing Journal*, *20*(9), 945–953. doi:10.1108/02686900510625299

Alam, M. A. (2021). Leading in the shadows: Understanding administrative leadership in the context of COVID-19 pandemic management in Bangladesh. *International Journal of Public Leadership*, *17*(1), 95–107. doi:10.1108/IJPL-06-2020-0050

Alipour, H., Shahani, T. B., Shahani, M. B., & Shahan, M. B. (2015). Investigating two mixes of product and promotion (advertising) from mixed marketing elements with an outlook of the sales rate in 6 average and small knowledge-based companies (nano companies). *Indian Journal of Fundamental and Applied Life Sciences*, *5*, 1315–1323.

Allen, M. R., & Wright, P. M. (2006). *Strategic management and HRM* (CAHRS Working Paper #06-04). Cornell University, School of Industrial and Labor Relations, Center for Advanced Human Resource Studies. http://digitalcommons.ilr.cornell.edu/cahrswp/404/

Compilation of References

Almatrooshi, B., Singh, S. K., & Farouk, S. (2016). Determinants of organizational performance: A proposed framework. *International Journal of Productivity and Performance Management*, *65*(6), 844–859. doi:10.1108/IJPPM-02-2016-0038

Aloisi, A. (2016). Commoditized workers: Case study research on labor law issues arising from a set of on-demand/gig economy platforms. *Comparative Labor Law & Policy Journal*, *3*(37), 653–690.

Alvesson, M., & Deetz, S. (1999). Critical theory and postmodernism: approaches to organizational studies. In S. Clegg & C. Hardy (Eds.), *Studying organization: theory & method* (pp. 185–211). Sage. doi:10.4135/9781446218556.n7

Alzhrani, A. M. (2020). A research paper on Human Resources Planning, process and developing. *International Journal of Recent Technology and Engineering (IJRTE), 8*(6), 999–1003. doi:10.35940/ijrte.F7550.038620

Ambarwati, R., Yuliastri, D., & Sulistiyawati, W. (2022). Human Resource Risk Control Through COVID-19 Risk Assessment in Indonesian Manufacturing. *Journal of Loss Prevention in the Process Industries*, *74*, 104665. doi:10.1016/j.jlp.2021.104665 PMID:34720455

Amrutha, V. N., & Geetha, S. N. (2020). A Systematic Review on Green Human Resource Management: Implications for Social Sustainability. *Journal of Cleaner Production*, *247*, 119131. doi:10.1016/j.jclepro.2019.119131

Analytics Insight. (2022). *How artificial intelligence is used in fraud detection*. Artificial Intelligence Latest News, Market Trends. https://www.analyticsinsight.net›how-artificial-intellig

Ancarani, A., Di Mauro, C., & Mascali, F. (2019). Backshoring strategy and the adoption of Industry 4.0: Evidence from Europe. *Journal of World Business*, *54*(4), 360–371. doi:10.1016/j.jwb.2019.04.003

Andruszkiewicz, D. (2021, October 5). *Effective e-commerce inventory management with RPA*. https://ggsitc.com/blog/inventory-management-with-rpa-in-e-commerce

Anywhere, A. (n.d.). *Maintain Competitive Edge In Insurance*. Retrieved October 10, 2022, from https://info.automationanywhere.com/fy20-q4-glob-dg-insurance-ebook- web.html?_ga=2.133214734.1657269369.1669718580-1541037952.1669

Ariwala, P. (2022, October 14). *8 Benefits of Implementing RPA in Banking and Finance*. Https://marutitech.com.https://marutitech.com/rpa-in-banking-and-finance/

Ariwala, P. (2022b, December 30). *How RPA Can Transform Your HR Operations For The Better*. https://marutitech.com/rpa-in-hr/

Armstrong, M. (2006). Handbook of human resources management practices. In Kogan page limited. doi:10.1007/978-3-662-44152-7

Armstrong, M. (2009). *Armstrong's handbook of human resource management practice* (11th ed.), Kogan Page.

Armstrong, M. (2015). *Armstrong's Handbook of Human Resource Management Practice*. Kogan Page Publishers.

Armstrong, M. (2021). *Strategic human resource management*. Kogan Page.

Armstrong, M., & Taylor, S. (2014). *Armstrong's handbook of human resource management practice*. Kogan Page Publishers.

Arslan, A., Cooper, C., Khan, Z., Gol, G., & Ali, I. (2021). Artificial intelligence and human workers interaction at team level: A conceptual assessment of the challenges and potential HRM strategies. *International Journal of Manpower*, 1–14.

Aslam, H. D., Aslam, M., Ali, N., & Habib, B. (2014). Importance of Human Resource Management in 21st Century: A Theoretical Perspective. *International Journal of Human Resource Studies*, *3*(3), 87. doi:10.5296/ijhrs.v3i3.6255

Australia, C. P. A. (2020). *COVID-19 key implications for boards*. Available at: www.cpaaustralia.com.au/-/media/corporate/allfiles/document/covid-19/business-advice/covid-19-key-implications-forboards .pdf?la=enandrev=726d254a873c498d8b91faa80e72c293

Avram, B. (2017). Ancillaries in the Aviation Industry. Importance, Trends, Going Digital. *Expert Journal of Marketing*, *5*, 53–65.

Ayala, M. (2019). What is Design Thinking? *Medium.* https://medium.com/swlh/what-is-design-thinking-bafbfd454f23.

Azizi, R. M., Atlasi, R., Ziapour, A., Abbas, J., & Naemi, R. (2021). Innovative Human Resource Management Strategies During the COVID-19 Pandemic: A Systematic Narrative Review Appraoch. *Heliyon*, *7*(6), e07233. doi:10.1016/j.heliyon.2021.e07233 PMID:34124399

Bahman Saeidi Pour, K. N. (2012). The effect of marketing mix in attracting customers: Case study of Saderat Bank in Kermanshah Province. *African Journal of Business Management*.

Bakhshi, H., Downing, M. J., Osborne, A. M., & Schneider, P. (2017). *The future of skills employment in 2030*. Pearson.

Bandura, A. (1977). *Social learning theory*. Prentice Hall.

Bapna, R., Langer, N., Mehra, A., Gopal, R., & Gupta, A. (2013). Human capital investments and employee performance: An analysis of it services industry. *Management Science*, *59*(3), 641–658. doi:10.1287/mnsc.1120.1586

Barney, B. J., & Clark, N. D. (2009). *Resource-Based Theory: Creating and Sustaining Competitive Advantage*. Pearson.

Compilation of References

Baumgarten, B., & Ullrich, P. (2012). *Discourse, power and governmentality: Social movement research with and beyond Foucault*. Social Science Research Center Berlin (WZB).

Beard, A. (2020). Anxious at the top. *The Weekend Australian*, 11-12.

Becker, B., & Gerhart, B. (1996). The impact of human resource management on organizational performance: Progress and prospects. *Academy of Management Journal*, *39*(4), 779–801. doi:10.2307/256712

Becker, G. S. (1964). *Human capital: A theoretical and empirical analysis, with special reference to education*. National Bureau of Economic Research.

Bednar, P. M., & Welch, C. (2020). Socio-Technical Perspectives on Smart Working: Creating Meaningful and Sustainable Systems. *Information Systems Frontiers*, *22*(2), 281–298. doi:10.100710796-019-09921-1

Bello, Y. O., & Bello, M. B. (2020). *Introduction to Hospitality and Tourism Management*. Ilorin: Ppabulun Global Limited.

Bello, S. C., Ndubisi, N. O., & Amoako-Gyampah, K. (2016). The impact of human resource development on employee performance and satisfaction: A study of the hospitality industry. *International Journal of Contemporary Hospitality Management*, *28*(1), 121–139.

Belobaba, P. P., Odoni, A., & Barnhart, C. (2016). The Global Airline Industry (2nd ed.). Chichester, United Kingdom: John Wiley & Sons Ltd .

Bentalha, B. (2022a). Smart Technologies for a Sustainable Service Supply Chain: A Prospective Perspective. *Journal of Environmental Issues and Climate Change*, *1*(1), 77–89. http://www.rcsdevelopment.org/index.php/JEICC/article/view/81

Bentalha, B. (2022b). Green Transportation Balanced Scorecard Model: A Fuzzy-Delphi Approach During COVID-19. In *Computational Intelligence Techniques for Green Smart Cities* (pp. 107–127). Springer. doi:10.1007/978-3-030-96429-0_5

Bentalha, B., Hmioui, A., & Alla, L. (2019). The digitalization of the supply chain management of service companies: a prospective approach. In *Proceedings of the 4th International Conference on Smart City Applications* (pp. 1-8). 10.1145/3368756.3369005

Bersin, J. (2014). *The Breakthrough: HR Transformational Talent Analytics*. John Wiley & Sons.

Bethi, J. (2022, April 11). *8 RPA Use Cases in Retail Industry*. https://www.comtecinfo.com/rpa/rpa-use-cases-in-retail-industry/

Bhagat, M. (2020). The study of effect and influence of digitalization on HRM practices, in India. *International Journal of Innovative Science and Research Technology*, *5*(11), 1009–1012.

Bhatnagar, J. (2007). Talent management strategy of employee engagement in Indian ITES employees: Key to retention. *Employee Relations*, *29*(6), 640–663. doi:10.1108/01425450710826122

Bhattacharya, M., & Wright, P. M. (2005). Managing human assets in an uncertain world: Applying real options theory to HRM. *International Journal of Human Resource Management*, *16*(6), 929–948. doi:10.1080/09585190500120574

Bhat, Z. H. (2021). Leveraging Information and Communication Technology for Higher Education amidst the COVID-19 Pandemic. In P. P. Churi, V. Kumar, U. Kose, & N. T. Rao (Eds.), *Technology and Tools in Engineering Education: Research and Innovations* (1st ed., pp. 41–58). CRC Press Taylor and Francis Group. doi:10.1201/9781003102298-3

Birajdar, U. (2021, May 24). *What The Future Of RPA Looks Like*. https://www.forbes.com/sites/forbestechcouncil/2021/05/24/what-the-future-of-rpa-looks-like/?sh=14cd699d1fbb

Biswas, M. K., & Suar, D. (2016). Antecedents and consequences of employer branding. *Journal of Business Ethics*, *136*(1), 57–72. doi:10.100710551-014-2502-3

Bohlander, G., & Snell, S. (2017). *Principles of Human Resource Management*. Cengage Learning.

Bohlouli, M., Mittas, N., Kakarontzas, G., Theodosiou, T., Angelis, L., & Fathi, M. (2017). Competence assessment as an expert system for human resource management: A mathematical approach. *Expert Systems with Applications*, *70*, 83–102. doi:10.1016/j.eswa.2016.10.046

Boin, A., & Hart, P. (2003). Public leadership in times of crisis: Mission impossible? *Public Administration Review*, *63*(5), 544–553. doi:10.1111/1540-6210.00318

Bojanala. (2021). *On the Road to Recovery*. Department of Tourism. https://www.tourism.gov.za/AboutNDT/Publications/Bojanala%20Jan%20to%20March%202021.pdf

Boland, B., Smet, D. A., Palter, R. & Sanghvi. (2020, June 08). *Reimagining the Office and Work Life after COVID-19*. McKinsey. https://www.mckinsey.com

Bowen, D. E., & Ostroff, C. (2004). Understanding HRM-firm performance linkages: The role of the "strength" of the HRM system. *Academy of Management Review*, *29*(2), 203–221.

Brakeley, H., Cheese, P., & Clinton, D. (2004). *The high-performance workforce study 2004*. Available at: www.accenture.com

Brandão, C., Silva, R., & dos Santos, J. V.Brandão. (2019). Online recruitment in Portugal: Theories and candidate profiles. *Journal of Business Research*, *94*, 273–279. doi:10.1016/j.jbusres.2018.04.011

Braverman, H. (1974). *Labor and monopoly capital: The degradation of work in the twentieth century*. Monthly Review Press. doi:10.14452/MR-026-03-1974-07_1

Compilation of References

Breiter, D., Tesone, D. V., Leeuwen, D. V., & Rue, V. (2003). An analysis of hotel employees' motivation using Kovach's ten factor model. *Journal of Human Resources in Hospitality & Tourism*, *1*(4), 63–77. doi:10.1300/J171v01n04_05

Brewster, C. (2011). *International human resource management: A critical text*. Routledge.

Brewster, C., Sparrow, P., & Harris, H. (2005). Towards a new model of globalizing HRM. *International Journal of Human Resource Management*, *16*(6), 949–970. doi:10.1080/09585190500120590

Brookes, S., & Grint, K. (2010). A new public leadership challenge? In The New Public Leadership Challenge. Palgrave Macmillan.

Brookes, S. (2011). Crisis, confidence and collectivity: Responding to the new public leadership challenge. *Leadership*, *7*(2), 175–194. doi:10.1177/1742715010394733

Brown, T. (2008). Design Thinking. *Harvard Business Review* https://hbr.org/2008/06/design-thinking.

Buchanan, D., & Denyer, D. (2013). Researching tomorrow's crisis: Methodological innovations and wider implications. *International Journal of Management Reviews*, *15*(2), 205–224. doi:10.1111/ijmr.12002

Budhwar, P., & Malik, A. (2019). Artificial intelligence: Challenges and opportunities for international HRM. Call for Papers. *International Journal of Human Resource Management.* https://think.taylorandfrancis.com/journal-human-resource-

Bundy, J., Pfarrer, M., Short, C., & Coombs, W. (2017). Crises and crisis management: Integration, interpretation and research development. *Journal of Management*, *43*(6), 1661–1692. doi:10.1177/0149206316680030

Burhan, M., Salam, T. M., Hamdan, A. O., & Tariq, H. (2021). Crisis Management in the Hospitality Sector SMEs in Pakistan During COVID-19. *International Journal of Hospitality Management*, *98*, 103037. doi:10.1016/j.ijhm.2021.103037 PMID:36540853

Burke, W. W., & Litwin, G. H. (1992). A causal model of organizational performance and change. *Journal of Management*, *18*(3), 523–545. doi:10.1177/014920639201800306

Caligiuri, P. (2006). Developing global leaders. *Human Resource Management Review*, *16*(2), 219–228. doi:10.1016/j.hrmr.2006.03.009

Çalişkan, E. N. (2010). The impact of strategic human resource management on organizational performance. *Journal of Naval Science and Engineering*, *6*(2), 100–116.

Camilleri, M. A. (2018). *Travel Marketing, Tourism Economics and the Airline Product*. Springer.

Canary, E. H., & McPhee, D. R. (2011). Toward a Communicative Perspective on Organizational Knowledge. In E. H. Canary & D. R. McPhee (Eds.), *Communication and Organizational Knowledge: Contemporary Issues for Theory and Practice*. Routledge.

Carnevale, J. B., & Hatak, I. (2020). Employee Adjustment and Well-Being in the Era of COVID-19: Implications for Human Resource Management. *Journal of Business Research*, *116*, 183–187. doi:10.1016/j.jbusres.2020.05.037 PMID:32501303

Carr, D. F. (2020, February 11). *Robotic Process Automation (RPA) careers: 4 hot job titles*. https://enterprisersproject.com/article/2020/2/rpa-robotic-process-automation-4-hot-job-titles

Cartwright, S. (1997). An Intervention Strategy for Workplace Stress. *Journal of Psychosomatic Research*, *43*(1), 7–16. doi:10.1016/S0022-3999(96)00392-3 PMID:9263926

Casey, K. (n.d.). *8 Robotic Process Automation (RPA) training and certification courses*. https://enterprisersproject.com/article/2019/7/8-rpa-robotic-process-automation-training-certification-courses

Çeviker-Çynar, G., Mura, G., & Demirbao-Kaplan, M. (2017). Design Thinking: A New Road Map in Business Education. *The Design Journal*, *20*(1), 977–987. doi:10.1080/14606925.2017.1353042

Chamorro-Premuzic, T. (2021). The Essential Components of Digital Transformation. *Harvard Business Review*. www.hbr.org

Chams, N., & García-Blandón, J. (2019). On the Importance of Sustainable Human Resource Management for the Adoption of Sustainable Development Goals. *Resources, Conservation and Recycling*, *141*, 109–122. doi:10.1016/j.resconrec.2018.10.006

Chandler, A. D. (1962). *Strategy and Structure: Chapters in the History of the American Industrial Enterprise*. MIT Press.

Chandrakanta Sahoo, V. P. (2010). Talent Management: Issues and Strategies. *IOSR Journal of Business and Management*, 29-34.

Chatterjee, M. (2022). *How to use Design Thinking in Human Resources*. My Great Learning. https://www.mygreatlearning.com/blog/use-of-design-thinking-in-hr/

Chen, F. Y., & Chang, Y.-H. (2005). Examining airline service quality from a process perspective. *Journal of Air Transport Management*, *11*(2), 79–87. doi:10.1016/j.jairtraman.2004.09.002

Cheng, A., & Brown, A. (1998). HRM strategies and labour turnover in the hotel industry: A comparative study of Australia and Singapore. *International Journal of Human Resource Management*, *9*(1), 136–154. doi:10.1080/095851998341233

Chiang, C. F., & Jang, S. S. (2008). An expectancy theory model for hotel employee motivation. *International Journal of Hospitality Management*, *27*(2), 313–322. doi:10.1016/j.ijhm.2007.07.017

Chopra, K. (2017). Innovative and Interactive Training Techniques in Contemporary Competitive Era. *Amity Journal of Training and Development*, *2*(1), 26–33.

Compilation of References

Chris Ashton, L. M. (2005). Managing talent for competitive advantage: Taking a systemic approach to talent management. *Strategic HR Review*, *4*(5), 28–31. doi:10.1108/14754390580000819

Clerck, J. (2017). Digitalization, Digital Transformation [-SCOOP]. *Differences: A Journal of Feminist Cultural Studies*, i.

Cohen, L., Manion, L., & Morrison, K. (2008). Research methods in education (6th ed.). Routledge Taylor & Francis Group.

Collis, D., & Hussey, R. (2003). *Business research: A practical guide for undergraduate and postgraduate students*. Palgrave Macmillan.

Connely, C. E., Fieseler, C., Cerne, M., Giessner, S. R., & Wong, S. I. (2020). Working in the digitized economy: HRM theory & practice. *Human Resource Management Review*. Advance online publication. doi:10.1016/j.hrmr.2020.100762

Cooke, F. L., Liu, M., Liu, L. A., & Chen, C. C. (2019). Human resource management and industrial relations in multinational corporations in and from China: Challenges and new insights. *Human Resource Management*, *58*(5), 455–471. doi:10.1002/hrm.21986

Corley, A. (2011). *Adult learning theories*. LINCS. https://lincs.ed.gov/sites/ default/files/11_%20TEAL_Adult_Learning_Theory.pdf

Cox, T. H., & Blake, S. (1991). Managing cultural diversity: Implications for organizational competitiveness. *The Academy of Management Executive*, *5*(3), 45–56.

Crawshaw, R. J., Budhwar, P., & Davis, A. (2014). *Human resource management: Strategic & international perspectives*. Sage.

Crespo-Almendros, E., & Del Barrio-García, S. (2016). Online airline ticket purchasing: Influence of online sales promotion type and Internet. experience. *Journal of Air Transport Management*, *53*, 23–34. doi:10.1016/j.jairtraman.2016.01.004

Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*, *16*(3), 297–334. doi:10.1007/BF02310555

Dale, E. (1970). A truncated section of the cone of experience. *Theory into Practice*, *9*(2), 96–100. doi:10.1080/00405847009542260

Dam, R., & Siang, T. (2019). *What is Design Thinking and Why Is It So Popular?* Interaction Design. https://www.interaction-design.org/literature/article/what-is-design-thinking-and-why-is-it-so-popular.

Dam, R., & Siang, T. (2021). *5 Stages in the Design Thinking*. Interaction Design. https://www.interaction-design.org/literature/article/5-stages-in-the-design-thinking-process

Danysz, K., Cicirello, S., Mingle, E., Assuncao, B., Tetarenko, N., Mockute, R., & Desai, S. (2019). Artificial intelligence and the future of the drug safety professional. *Drug Safety*, *42*(4), 491–497. doi:10.100740264-018-0746-z PMID:30343417

David, G., & Collings, K. M. (2009). Strategic Talent Management: A Review and Research Agenda. *Human Resource Management Review*, 304–313.

Dayal, I. (1993). *Designing HRD System*. Concept Publishing Company.

Deffinika, I., Putri, W. I., & Angin, B. K. (2021). Higher Education and Training Towards Global Competitiveness and Human Development in Indonesia. *Geo Journal of Tourism and Geosites*, *38*(4), 1280–1288. doi:10.30892/gtg.38436-770

Deitchman, S. (2013). Enhancing crisis leadership in public health emergencies. *Disaster Medicine and Public Health Preparedness*, *7*(5), 534–540. doi:10.1017/dmp.2013.81 PMID:24274133

Deloitte. (2019). Leading the social enterprise. Reinvent with a human focus (Deloitte global human capital trends report). Deloitte University Press.

Demetris Vrontis, D., Christofi, M., Pereira, V., & Tarba, S. (2021). Artificial intelligence, robotics, advanced technologies and human resource management: A systematic literature review. *International Journal of Human Resource Management*, 1–30.

DeSimone, R. L., Werner, J. M., & Harris, D. M. (2002). *Human Resource Development*. Harcourt College Publishers.

Diethelm, J. (2019). Embodied Design Thinking. *Journal of Design, Economics, and Innovation*, *5*(1), 44–54.

Dilmegani, C. (2022b, November 17). *Intelligent Automation in Financial Services & Banking in 2022*. https://research.aimultiple.com/intelligent-automation-in- b anking/

Dilmegani, C. (2022a, June 14). Trends Shaping the Future of RPA. *Innovations: Technology, Governance, Globalization*. https://research.aimultiple.com/future-of-rpa/

Dirani, K. M., Abadi, M., Alizadeh, A., Barhate, B., Garza, R. C., Gunasekara, N., & Majzun, Z. (2020). Leadership competencies and the essential role of human resource development in times of crisis: A response to Covid-19 pandemic. *Human Resource Development International*, *23*(4), 380–394. doi:10.1080/13678868.2020.1780078

Dunne, D. (2018). Implementing design thinking in organisations. *Journal of Organisation Design*, *7*(16), 1–16.

Edgar. (2017). Machine Learning. In *Research Methods for Cyber Security*. (pp. 153-173). Elsevier Inc.

Ekwujuru, P. (2016). *Tourism contributes N1.7bn to GDP in Q32016*. Vanguard Newspaper.

Compilation of References

Elaine Farndale, H. S. (2010). The role of the corporate HR function in global talent management. *Journal of World Business*, *45*(2), 161–168. doi:10.1016/j.jwb.2009.09.012

Ernst & Young Global Limited. (2017, May 25). *Impact of Robotics, RPA and AI on the insurance industry: challenges and opportunities*. https://www.ey.com/en_dk/financial-services--emeia-insights/impact-of-robotics-rpa-and-ai-on-the-insurance-industry-challenges-and-opportunities

Escalante, H. J., Guyon, I., Escalera, S., Jacques, J., Madadi, M., Baró, X., Ayache, S., Viegas, E., Güçlütürk, Y., Güçlü, U., van Gerven, M. A. J., & van Lier, R. (2017). Design of an explainable machine learning challenge for video interviews. In *2017 International Joint Conference on Neural Networks (IJCNN)* (pp. 3688–3695). IEEE. 10.1109/IJCNN.2017.7966320

Eshan, M. R., & Binoy, T. A. (2018). The Role of Digitalization in Human Resource Management in Star Category Hotels: A Review. [JETIR]. *Journal of Emerging Technologies and Innovative Research*, *5*(12), 203–211.

Fahed-Sreih, J. (2018). Introductory Chapter: Human Resources in the Twenty-First Century. In Human Resource Planning for the 21st Century. IntechOpen.

Farooq, M. S., Salam, M., Fayolle, A., Jaafar, N., & Ayupp, K. (2018). Impact of service quality on customer satisfaction in Malaysia Airlines: A PLS-SEM approach. *Journal of Air Transport Management*, *67*, 169–180. doi:10.1016/j.jairtraman.2017.12.008

Finch, S. (2019, May 9). *5 industry applications of RPA*. https://foundry4.com/5-industry-applications-of-rpa

Fleming, S. (2000). *From personnel management to HRM: key issues and challenges*. eDoc. http://edoc.vifapol.de/opus/volltexte/2009/1110/pdf/From_Personnel_Management_to_HRM_Key_Issues_and_Challenges1.pdf

Fraij, J., & László, V. (2021). A literature review: Artificial intelligence impact on the recruitment process. *International Journal of Engineering and Management Sciences*, *6*(1), 108–119. Advance online publication. doi:10.21791/IJEMS.2021.1.10.

Frankenfield J. (2022, February 14). *Robotic Process Automation (RPA)*. https://www.investopedia.com/terms/r/robotic-process-automation-rpa.asp

Frenkel, R., & Ros, J. (2006). Unemployment and the real exchange rate in Latin America. *World Development*, *34*(4), 631–646. doi:10.1016/j.worlddev.2005.09.007

Friedlander, J., Murphy, L., & Lesley-Ann, N. (2021). New approaches to social innovation: design thinking theory, practice and critique. *13th International Social Innovation Research Conference "Enabling the change! Social innovation and enterprises for a better future."* E4Impact Foundation Università Cattolica del Sacro Cuore (Milan)

Gagné, M. (2009). *A model of knowledge-sharing motivation*. School of Business Administration, The University of Michigan, Human Resources Management.

Garg, S., Sinha, S., Kar, A., & Mani, M. (2021a). A review of machine learning applications in human resource management. *International Journal of Productivity and Performance Management*. doi:10.1108/IJPPM-08-2020-0427

Gençer, G. (2022, September 22). *Fraud Detection, Machine Learning How AI Can Improve Fraud Detection & Prevention in 2022?* https://research.aimultiple.com/ai-fraud-detection/

George, G., & Thomas, M. R. (2019). Integration of Artificial Intelligence in Human Resource. *International Journal of Innovative Technology and Exploring Engineering*, *9*(2), 5069–5073. doi:10.35940/ijitee.L3364.129219

Georgiev, D. (2022). *Artificial intelligence predictions for 2022*. https://techjury.net›Blog›Guides

Getha-Taylor, H., Holmes, M. H., Jacobson, W. S., Morse, R. S. & Sowa, J. E. (2011). Focusing the public leadership lens: research propositions and questions in the Minnow brook tradition. *Journal of Public Administration Research and Theory*, *21*(1), i83-i97.

Gillis, A. S. (2020, February). *Definition screen scraping*. https://www.techtarget.com/searchdatacenter/definition/scree n-scraping

Girish, C. J. (2015). Design of Bank Cheque Validation System. *International Journal of Engineering Research & Technology*, *4*(05), 429–433. doi:10.17577/IJERTV4IS050518

Glenn, J., Chaumont, C., & Villalobos, P. (2021). Public health leadership in the times of COVID-19: A comparative case study of three countries. *International Journal of Public Leadership*, *17*(1), 81–94. doi:10.1108/IJPL-08-2020-0082

Glikson, E., & Woolley, A. W. (2020). Human trust in artificial intelligence: Review of empirical research. *The Academy of Management Annals*, *14*(2), 627–660. doi:10.5465/annals.2018.0057

Gold, J., Holden, R., Stewart, J., Iles, P., & Beardwell, J. (2013). *Human resource development: Theory and practice*. Palgrave Macmillan. doi:10.1007/978-1-137-08808-6

Gopinathan, S., Kaur, A. H., Ramasamy, K., & Raman, M. (2021). Enhancing innovative delivery in schools using design thinking. *F1000 Research*, *2021*, 1–13. PMID:35035891

Graham, J. T. (2021, January 25). *Five ways AI is disrupting human resource management*. Sage HR. blog.sage.hr

Gratton, L. (1999). *Strategic human resource management*. Oxford University Press.

Gray, M. (2009). Public health leadership: Creating the culture for the twenty-first century. *Journal of Public Health*, *31*(2), 208–209. doi:10.1093/pubmed/fdp034 PMID:19423545

Greenwood, M. (2013). Ethical analyses of HRM: A review and research agenda. *Journal of Business Ethics*, *114*(2), 355–366. doi:10.100710551-012-1354-y

Gregory, V. (2019). Incorporating International Information Systems. -. *The Journal of Strategic Information Systems Amsterdam*, *28*(2), 118–144.

Compilation of References

Grossling, S. (2020). Risks, Resilience, and Pathways to sustainable Aviation: A COVID-19 Perspective. *Journal of Air Transport Management*, *89*, 101933. doi:10.1016/j.jairtraman.2020.101933 PMID:32952322

Gupta, S. K., & Joshi, R. (2016). *Human resource management text and cases*. Kalyani Publishers.

Hacker, L. (2019). Creating Empathy in. *Medium*. https://medium.com/accpl/creating-empathy-in-design-a65f9c5f44cc; .

Hagberg, J., Sundstrom, M., & Egels-Zandén, N. (2016). The digitalization of retailing: An exploratory framework. *International Journal of Retail & Distribution Management*, *44*(7), 694–712. doi:10.1108/IJRDM-09-2015-0140

Hamel, G., & Zanini, M. (2020). *Humanocracy*. Harvard Business Review Press.

Hamilton, T. (2022, October 1). *What is RPA? Full Form, Benefits, Design Tools & Application*. https://www.guru99.com/robotic-process-automation-tutorial.html

Hamilton, R. H., & Sodeman, W. A. (2020). The questions we ask: Opportunities and challenges for using big data analytics to strategically manage human capital resources. *Business Horizons*, *63*(1), 85–95. doi:10.1016/j.bushor.2019.10.001

Hannah, S. T., Uhl-Bien, M., Avolio, B. J., & Cavarretta, F. L. (2009). A framework for examining leadership in extreme contexts. *The Leadership Quarterly*, *20*(6), 897–919. doi:10.1016/j.leaqua.2009.09.006

Hassan, M., Azmat, U., Sarwar, S., Adil, I. H., & Gillani, S. H. M. (2020). Impact of job satisfaction, job stress and motivation on job performance: A case from private universities of karachi. *Kuwait Chapter of the Arabian Journal of Business and Management Review*, *9*(2), 31–41. doi:10.12816/0056346

Hassard, J., & Wolfram Cox, J. (2013). Can sociological paradigms still inform organizational analysis? A paradigm model for post-paradigm times. *Organization Studies*, *34*(11), 1701–1728. doi:10.1177/0170840613495019

Hatch, P. (2016). Deliveroo and Foodora accused of using sham contracts for bicycle delivery riders. *The Sydney Morning Herald*. Retrieved from https://www.smh.com.au/ business/workplace/deliveroo-and-foodora-accused-of-using-sham-contactsforbicycle delivery-riders-20160329-gnsu7g.html

Hays, M. J, & Hill, V. A. (1999, Oct.). Gaining competitive service value through performance motivation. *Journal of Strategic Performance Measurement*, 36-40.

Hecklau, F., Galeitzke, M., Flachs, S., & Kohl, H. (2016). Holistic approach for human resource management in industry 4.0. *Procedia CIRP*, *54*, 1–6. doi:10.1016/j.procir.2016.05.102

Heemskerk, E. M., & Takes, F. W. (2016). The corporate elite community structure of global capitalism. *New Political Economy*, *21*(1), 90–118. doi:10.1080/13563467.2015.1041483

Heller, M. (2021, June 17). How to choose RPA software: 10 key factors to consider. *CIO*. https://www.cio.com/article/188788/how-to-choose-rpa-software-for-your-business.html

Helsloot, I., & Groenendaal, J. (2017). It's meaning-making, stupid! Success of public leadership during flash crises. *Journal of Contingencies and Crisis Management*, *25*(4), 350–353. doi:10.1111/1468-5973.12166

Henseler, J., Guerreiro, M., & de Matos, N. (2021). The interplay of marketing and design. *Review of Managerial Science*, 1–9.

Hernández-Ramírez, R. (2018). On Design Thinking, Bullshit, and Innovation. *Journal of Science and Technology of the Arts*, *10*(3), 45–57. doi:10.7559/citarj.v10i3.555

Heskett, J. L., Sasser, W. E., & Schlesinger, L. A. (1997). *The service-profit chain*. Free Press.

Heuvel, S. V., & Bondarouk, T. (2017). The rise (and fall?) of HR analytics: A study into the future application, value, structure, and system support. *Journal of Organizational Effectiveness: People and Performance*, *4*(2), 127–148.

Hill, C. W. L., & Jones, G. R. (2018). *Strategic management: An integrated approach*. Cengage Learning.

Hmioui, A., Alla, L., & Bentalha, B. (2017). *Impact des pratiques de la RSE sur la performance commerciale des entreprises touristiques: Cas des établissements hôteliers de Fès*. Academic Press.

Hmioui, A., Alla, L., & Bentalha, B. (2019). La performance touristique territoriale: Cas de la destination Fès. *Alternatives Managériales Economiques*, *1*(1), 3–21.

Hmioui, A., & Bentalha, B. (2021). Service supply chain management: A literature review. *International Journal of Logistics Systems and Management*, *40*(3), 332–353. doi:10.1504/IJLSM.2021.120253

Hollingsworth, J. R., & Streeck, W. (1994). *Countries and sectors: Concluding remarks on performance, convergence and competitiveness*. Oxford University Press.

Hongal, P., & Kinange, U. (2020). A Study on Talent Management and its Impact on Organization Performance- An Empirical Review. *International Journal of Engineering and Management Research*, *10*(1), 64–71. doi:10.31033/ijemr.10.1.12

Hoy, K. W., & Miskel, G. C. (2005). *Educational administration: Theory, research, and practice*. McGraw-Hill.

HR Exchange Network. (2019, November 9). *AI in HR*. HR Exchange Network: hrexchangenetwork.com

Compilation of References

Hsieh, T. Y., Lu, S.-T., & Tzeng, G.-H. (2004). Fuzzy MCDM approach for planning and design tenders selection in public office buildings. *International Journal of Project Management*, *22*(1), 573–584. doi:10.1016/j.ijproman.2004.01.002

Huang, M. H., & Rust, R. T. (2018). Artificial Intelligence in service. *Journal of Service Research*, *21*(2), 155–172. doi:10.1177/1094670517752459

Hur, W.-M., Moon, T., & Jun, J.-K. (2016). The effect of workplace incivility on service employee creativity: The mediating role of emotional exhaustion and intrinsic motivation. *Journal of Services Marketing*, *30*(3), 302–315. doi:10.1108/JSM-10-2014-0342

IATA. (2017). *Instructional techniques for dgr-categories 4, 5, 7, 8, 9, 10, 11, 12 PowerPoint slides. Training Department*. IATA Training Center.

Ibemere, E., (2014). Hospitality business boosts Nigeria's economy. arxiv.

IBM Cloud Education. (2021a, March 5). *Intelligent Automation*. https://www.ibm.com/cloud/learn/intelligent-automation

IBM Cloud Education. (2021b, October 15). *Differentiating Between Intelligent Automation and Hyperautomation*. https://www.ibm.com/cloud/blog/differentiating-between-intelligent-automation-and-hyperautomation

IdeaWorksCompany. (2018a). *Th e 2017 Ca rTrawler Yearbook of Ancillary Revenue*. Idea Works Company. http://www.ideaworkscompany.com/wp-content/uploads/2018/09/2018-Ancillary-Revenue-Yearbook-R.pdf

Ilesanmi, A., & Chidi, C. O. (2019). Investment in human capital development for capacity building in Nigeria. *Pacific University Journal of Social Sciences*, *5*(1), 15–27.

ILO. (2018). The economics of artificial intelligence: The implications for the future of work. Code: DTP-SCR-REP. ILO.

IMF. (2015). *Global Implications of Lower Oil Prices.* https://www.imf.org/external/pubs/f

International Air Transport Association. (2010). *Airline Customer Service*. IATA Press.

International Air Transport Association. (2013). *Airline Marketing Management*. IATA Press.

Iqbal, N., Ahmad, M., Allen, M., & Raziqq, M. (2019). Does e-HRM improve labour productivity? A study of commercial bank workplaces in Pakistan. *Employee Relations*, *40*(2), 281–297. doi:10.1108/ER-01-2017-0018

Isha, T., & Pant, M. (2020). Artificial Intelligence Reshaping Human Resource Management: A Review. *2020 IEEE International Conference on Advent Trends inMultidisciplinary Research and Innovation*. University of Liverpool.

Ivanova, D., & Vodenova, P. (2018). Design Thinking as a Innovation Tool in Organisation. *Innovation in Woodworking Industry and Engineering Design*, *1*(13), 25–32.

Jackson, S. E., & Ruderman, M. (1999). *Diversity in work teams: Research paradigms for a changing workplace*. American Psychological Association.

Jamal, T., Kircher, J., & Donaldson, J. P. (2021). Re-Visiting Design Thinking for Learning and Practice: Critical Pedagogy, Conative Empathy. *Sustainability*, *2021*(2), 1–25. doi:10.3390u13020964

Jason, R. (2021, March 3). *What is ICR, IWR, OMR, and OCR: Complete guide with Benefits*. https://techplanet.today/post/what-is-icr-iwr-omr-and-ocr-complete- guide-with-benefits

Jayabalan, N., Zafir, M. M., Jenny, M. L. D. S., Nor, A. A. R., & Muhammad, A. A. (2019). E-recruitment Technology Adoption among Generation Z Job-Seekers. *International Journal of Engineering and Advanced Technology*, *9*(2), 1880–1888. doi:10.35940/ijeat.B3065.129219

Jayabalan, N., Zafir, M. M., Selvanathan, M., Nng, Y. H., Subramaniam, M., Nair, S., & Perumal, I. (2020). HRIS contributions and impact on strategic employee engagement and participation in private education industry. *International Journal of Management*, *11*(11), 309–319.

Jean, E. (2019). *HR data issues caused by lack of customization in HR systems*. SearchHRSoftware. https://www.techtarget.com/searchhrsoftware/tip/HR-data-issu es-causedby-lack-ofcustomization-in-HR-systems

Johnson, R. D., & Gueutal, H. G. (2011). *Transforming HR through technology: The use of e- HR and HRIS in organizations*. Society for Human Resource Management. https://www.shrm.org/hr-today/trends-and-forecasting/special -reports-and-expert views/Documents/HR-Technology.pdf

Johnson, G., Whittington, R., Scholes, K., & Angwin, D. (2011). *Exploring strategy: Text & cases*. Pearson Education.

Jones, P. H., Chisalita, C., & Gerrit, C. (2005). Cognition, technology, and work: special issue on collaboration in context:cognitive and organizational artefacts. *Cognition Technology and Work*, *7*(2), 70–75. doi:10.100710111-005-0176-4

Jong, W. (2017). Meaning-making by public leaders in times of crisis: An assessment. *Public Relations Review*, *43*(5), 1025–1035. doi:10.1016/j.pubrev.2017.09.003

Joynes, C., Rossignoli, S., & Amonoo-Kuofi, E. F. (2019). *21st Century Skills: evidence of issues in definition, demand and delivery for development contexts. Connected Learning Alliance, Digital Media and Learning Research Hub*. Issue August.

Jung, K., Jae Moon, M., & Hahm, S. D. (2008). Exploring the linkage between ministerial leadership and performance in Korea. *Administration & Society*, *40*(7), 667–690. doi:10.1177/0095399708323135

Kabir, O. (2018). Top 10 hotels in Nigeria.

Compilation of References

Kadhim, F. A., Abdullah, T. F., & Abdullah, M. F. (2016). Effects of marketing mix on customer satisfaction: Empirical study on tourism industry in Malaysia. *International Journal of Applied Research*, *2*(2), 357–360.

Kakhki, F. D., Freeman, S. A., & Mosher, G. A. (2019). Evaluating machine learning performance in predicting injury severity in agribusiness industries. *Safety Science*, *117*, 257–262. doi:10.1016/j.ssci.2019.04.026

Kaliyamoorthy, S., Al-Shibami, A. H., Nusari, M., & Ghosh, A. (2018). Effect of motivation on employee retention in Malaysian hotels. *International Journal of Management and Human Science*, *2*(1), 37–42.

Kankaew, K. (2022). Preface. In K. Kankaew (Ed.), *Global Air Transport Management and Reshaping Business Models for the New Era*. IGI Global Publishing. doi:10.4018/978-1-6684-4615-7

Kankaew, K., & Treruttanaset, P. (2020). The Organizational Culture Affecting Job Performance of Newly Hired Employees: A Case Study of the Customs Bureau at Bangkok Suvarnabhumi International Airport, Thailand. In A. Bejaoui (Ed.), *Corporate Leadership and Its Role in Shaping Organizational Culture and Performance*. IGI Global Publishing.

Kaplan, A., & Haenlein, M. (2019). Siri, Siri, in my hand: Who's the fairest in the land? On the interpretations, illustrations, and implications of artificial intelligence. *Business Horizons*, *62*(1), 15–25. doi:10.1016/j.bushor.2018.08.004

Kappagantula, S. (2021, November 23). *What is RPA? – How it Works, RPA Tools & Applications*. https://www.edureka.co/blog/what-is-robotic-process- automat ion/

Kapucu, N., & Van Wart, M. (2008). Making matters worse: An anatomy of leadership failures in managing catastrophic events. *Administration & Society*, *40*(7), 711–740. doi:10.1177/0095399708323143

Karatepe, M. O., & Uludağ, O. (2007). Conflict, exhaustion and motivation: A study of frontline employees in Northern Cyprus hotels. *Hospital Management*, *26*(2), 645–665. doi:10.1016/j.ijhm.2006.05.006

Karr, J. (2020). *COVID-19, 4IR and the Future of Work*. https://www.apec.org/docs/default-source/Publications/2020/6/COVID-19-4IR-and-the-Future-of-Work/220_PSU_Covid-19-4IR-and-the-Future-of-Work.pdf

Kaufman, B. E. (2014). History of the British industrial relations field reconsidered: Getting from the Webbs to the new employment relations paradigm. *British Journal of Industrial Relations*, *52*(1), 1–31. doi:10.1111/j.1467-8543.2012.00907.x

Kaur, R. (2013). Empirical Study of Talent Management Program and Its Impact on the Employee's Retainment and Performance in Indian Supermarket Big Bazaar. *Human Resource Management Research*, 61-70.

Kazmi, A. (2009). Strategic Management and Business Policy, (3rd Edition). Tata McGRAW Hill

Kerrissey, M., & Edmondson, A. (2020). What good leadership looks like during this pandemic? *Harvard Business Review*, *13*(1).

Keynes, J. M. (1937). The general theory of employment. *The Quarterly Journal of Economics*, *51*(2), 209. doi:10.2307/1882087

Khan, K. S. R. M. (n.d.). *RPA Applications in Healthcare can be a Gamechanger*. https://www.sia-partners.com/en/news-and-publications/from-our-experts/rpa-a pplications-healthcare-can-be-gamechanger

Khedher, M. (2015). An inspiring resource for developing personal branding phenomena. *The Marketing Review*, *15*(1), 117–131. doi:10.1362/146934715X14267608178802

Khuong, M., Mai, T., & Phuong, N. (2020). The impacts of human resource management practices on employees' motivation and loyalty. *Management Science Letters*, *10*(11), 2673–2682. doi:10.5267/j.msl.2020.3.025

Khurana, D., Koli, A., Khater, K., & S. S. (2017). Natural Language Processing: State of The Art, Current Trends and Challenges. *Reserachgate*.

Kingir, S., & Mesci, M. (2010). Factors that affect hotel employees motivation, the case of Bodrum. *Serbian Journal of Management*, *5*(1), 59–76.

Kirlin, J. J. (1996). The big questions of public administration in a democracy. *Public Administration Review*, *56*(5), 416–423. doi:10.2307/977040

Kleinsmann, M., Valkenburg, R., & Sluijs, J. (2017). Capturing the value of design thinking in different innovation practices. *International Journal of Design*, *11*(2), 25–40.

Knowles, M. S. (1978). *The adult learner: A neglected species*. Gulf Publishing.

Komissarov, O. (2020, March 27). *How Robotic Process Automation Is Transforming Financial Services.* https://www.dataart.com/blog/how-robotic-process-automation-is-transforming-financial-services

Kotler, P., & Armstrong, G. (2016). *Principles of marketing: Global edition* (16th ed.). Pearson.

Kotler, P., & Keller, K. (2016). *Marketing management* (15th ed.). Pearson.

Kovach, K. (1987). What motivates employees? Workers and supervisors give different answers. *Business Horizons*, *30*(5), 58–65. doi:10.1016/0007-6813(87)90082-6

KPMG. (2016). *Man, machine and strategy. How technology will-and won't-distrust your business strategy*. Global Strategy Group KPMG International. https://assets.kpmg/content/dam/kpmg/mu/pdf/man-machine-and-strategy.pdf

KPMG. (2019). *Rise of the humans 3: shaping the workforce of the future*. KPMG.

Compilation of References

Kraiger, K., Ford, J. K., & Salas, E. (1993). Application of cognitive, skill-based, and affective theories of learning outcomes to new methods of training evaluation. *The Journal of Applied Psychology*, *78*(1), 31–43. doi:10.1037/0021-9010.78.2.311

Kramer, R. (2005). *Developing global leaders: Enhancing competencies and accelerating the expatriate experience*. The Conference Board.

Kumar, D., Rahman, Z., & Chan, F. T. (2017). A fuzzy AHP and fuzzy multi-objective linear programming model for order allocation in a sustainable supply chain: A case study. *International Journal of Computer Integrated Manufacturing*, *30*(6), 535–551. doi:10.1080/09 51192X.2016.1145813

Kummitha, R. K. R. (2019). Design thinking in social organisations: Understanding the role of user engagement. *Creativity and Innovation Management*, *28*(1), 101–112. doi:10.1111/caim.12300

Kwon, J., Choi, Y., & Hwang, Y. (2021). Enterprise Design Thinking: An Investigation on User-Centered Design Processes in Large Corporations. *Designs*: 1 – 14. https://www.mdpi.com/journal/designs

Larivière, B., Bowen, D., Andreassen, T. W., Kunz, W., Sirianni, N. J., Voss, C., Wünderlich, N. V., & De Keyser, A. (2017). "Service Encounter 2.0": An investigation into the roles of technology, employees, and customers. *Journal of Business Research*, *79*, 238–246. doi:10.1016/j.jbusres.2017.03.008

Lave, J., & Wenger, E. (1991). *Situated learning: Legitimate peripheral participation*. Cambridge University Press. doi:10.1017/CBO9780511815355

Lazarević, L. (2018). Sources of Workplace Stress in service sector organizations. *Journal of Psychosomatic Research*, *43*(15), 217–229. doi:10.22190/FUEO1803217L

Lengnick-Hall, C. A., & Lengnick-Hall, M. L. (2009). Strategic human resource management: The evolution of the field. In *Handbook of Human Resource Management in Government* (pp. 3–21). John Wiley & Sons, Inc. doi:10.1016/j.hrmr.2009.01.002

Lenin, V. I. (1905). Party organization and party literature. *Novaya Zhizn (Marxists)*, 12.

Leon, S., & Uddin, N. (2017). Airline Ancillary Services: An Investigation into Passenger Purchase Behavior. *Journal of the Transportation Research Forum*, *56*, 41–62. doi:10.5399/osu/jtrf.56.1.4411

Leontief, W. (1983). National perspective: The definition of problems and opportunities. In The long-term impact of technology on employment and unemployment. The National Academies Press.

Liang, X., Wang, D., & Fan, W. (2015). The impact of human resource development on organizational performance: Evidence from the hospitality industry. *Cornell Hospitality Quarterly*, *56*(3), 273–282.

Libert, K., Cadieux, N., & Mosconi, E. (2020). Human-Machine Interaction and Human Resource Management Perspective for Collaborative Robotics Implementation and Adoption. *Proceedings of the 53rd Hawaii International Conference on System Sciences*, (pp. 533-542). IEEE.

Liboni, L. B., Cezarino, L. O., Jabbour, C. J. C., Oliveira, B. G., & Stefanelli, N. O. (2019). Smart industry and the pathways to HRM 4.0: Implications for SCM. *Supply Chain Management*, *24*(1), 124–146. doi:10.1108/SCM-03-2018-0150

Licklider, J. C. R. (1960). Man-computer machine symbiosis. *IRE Transactions on Human Factors in Electronics, 1*, 4-11. https://groups.csail.mit.edu/medg/pe

Liu, F., Shi, Y., & Liu, Y. (2017). Intelligence quotient and intelligence grade of artificial intelligence. *Annals of Data Science*, *4*(2), 179–191. doi:10.100740745-017-0109-0

Liu, Y., Combs, J. G., Ketchen, D. J. Jr, & Ireland, R. D. (2007). The value of human resource management for organizational performance. *Business Horizons*, *50*(6), 503–511. doi:10.1016/j.bushor.2007.07.002

Liu, Y.-S., & Wohlsdorf Arendt, S. (2016). Development and validation of a work motive measurement scale. *International Journal of Contemporary Hospitality Management*, *28*(4), 700–716. doi:10.1108/IJCHM-02-2014-0091

Lorsuwannarat, T. (2013). *Organizational Theory: Multi-Paradigm Perspectives*. DK Printing World.

Lowe, R. (2015). Managing Workplace Stress: Psychosocial Hazard Risk Profiles in Public and Private Sector Australia. *Australian Journal of Rehabilitation Counselling*, *13*(2).

Lundberg, A., & Westerman, G. (2020). The transformative CLO. *Harvard Business Review*. https//:www.hbr.org

Mahlakoana, T. (2019). SA can achieve economic growth of at least 5%, says Ramaphosa. *Business Live.* https://www.businesslive.co.za/bd/national/2019-01-29-sacan-achieve-economic-growth-of-at-least-5-says-ramaphosa/.

Malaval, P., Bénaroya, C., & Aflalo, J. (2014). *Aerospace Marketing Management; A Handbook for the Entire Value Chain* (1st ed.). Springer International Publishing. doi:10.1007/978-3-319-01354-1

Malik, A., Budhwar, P., & Srikanth, N. (2020b). Gig Economy, 4IR and Artificial Intelligence: Rethinking Strategic HRM. In Human & Technological Resource Management (HTRM): New Insights into Revolution 4.0 (pp. 75-88). Emerald Publishing Limited.

Malik, A., Budhwar, P., Patel, C., & Srikanth, N. (2020a). May the bots be with you! Delivering HR cost-effectiveness and individualised employee experiences in an MNE. *International Journal of Human Resource Management*.

Malik, A., Budhwar, P., & Srikanth, N. R. (2020). Gig economy, 4IR and artificial Intelligence: Rethinking strategic HRM. In *Human & Technological Resource Management (HTRM): New Insights into Revolution 4.0*. Emerald Publishing Limited., doi:10.1108/978-1-83867-223-220201005

Compilation of References

Malik, A., Pereira, V., & Budhwar, P. (n.d.). HRM in the global information technology (IT) industry: Towards multivergent configurations in strategic business partnerships. *Human Resource Management Review*. Advance online publication. doi:10.1016/j.hrmr.2020.100743

Malik, F., & Shahabuddin, S. (2015). Occupational Health Stress in the Service Sector. *Qualitative Report*, *20*(3), 234–250. doi:10.46743/2160-3715/2015.2272

Manafzadeh, Z., Ghafarloo, A., Sayadan, M. C., Sendi, J. S., Elahi, S., Hosseinzadeh, S., & Janati, N. (2012). Does Marketing Mix Have Effect on Consumers Behavior of Dairy Products? *Journal of Basic and Applied Scientific Research*, *2*(6), 5823–5827.

Maor, M. (2014). Policy persistence, risk estimation and policy underreaction. *Policy Sciences*, *47*(4), 425–443. doi:10.100711077-014-9203-8

Marglin, S. A. (1974). What do bosses do? The origins and functions of hierarchy in capitalist production. *The Review of Radical Political Economics*, *6*(2), 60–112. doi:10.1177/048661347400600206

Marion, T., Cannon, D., Reid, T., & McGowan, A. M. (2021). *A Conceptual Model for Integrating Design Thinking and Lean Startup Methods into the Innovation Process*. Proceedings of the International Conference on Engineering Design (ICED21), Gothenburg, Sweden. 10.1017/pds.2021.4

Mather, P. (2020). Leadership and governance in a crisis: Some reflections on COVID-19. *Journal of Accounting and Organizational Change*, *16*(4), 579–585. doi:10.1108/JAOC-08-2020-0123

Mathis, R. L., & Jackson, J. H. (2016). *Human Resource Management: Essential Perspectives*. Cengage Learning.

Mathis, R. L., & Jackson, J. H. (2018). *Human resource management: Essential perspectives* (13th ed.). Cengage Learning.

Mathur, A. (2019). Evolution of Human Resource Management. *IME Journal*, *13*(2), 182. doi:10.5958/2582-1245.2019.00013.7

Matthews, J., & Wrigley, C. (2017). Design and Design Thinking in Business and Management Higher Education. *Journal of Learning Design*, *1*(10), 41–54. https://www.researchgate.net/publication/312184607. doi:10.5204/jld.v9i3.294

Mau, T. A. (2020). Public sector leadership: An emerging subfield with tremendous research potential. *Canadian Public Administration*, *63*(1), 140–147. doi:10.1111/capa.12361

Mayfield, J., & Mayfield, M. (2018). Motivating Language Theory-Effective Leader Talk in the Workplace. Palgrave Macmillan. doi:10.1007/978-3-319-66930-4

Mazlum, Ç. (2018). The Effect of Psychological Capital Level of Employees on Workplace Stress and Employee Turnover Intention. *Innovar (Universidad Nacional de Colombia)*, *28*(68). Advance online publication. doi:10.15446/innovar.v28n68.70472

McCall, M., & Hollenbeck, G. (2002). *Developing global executives: The lessons of international experience*. Harvard Business School Publishing.

McCarthy, S. (2018). Good design doesn't just happen. *Medium*. https://medium.com/@loft27design/good-design-doesnt-just-happen-7602358096e5

McHugh, B. (2022, November 8). *What Is Intelligent Process Automation And Why Does It Matter?* https://www.advsyscon.com/blog/what-is-intelligent-process-automation/

McKinsey & Company (2020b, Aug.). Prioritize people in times of crisis: an interview with the CEO of BHP. *McKinsey Quarterly*.

McKinsey & Company. (2020a). *Addressing climate change in a post-pandemic world*. Available at: www.mckinsey.com/business-functions/sustainability/our-insights/addressing-climate-changein-a-post-pandemic-world

McKinsey. (October 03, 2021). *How to Embark on a Transform Journey*. McKinsey. https://www.mckinsey.com

McLean, L. D. (2005). Organizational culture's influence on creativity and innovation: A review of the literature and implications for human resource development. *Advances in Developing Human Resources*, *7*(2), 226–246. doi:10.1177/1523422305274528

McTernan, W. (2011). Psychosocial Safety Climate: A Multilevel Theory of Work Stress in the Health and Community Service Sector. *Epidemiology and Psychiatric Sciences*, *20*(4), 287–293. doi:10.1017/S2045796011000588 PMID:22201204

Megan J. J. (2016). *Workplace Stress, Burnout and Coping: A Qualitative Study of the Experiences of Australian Disability Support Workers*. doi:10.1111/hsc.12409

Megginson, L. C. (1977). *Personnel and human resources administration*. Richard D. Irwin Inc.

Mensah, J. K. (2015). A "coalesced framework" of talent management and employee performance. *International Journal of Productivity and Performance Management*, *64*(4), 544–566. doi:10.1108/IJPPM-07-2014-0100

Mezirow, J. (1991). *Transformative dimensions of adult learning*. Jossey-Bass.

Mhlanga, O. (2018). Factors influencing employee motivation in hotels. *African Journal of Hospitality, Tourism and Leisure*.

Minbaeva, D. (2020). Disrupted HR? *Human Resource Management Review*, 100820.

Miranda, C. (2021, May 28). *Web scraping vs screen scraping? Is there a difference?* https://www.parsehub.com/blog/web-scraping-vs-screen-scraping/

Compilation of References

Mochi, F., Bissola, R., & Imperatori, B. (2017) Professional and non-professional social media as recruitment tools: The impact on job seekers' attraction and intention to apply. In: Bondarouk., Ruël, HJM., and Parry, E. (eds.) Electronic HRM in the Smart Era (The Changing Context of Managing People). Bingley: Emerald Publishing Limited, pp. 109-135.

Modi, J. K. S. B. (2017). *Creating Business Value Through Next-Generation Smart Digital Workforce*. https://cdn2.hubspot.net/hubfs/495128/2017_10_everest_group_next-gen_digital_workforce.pdf?submissionGuid=70ee2c7b-a866-496a-ab6b-c37739aceca4

Mogale, P. T., & Odeku, K. O. (2019). Reflections on Major Challenges facing Tourism Sector in South Africa. *African Journal of Hospitality, Tourism and Leisure*, *8*(3), 1–16.

Mohammad, H. I. (2015). 7ps marketing mix and retail bank customer satisfaction in northeast nigeria. *British Journal of Marketing Studies*, *3*(3), 71–88.

Mohammed, Z. (2019). *Artificial intelligence definition, ethics and standards. Electronics Communications: Law, Standards, and Practice|18ELECO71. The British University in Egypt*. BUE.

Mohanta, B., Nanda, P., & Patnaik, S. (2020). Management of v. UCA (volatility, uncertainty, complexity and ambiguity) using machine learning techniques in industry 4.0 paradigm. In S. Patnaik (Ed.), *New Paradigm of Industry 4.0: Internet of Things, Big Data & Cyber-Physical Systems* (pp. 1–24). Springer International Publishing. doi:10.1007/978-3-030-25778-1_1

Moodie, R. (2016). Learning about self: Leadership skills for public health. *Journal of Public Health Research*, *5*(1), 679. doi:10.4081/jphr.2016.679 PMID:27190982

Mousa, S. K., & Othman, M. (2020). The Impact of Green Human Resource Management Practices on Sustainable Performance in Healthcare Organizations: A Conceptual Framework. *Journal of Cleaner Production*, *243*, 118595. doi:10.1016/j.jclepro.2019.118595

Mulang, H. (2021). The Effect of Competences, Work Motivation, Learning Environment on Human Resource Performance. *Golden Ratio of Human Resource Management*, *1*(2), 84–93. doi:10.52970/grhrm.v1i2.52

Müller, J. M., Buliga, O., & Voigt, K. I. (2020). The role of absorptive capacity and innovation strategy in the design of industry 4.0 business Models-A comparison between SMEs and large enterprises. *European Management Journal*, *39*(3), 333–343. doi:10.1016/j.emj.2020.01.002

Munyai, K. (2016). Design Thinking: A Methodology Towards Sustainable Problem Solving in Higher Education in South Africa. *International Conferences ITS*, (pp. 306 – 310). ICEduTech and STE

Muro, M., Maxim, R., & Whiton, J. (2019). *Automation and artificial intelligence. How machines affecting people and places*. Metropolitan Policy Program at Brookings.

Musakuro, R. N., & de Klerk, F. (2021). Academic talent: Perceived challenges to talent management in the South African higher education sector. *SA Journal of Human Resource Management*, *19*, 1–13. doi:10.4102ajhrm.v19i0.1394

Nachit, M., & Okar, C. (2020). Digital transformation of human resources management: A roadmap. *2020 IEEE International Conference on Technology Management, Operations and Decisions*, Marrakech, Morocco. 10.1109/ICTMOD49425.2020.9380608

Nadler, L. (n.d.). *Corporate human resource development*. Van Nostrand.

Nadler, L., & Nadler, Z. (1991). *Developing human resources* (3rd ed.). Jossey-Bass Publishers.

Naiman, L. (2019). *Design Thinking as a Strategy for Innovation*. Creativity Artwork. https://www.creativityatwork.com/design-thinking-strategy-for-innovation/.

Nawaz, N. (2019a). How Far have we come with the study of artificial intelligence for recruitment process. *International Journal of Scientific and Technology Research*, *8*(7), 488–493.

Neha, V., Anuj, G., & Aashish, D. (2021). A Study on the Impact of COVID-19 Pandemic in the Recruitment Process: With Special reference to IT companies of Noida Region. *Turkish Online Journal of Qualitative Inquiry*, *12*(7), 12024–12043.

Ní Shé, C., Farrell, O., Brunton, J., & Costello, E. (2022). Integrating design thinking into instructional design: The #OpenTeach case study. *Australasian Journal of Educational Technology*, *38*(1), 33–52.

Nikpour, A., & Semushkina, S. (2021). Digital shifts in human resource management in the global economy. *BRICS Journal of Economics*, *2*(3), 70–82. doi:10.38050/2712-7508-2021-3-4

Noe. (2012). *Human Resource Management*. McGraw-Hill.

Noh, S. C., & Abdul, K. A. M. (2021). Design thinking mindset to enhance education 4.0 competitiveness in Malaysia. [IJERE]. *International Journal of Evaluation and Research in Education*, *10*(2), 494–501. doi:10.11591/ijere.v10i2.20988

Nunnally, J. (1994). *Psychometric theory* (3rd ed.). McGraw-Hill.

Nyenswah, T., Engineer, C. Y., & Peters, D. H. (2016). Leadership in times of crisis: The example of EbolaVirus disease in Liberia. *Health Systems and Reform*, *2*(3), 194–207. doi:10.1080/23288604.2016.1222793 PMID:31514593

O'Connell, J. F., & Warnock-Smith, D. (2013). An Investigation into Traveler Preferences and Acceptance Levels of Airline Ancillary Revenues. *Journal of Air Transport Management*, *33*, 12–21. doi:10.1016/j.jairtraman.2013.06.006

O'Reilly, D., Leitch, C. M., Harrison, R. T., & Lamprou, E. (2015). Introduction: Leadership in a crisis constructing world. *Leadership*, *11*(4), 387–395. doi:10.1177/1742715015596633

Ocampo, L., Ebisa, J. A., Ombe, J., & Escoto, M. G. (2018). Sustainable ecotourism indicators with fuzzy Delphi method–A Philippine perspective. *Ecological Indicators*, *93*, 874–888. doi:10.1016/j.ecolind.2018.05.060

Compilation of References

Odegaard, F., & Wilson, J. G. (2016). Dynamic Pricing of Primary Products and Ancillary Services. *European Journal of Operational Research*, *251*(2), 586–599. doi:10.1016/j.ejor.2015.11.026

OECD (2021). *Human capital behind AI: Jobs and skills demand from online postings*. OECD Science, Technology and Innovation Policy Papers, September, 2021, No. 120.

OECD. (2019). *Education at a Glance 2019: OECD Indicators*. OECD Publishing. doi:10.1787/f8d7880d-

Ogbeibu, S., Emelifeonwu, J., Senadjki, A., Gaskin, J., & Kaivo-ja, J. (2020). Technological Turbulence and Greening of Team Creativity, Product, Innovation, and Human Resource Management: Implications for Sustainability. *Journal of Cleaner Production*, *244*, 118703. doi:10.1016/j.jclepro.2019.118703

Oladapo, V. (2014). Impact of Talent Management on Retention. *J. Bus. Stud. Q.*, *5*, 19–36.

Opatha, H. H. (2021). Teaching ethics in human resource management education: A study in Sri Lanka. *Prabandhan: Indian Journal of Management*, *14*(1), 8–24. doi:10.17010/pijom/2021/v14i1/157061

Ordóñez, A. S., Lema, C. G., Miño, P. M. F., Lema, C. P. I., & Vega Ma, F. C. (2017). Design Thinking as a Methodology for Solving Problems: Contributions from Academia to Society. 15th LACCEI International Multi-Conference for Engineering, Education, and Technology: "Global Partnerships for Development and Engineering Education", Boca Raton Fl, United States.

Ospina, S. M. (2017). Collective leadership and context in public administration: Bridging public leadership research and leadership studies. *Public Administration Review*, *77*(2), 275–287. doi:10.1111/puar.12706

Oxford Analytica. (2022). *Human-like AI raises deception risks for users*. Expert Briefings. doi:10.118/OXAN-DB271423

Pareek, U., & Rao, T. V. (1981). *Designing and managing human resource systems*. Oxford and IBH Publishing Co. Pvt Ltd.

Parida, S., Ananthram, S., Chan, C., & Brown, K. (2021). Green Office Buildings and Sustainability: Does Green Human Resource Management Elicit Green Behavior? *Journal of Cleaner Production*, *329*, 129764. doi:10.1016/j.jclepro.2021.129764

Pearce, J. A., & Robinson, R. B. (2011). *Strategic management: Formulation, implementation, and control*. McGraw-Hill Irwin.

Pereira, V., Hadjielias, E., Christofi, M., & Demertris, V. (2020). A Systematic Liiterature Review on the Impact of Artificial Intelligence on Workplace Outcomes: A multi-process perspective. *Human Resource Management Review*.

Perreault, W., Cannon, J. P., & McCarthy, E. J. (2012). *Essentials of Marketing: A Marketing Strategy Planning Approach* (13th ed.). McGraw-Hill/Irwin.

Phili, P. (2021). *Rebuilding KZN – 'travel and tourism sector boost.* IOL. https://www.iol.co.za/mercury/news/rebuilding-kzn-travel-and -tourism-sector-boost-1fc58569-e364-4384-8fb6-316fa0076289.

Ponnert, L., & Svensson, K. (2016). Standardisation – the end of professional discretion? *European Journal of Social Work*, *19*(3-4), 586–599. doi:10.1080/13691457.2015.1074551

Porter, M. E. (1996). What is strategy? *Harvard Business Review*, *74*(6), 61–78. PMID:10158475

Prawet Maharatsakul. (2013). *Managing & developing human resources*. Intellectuals.

PricewaterhouseCoopers. (2018). *As good as it gets?* UK Hotels Forecast.

Puska, P. (2007). Health in all policies. *European Journal of Public Health*, *17*(4), 328–338. doi:10.1093/eurpub/ckm048 PMID:17553811

Putra, R., & Ali, H. (2022). Organizational behavior determination and decision making: Analysis of skills, motivation and communication (literature review of human resource management). *Dinasti International Journal of Digital Business Management*, *3*(3), 420–431.

PWC. (2020). *Impact of trade disrupting COVID-19 on South African business.* PWC. https://www.pwc.co.za/en/assets/pdf/impact-of-trade-disrupti ng-covid-19-on-sa-business.pdf;

Qian, D. (2019). *Design thinking as Strategy for Business Innovation.* The Martec. https://www.themartec.com/insidelook/design-thinking-strateg ic-business-innovation.

Raj, M., & Seamans, R. (2019). Primer on artificial intelligence and robotics. *Journal of Organization Design*, *8*(1), 11. doi:10.118641469-019-0050-0

Ramanujam, H., Ravichandran, B., Nilsson, S., & Ivansen, L. (2021). *Barriers and Opportunities of Implementing Design Thinking in Product Development Process of a Business-to-Business Company.* Proceedings of the International Conference on Engineering Design (ICED21), Gothenburg, Sweden. 10.1017/pds.2021.55

Rao, T. V. (1986). Integrated human resource development systems. In T. V. Rao & D. F. Pereira (Eds.), *Recent experiences in human resource development* (pp. 3–4). Oxford & IBH Publishing Co. Pvt. Ltd.

Rao, T. V. (1988). *Alternative approaches and strategies of HRD.* Rawat Publications.

Rao, T. V. (1991). *Reading in human resource development.* Oxford & IBH Publishing Co. Pvt Ltd.

Rao, T. V., & Periera, D. F. (1988). *Recent experiences in HRD.* Oxford and IBH.

Razzouk, R., & Shute, V. (2012). What Is Design Thinking and Why Is It Important? *Review of Educational Research*, *82*(3), 330–348. doi:10.3102/0034654312457429

Compilation of References

Reis, J., Amorim, M., Melão, N., Cohen, Y., & Rodrigues, M. (2020). Digitalization: A Literature Review and Research Agenda. *Lecture Notes on Multidisciplinary Industrial Engineering,* 443–456. doi:10.1007/978-3-030-43616-2_47

Ribeiro, A. E. L., & Souza, R. S. (2021). Design Thinking as an Approach to Foster Recife's Creative Tourism. *International Conferences ICT, Society, and Human Beings 2021*: 95 – 101.

Richman, N. (2015). Human Resource Management and Human Resource Development: Evolution and Contributions. *Creighton Journal of Interdisciplinary Leadership*, *1*(2), 120–129. doi:10.17062/cjil.v1i2.19

Rivaldo, Y. (2021). Leadership and motivation to performance through job satisfaction of hotel employees at D'Merlion Batam. *The Winners*, *22*(1), 25–30. doi:10.21512/tw.v22i1.7039

Robotic Process Automation. (n.d.). Retrieved May 10, 2022, from https://venturiq.com/services/robotic-process-automation

Rockett, P. (2019). Managing Job Performance, Social Support and Work-Life Conflict to Reduce Workplace Stress. *International Journal of Productivity and Performance Management*, *68*(6), 1018–1041. doi:10.1108/IJPPM-03-2017-0061

Rodney, H., Valaskova, K., & Durana, P. (2019). The Artificial Intelligence Recruitment Process: How Technological Advancements Have Reshaped Job Application and Selection Practices. *Psychosociological Issues in Human Resource Management*, *7*(1), 42–47.

Romslo, B. (n.d). Design methods to innovate and solve service-related problems. [Internet: https://www.ntnu.no/documents/10401/1264435841/Article_Romslo_final.pdf/3fdfc77a-171d-4e47-9e91-c36187f8f6a7; downloaded on 18 September 2020].

Rosen, R., Digh, R., Singer, M., & Phillips, C. (2000). *Global literacies: Lessons on business leadership and national cultures*. Simon & Schuster.

Ross, D. L. (2005). Perceived job characteristics and internal work motivation: An exploratory cross-cultural analysis of the motivational antecedents of hotel workers in Mauritius and Australia. *Journal of Management Development*, *24*(3), 253–266. doi:10.1108/02621710510584062

Rossini, M., Costa, F., Tortorella, G. L., & Portioli-Staudacher, A. (2019). The interrelation between industry 4.0 and lean production: An empirical study on European manufacturers. *International Journal of Advanced Manufacturing Technology*, *102*(9), 3963–3976. doi:10.100700170-019-03441-7

RPA Jobs and Future. (n.d.). Retrieved November 2, 2022, from https://www.javatpoint.com/rpa-jobs-and-future

Saggia, G. (2017). Harnessing design thinking to drive entrepreneurial impact, innovation. *Biz Community*. https://www.bizcommunity.com/Article/178/13/168948.html.

Saitwal, A. (2022, April 28). *Intelligent Text Recognition -How it Drives the Industry with a Breeze?* https://www.klearstack.com/intelligent-text-recognition-for-industries/

Sakka, F., El Maknouzi, M. E., & Sadok, H. (2022). Human resource management in the era of artificial intelligence: Future HR work practices, anticipated skill set, financial and legal implications. *Academy of Strategic Management Journal*, *21*(S1), 1–14.

Salas, E. B. (2022, September 28). *Global low-cost carrier market size 2020*. Statista. https://www.statista.com/statistics/1100652/low-cost-carrier -market-size-worldwide/

Salih, K. (2003). *Managing employee attitudes and behaviours in the tourism and hospitality industry*. Nova Science Publishers.

Salkey, J. (2005). Talent management for the 21st century. *Strategic HR Review*, *4*(5), 2–2. doi:10.1108/14754390580000806

Samarasinghe, K. R., & Medis, A. (2020). Artificial Intelligence based Strategic Human Resource Management (AISHRM) for industry 4.0. *Global Journal of Management and Business Research*, *20*(2), 1–5. doi:10.34257/GJMBRGVOl20IS2PG7

Sarwar, A. (2011). Work Stress & Family Imbalance in Service Sector of Pakistan. *International Journal of Business and Social Science*, *2*(13).

Scherer, M. U. (2015). Regulating artificial intelligence systems: Risks, challenges, competencies, and strategies. *Harvard Journal of Law & Technology*, *29*(2), 353–400. doi:10.2139srn.2609777

Sen, R., & Lee, C. H. (2015). Workers and social movements of the developing world: Time to rethink the scope of industrial relations? *International Labour Review*, *154*(1), 37–45. doi:10.1111/j.1564-913X.2015.00224.x

Shafiq, S., & Hamza, S. M. (2017). The effect of training and development on employee performance in private company, Malaysia. *International Journal of Education. Learning and Training*, *2*(2), 42–56.

Shahrasbi, N., Jin, L., & Wei-Jun, Z. (2021, Spring). Design Thinking and Mobile App Development: A Teaching Protocol. *Journal of Information Systems Education*, *32*(2), 92–105.

Sharma, B. (1998, July). Perspective on HRD measures for effective governance. *Indian Journal of Public Administration*.

Shaw, S. (2016). *Airline Marketing and Management* (7thed.). Routledge. doi:10.4324/9781315566436

Sheokand, S. V. A. (2015). Talent Management: A Bird's Eye View. *International Research Journal of Social Sciences*, *4*(2), 52–58.

Shum A. (2018). *Medium*. https://medium.com/microsoft-design/inclusive-design-thinkin gat-microsoft-5509da5f8ac0.

Sidani, Y., & Al Ariss, A. (2014). Institutional and corporate drivers of global talent management: Evidence from the Arab Gulf region. *Journal of World Business*, *2014*(49), 215–224. doi:10.1016/j.jwb.2013.11.005

Compilation of References

Siddiqui, J. (2022, April 29). *Roles of a Solution Architect in Automation, RPA Setting*. https://www.uipath.com/community/rpa-community-blog/importance-of-solution-architecture

Sihite, J., Harun, T. W., & Nugroho, A. (2015). The low cost airline consumer price sensitivity. An investigation on the mediating role of promotion and trust in brand. *International Research Journal of Business Studies, 7*(3).

Simarmata, J., RS, M., Keke, Y., & Panjaitan, F. (2016). the airline customer's buying decision through online travel agent: A case study of the passenger of scheduled domestic airlines in indonesia. *International Journal of Economics, Commerce and Management, 4*(3), 335-349.

Simeunovi'c, N., Kamenko, I., Bugarski, V., Jovanovi'c, M., & Lali'c, B. (2017). Improving workforce scheduling using artificial neural networks model. *Advances in Production Engineering & Management*, *12*(4), 337–352. doi:10.14743/apem2017.4.262

Şimşek Demirbağ, K., & Demirbağ, O. (2017). Modeling service quality, customer satisfaction and behavioral intentions in airline industry: A SEM approach. *The Journal of International Scientific Researches*, *2017*, 11–29. doi:10.23834/isrjournal.341694

Singh, P. K., Pramanik, P. K.-D., Dey, A. K., & Prasenjit Choudhury, P. (2021). Recommender Systems: An Overview, Research Trends, and Future Directions. *International Journal of Business and Reserach Systems*.

Singh, B. D. (1997). *HRD dimensions of industrial relations in selected readings in HRD*. McGraw Hill.

Singh, P. K., & Sarkar, P. (2020). A framework based on fuzzy Delphi and DEMATEL for sustainable product development: A case of Indian automotive industry. *Journal of Cleaner Production*, *246*(1), 118991. Advance online publication. doi:10.1016/j.jclepro.2019.118991

SIPRI. (2020). *Artificial intelligence, strategic stability and nuclear risks*. https://www.sipri.org›sites›default›files›artifici

Sivathanu, B. (2019). Design Thinking – A Game Changer in Human Resource Management. *International Journal of Scientific and Technology Research*, *8*(9), 956–958.

Smith, C. (2021). Global report reveals the extent of the drop to travel and tourism's contribution to SA economy. *News24*. https://www.news24.com/amp/fin24/economy/global-report-reveals-the-extent-of-thedrop-in-travel-and-tourisms-contribution-to-sa-economy-20210512

Smith, C. (2013). Think Business Design. *Agenda (Durban, South Africa)*, *2*, 15–16.

Song, Y., & Wu, R. (2021). Analysing human-computer interaction behaviourin human resource management system based on artificial intelligence technology. *Knowledge Management Research and Practice*, *1*, 10.

Spencer, M. L., & Spencer, M. S. (1993). *Competence at work*. John Wiley & Sons.

Srivastav, A. K. (n.d.). *Full Form of MICR – Magnetic Ink Character Recognition*. Retrieved October 10, 2022, from https://www.wallstreetmojo.com/full-form-of-micr/

Srivastava, A. P., & Dhar, R. L. (2016). Impact of leader-member exchange, human resource management practices, and psychological empowerment on extra-role performances: The mediating role of organizational commitment. *International Journal of Productivity and Performance Management*, *65*(3), 351–377. doi:10.1108/IJPPM-01-2014-0009

Stanford, J. (2017). The resurgence of gig work: Historical and theoretical perspectives. *Economic and Labour Relations Review*, *28*(3), 382–401. doi:10.1177/1035304617724303

Stark, A. (2019). Tourism the golden ticket to job creation. Biz Community. www.bizcommunity.com/article/196/734/185741.html; downloaded 20 December 2020].

State of the Nation Address. (2019). WCPP. https://www.wcpp.gov.za/sites/default/files/State of The Nation Address%202019.pdf; downloaded on 12 June 2020].

State of the Nation Address. (2021). Department of Tourism. https://www.tourism.gov.za/AboutNDT/Publications/State%20of%20the%20Nation%20Address%20by%20President%20Cyril%20Ramaphosa%20-%202021.pdf; downloaded on 13 September 2021].

Stelios Misinas, A. K. (2021, October 5). *Robots give Greece's postal service speed boost*. https://www.reuters.com/technology/robots-give-greeces-postal-service-speed-boost-2021-10-05/

Stiglitz, J. D. (2009). Moving beyond market fundamentalism to a more balanced economy. *Annals of Public and Cooperative Economics*, *80*(3), 345–360. doi:10.1111/j.1467-8292.2009.00389.x

Subba Rao, P. (2003). *Personnel and human resource management*. Himalaya Publishing House.

Subba Rao, P. (2016). *Essentials of human resource management and industrial relations (text, cases and games)*. Himalaya Publishing House.

Suebvises, P. (2018). *Human Resource development a holistic view*. Nonthaburi: Rattanatrai.

Swanson, A. R., & Holton, F. A. III. (2009). *Foundations of human resource development* (2nd ed.). Berrett-Koehler.

Swanson, R. A., & Holton, E. F. (2001). *Foundations of Human Resource Development*. Berrett-Koehler Publishers.

Tak, J. (2011). Relationships between various person-environment fit types and employee withdrawal behavior: A longitudinal study. *Journal of Vocational Behavior*, *78*(2), 315–320. doi:10.1016/j.jvb.2010.11.006

Tananan, S. (2014). *Human resource development* (8th ed.). TPN Press.

Compilation of References

Tarique, I., & Schuler, R. S. (2010). Global talent management: Literature review, integrative framework, and suggestions for further research. *Journal of World Business*, *45*(2), 122–133. doi:10.1016/j.jwb.2009.09.019

Team, C. F. I. (2022, October 11). *Magnetic Ink Character Recognition (MICR) Line*. https://corporatefinanceinstitute.com/resources/wealth- management/magnetic-ink-character-recognition-micr-line/

Techopedia. (n.d.). *Screen Scraping*. Retrieved October 4, 2022, from https://www.techopedia.com/definition/16597/screen-scraping

Teich, D. A. (2020, August 10). Artificial Intelligence And Data Privacy – Turning A Risk Into A Benefit. *Forbes*.

Thaipublica. (2019). *Transformative learning*. Thaipublica. https://thaipublica.org/2019/12/transformative-learning-arso msilp/

The Ortus Club. (2022). *The state of HR software from the lens of Marketing 06 May 2022 / APAC*. https://www.ortusclub.com/wp-content/uploads/2022/05/Blog-Report_-The-state-of-HRsoftware-from-the-lens-of-Marketing-.pd f

ThinkAutomation. (n.d.). *What are software bots?* Retrieved September 5, 2022, from https://www.thinkautomation.com/bots-and-ai/what-are-software-bots/

Thomas, H. D., & Kim, J. (2013). *Keeping up with the Quants*. Harvard Business Review Press.

Thomaz, F., Salge, C., Karahanna, E., & Hulland, J. (2019). Learning from the Dark Web: Leveraging conversational agents in the era of hyper-privacy to enhance marketing. *Journal of the Academy of Marketing Science*, 43–63.

Tilen, G., & Andrej, K. (2019). Conceptualization of Digitalization: Opportunities and Challenges for Organizations in the Euro-Mediterranean Area. *IJEMC*, *12*(2), 93–115.

Tourism ID. (2017). *Design Innovation Support Scheme for Tourism Industry.* Cordis. https://cordis.europa.eu/project/id/699641

Tripathi, P., Ranjan, J., & Pandeya, T. (2012). Human resource management through AI approach: An experimental study of an expert system. In *National conference on communication technologies & its impact on next generation computing CTNGC*. Proceedings published by International Journal of Computer Application.

Tu, J.-C., Liu, L.-X., & Wu, K.-Y. (2018). Study on the Learning Effectiveness of Stanford Design Thinking in Integrated Design Education. *Sustainability*, *2018*(10), 2649. doi:10.3390u10082649

Tung, F.-W. (2021). Rediscovering Herb Lane: Application of Design Thinking to Enhance Visitor Experience in a Traditional Market. *Sustainability*, *13*(7), 1–15. doi:10.3390u13074033

Türeli, N. Ş., Durmaz, V., Bahçecik, Y. S., & Akay, S. S. (2019). An analysis of importance of innovatice behaviors of ground handling human resources in ensuring customer stisfaction. *Procedia Computer Science*, *158*, 1077–1087. doi:10.1016/j.procs.2019.09.149

Ulrich, D. (1997). *Human Resource Champions: The Next Agenda for Adding Value and Delivering Results*. Harvard Business Press.

Ulrich, D., & Dulebohn, J. H. (2015). Are we there yet? What's next for HR? *Human Resource Management Review*, *25*(2), 188–204. doi:10.1016/j.hrmr.2015.01.004

UNCTAD. (2021). *Digital economy report 2021: Cross-border data flows and development: For Whom the data flow*. https://unctad.org›official-document›der2021_

UNCTAD. 2022). *Tapering in a time of conflict. Trade and development Report Update: March 2022*. https://unctad.org›files›tdr2021-update1_

Upadhyay, A. K., & Khandelwal, K. (2018). Applying artificial intelligence: Implications for recruitment. *Strategic HR Review*, 1–5.

Uysal, D. (2021). Perceived leadership styles and employee motivation: A research in Turkish hotel context. *Journal of Ekonomi*, *3*(2), 106–110.

Van Wart, M. (2013). Administrative leadership theory: A reassessment after 10 years. *Public Administration*, *91*(3), 521–543. doi:10.1111/padm.12017

Van, H. N. (2021). Stakeholder collaboration in tourist destinations; A systematic literature review. *e-Review of Tourism Research* (eRTR) *18* (4): 571 – 590.

Verma, J. P. (2021). Workplace Stress and Coping Mechanism in a Cohort of Indian Service Industry. *Asia Pacific Management Review*, *26*(3), 113–119. doi:10.1016/j.apmrv.2020.10.001

Verma, R., & Srinivas, B. (2020). Challemges of Artificial Inteligence in Human Resource Mangement in Indian IT Sector. *XXI Annual International Conference Proceedings*, (pp. 380-387). IEEE.

Vincent, J. (2017). *Putin says the nation that leads in AI 'will be the ruler of the world'*. The Verge. https://www.theverge.com›russia-ai-putin-rule-the-wo

Vogel, D., Reuber, A., & Vogel, R. (2020). Developing a Short Scale to Assess Public Leadership. *Public Administration*, *98*(4), 958–973. doi:10.1111/padm.12665

Vogel, R., & Masal, D. (2015). Public leadership: A review of the literature and framework for future research. *Public Management Review*, *17*(8), 1165–1189. doi:10.1080/14719037.2014.895031

Von Clausewitz, C. (1989). On War. *Princeton University Press*.

Votto, A. M., Valecha, R., Najafirad, P., & Rao, H. R. (2021). Artificial Intelligence in Tactical Human Resource Management: A Systematic Literature Review. *International Journal of Information Management Data Insights*.

Compilation of References

Vrontis, D., Christofi, M., Pereira, V., Tarba, S., Makrides, A., & Eleni, T. (2021). Artificial intelligence, robotics, advanced technologies and human resource management: A systematic review. *International Journal of Human Resource Management*.

Vroom, V. H. (1964). *Work and Motivation*. Wiley.

Vu, T. V., Vo-Thanh, T., Nguyen, N. P., Nguyen, D. V., & Chi, H. (2022). The COVID-19 Pandemic: Workplace Safety Management Practices, Job Insecurity, and Employees' Organizational Citizenship Behavior. *Safety Science*, *145*, 105527. doi:10.1016/j.ssci.2021.105527 PMID:34697522

Wagner, A. D. (2018). *Learning as development: Rethinking international education in a changing world*. Routledge.

Walsh, K., & Taylor, M. S. (2007). Developing in house careers and retaining management talent: What hospitality professionals want from their jobs. *Cornell Hotel and Restaurant Quarterly*, *48*, 163–182. doi:10.1177/0010880407300521

Warner, J. (2017). Design Thinking Centered Leadership. *Ready to Manage*. https://blog.readytomanage.com/design-thinking-centered-leadership/.

Wasike, C. K., & Ndivo, R. M. (2015). Efficacy of motivation strategies in addressing employee motivation needs in Kenya's hotel sector. *African Journal of Hospitality, Tourism and Leisure*, *4*(1), 1–10.

Watson, A. W., Taheri, B., Glasgow, S., & O'Gorman, K. (2018). Branded restaurants employees' personal motivation, flow and commitment: The role of age, gender and length of service. *International Journal of Contemporary Hospitality Management*, *30*(3), 1845–1862. doi:10.1108/IJCHM-02-2017-0075

Watson, M., & Nelson, D. (2014). *Managerial analytics: An applied guide to principles, methods, tools, and best practices*. Pearson.

Wattanacharoensil, W., & Yoopetch, C. (2012). Thailand's human resource competencies in airline service quality: Voices from the airline industry. *Journal of Human Resources in Hospitality & Tourism*, *11*(4), 280–302. doi:10.1080/15332845.2012.690680

Webuters. (2021, April 12). *What is Robotic Process Automation (RPA)?* https://www.webuters.com/what-is-robotic-process-automation-rpa

Weichert, D., Link, P., Stoll, A., Rüping, S., Ihlenfeldt, S., & Wrobel, S. (2019). A review of machine learning for the optimization of production processes. *International Journal of Advanced Manufacturing Technology*, *104*(5), 1889–1902. doi:10.100700170-019-03988-5

Werdhiastutie, A., Suhariadi, F., & Partiwi, S. G. (2020). *Achievement Motivation as Antecedents of Quality Improvement of Organizational Human Resources. Budapest International Research and Critics Institute-Journal* , 3.

Werner, J., & DeSimone, R. L. (2013). *Human Resource Development*. Cengage Learning. https://www.whatishumanresource.com/human-resource-development

What is the future of RPA ? (n.d.). Https://www.nice.com

Williams, C. (2021, August 31). *The Pros and Cons of Commercial vs. Open-Source Robotic Process Automation*. https://www.thoughtful.ai/blog/commercial-rpa-vs-open-source-rpa-pros-and-cons#:~:text=Commercial%20RPA%20tools%20are%20official,be%20able%20to%20stay%20competitive

Williams, P. (2021). *Amazing Ways That RPA Can be Used in Healthcare*. https://www.ibm.com/cloud/blog/amazing-ways-that-rpa-can-be-used-in-healthcare

Williams, S. (2002). Managing Workplace Stress. *Facilities*, *20*(10), 349. Advance online publication. doi:10.1108/f.2002.20.10.349.1

Wirtz, J., & Lovelock, C. (2016). *Services marketing* (8th ed.). World Scientific. doi:10.1142/y0001

Wisetsri, W., Vijai, C., Chueinwittaya, K., & Jirayus, P. (2022). Artificial intelligence in human resources management: An overview. *Journal of Positive School Psychology*, *6*(2), 2688–2693.

Wongleedee, K. (2015). Marketing Mix and Purchasing Behavior for Community Products at Traditional Markets. *7th World Conference on Educational Sciences, (WCES- 2015), 05-07 February 2015, Novotel Athens Convention Center*. Procedia - Social and Behavioral Sciences.

Wong, S., & Pang, L. (2003). Motivators to creativity in the hotel industry—Perspectives of managers and supervisors. *Tourism Management*, *24*(5), 551–559. doi:10.1016/S0261-5177(03)00004-9

Wong, S., Siu, V., & Tsang, N. (1999). The impact of demographic factors on Hong Kong hotel employees' choice of job-related motivators. *International Journal of Contemporary Hospitality Management*, *11*(5), 230–241. doi:10.1108/09596119910272766

Wongthongdee, S. (2016). *Human resource management* (3rd ed.). Chulalongkorn University Publishing.

World Bank Group. (2018). *The future of work: Race with not against the machine*. Research Policy Briefs. World Bank Malaysia.

World Economic Forum. (2014). *The global competitiveness report*, *2014–2015*. Author.

Wright, P. M., & McMahan, G. C. (1992). Theoretical perspectives for strategic human resource management. *Journal of Management*, *18*(2), 295–320. doi:10.1177/014920639201800205

Wszendybył-Skulska, E. (2019). Motivating hotel employees in Poland. *Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu, 63*(10), 235-247.

Compilation of References

Xing, L., Jianin, H., & Jun, L. (2021). Human Capital Allocation and Enterprise Innovation Performance: An Example of China's Knowledge-Intensive Service Industry. *Research in International Business and Finance*, *58*, 101–429.

Yeboah, M. A., & Abdulai, A. (2016). Evidence of Herzberg's motivation – hygiene theory in small and medium enterprises through the lens of a three-star hotel. *International Journal of Research –Granthaalayah*, *4*(11), 23-36.

Yenidogan, A., Gurcaylilar-Yenidogan, T., & Tetik, N. (2016). Sustainability Reporting in the Hospitality Industry: A Research Model Proposal on Sustainability Performance. *International Conference on Economic Sciences and Business Administration, 3*, 79–86.

Yih, M. (2022). *How Does OCR Technology Help The Banking Industry?* https://juristech.net/juristech/how-does-ocr-technology-help-the-banking-industry/

Yilmaz, G. (2021). Revitalizing the communication classroom: A case of design thinking. *Communication Teacher*, *36*(3), 216–233. doi:10.1080/17404622.2021.1962934

Zaid, A. A., Jaaron, A. A. M., & Bon, A. T. (2018). The Impact of Green Human Resource Management and Green Supply Chain Management Practices on Sustainable Performance: An Empirical Study. *Journal of Cleaner Production*, *204*, 965–979. doi:10.1016/j.jclepro.2018.09.062

Zand, D. E. (2016). Reflections on trust and trust research: Then and now. *Journal of Trust Research*, *6*(1), 63–73. doi:10.1080/21515581.2015.1134332

Zavyalova, E., Sokolov, D., Kucherov, D., & Lisovskaya, A. (2022). The digitalization of human resource management: Present and future. *Foresight and STI Governance*, *16*(2), 42–51. doi:10.17323/2500-2597.2022.2.42.51

Zhao, Y., Hryniewicki, M. K., Cheng, F., Fu, B., & Zhu, X. (2018, September). Employee turnover prediction with machine learning: A reliable approach. In *Proceedings of SAI intelligent systems conference* (pp. 737–758). Cham: Springer.

Zhu, H. (2021). *Research on Human Resource Recommendation Algorithm Based on Machine Learning*. Hindawi. doi:10.1155/2021/8387277

Zieba, M., & Johansson, E. (2022). Sustainability Reporting in the Airline Industry: Current Literature and Future Research Avenues. *Transportation Research Part D, Transport and Environment*, *102*, 103133. doi:10.1016/j.trd.2021.103133

About the Contributors

Kannapat Kankaew is currently entitled as Assistant Professor and Deputy Dean in Research and Academic Services at College of Hospitality Industry Management; Suan Sunandha Rajabhat University. He received Doctor of Public Administration degree in Human Resources Management. Prior his academic professional, he used to work in the aviation industry for more than 13 years. He has published and participated in International Conferences more than 30 papers in reputed journals. And he has dedicated as an editorial board and reviewer for various journals both domestic and international. He did published chapters in edited book, being a book editor, and examiner for PhD and Master students both national and international institutions.

* * *

James Akinbode is Asst. Professor of Business & HR Management, Dept. of Business Administration, Bowen University, Iwo, Nigeria.

Sakshi Arora is pursuing Ph.D. in the department of Commerce at Chaudhary Devi Lal University, Sirsa (Haryana).

Akeem Bakare is a senior lecturer at Nile University, Abuja with a major interest in strategic management.

Badr Bentalha received his PhD in Logistics and Service Performance from Sidi Mohammed Ben Abdellah University, Fez, Morocco. He is a professor in logistics, economics and management. He has written several articles and participated in various international conferences. He is the author of several books, book chapters and scientific articles and is a member of numerous scientific committees of international journals and conferences. Since 2009, Mr. Bentalha has helped various companies to implement an audit system, solve problems and improve their performance.

About the Contributors

Javaid Ahmad Bhat is working as Assistant Professor in Higher Education Department, Govt. of Jammu & Kashmir, presently posted in Cluster University Srinagar.

Zahid Hussain Bhat joined Higher Education Department as Assistant Professor, presently posted in Cluster University Srinagar, where he teaches courses like Human Resource Management and Organizational Behaviour to postgraduate students. His major research areas include Industrial/Organizational Psychology and Human Resource Management, specializing in Training Evaluation and Strategic Public Policy. The author has published numerous papers in reputed journals like Global Business Review and Human Resource Development Review, to name a few. Besides, he has authored many book chapters in reputed publishing houses and has contributed to umpteen collaborative working papers.

Monika Dahiya is currently working as a Ph. D Research scholar in department of commerce in Chaudhary Devi Lal University, India.

Olamide David is a researcher, academician, consultant, and practitioner in business and social sciences. He has acquired over six years of lecturing experience in subject areas such as business environment, production and operations management, supply chain management, business policy, and strategic management. As an experienced lean six sigma green belt professional, operations, and supply chain expert, David has consulted for private and public organisations and has implemented projects that provided solutions to global sustainability challenges.

Cecile Gerwel Proches is an Associate Professor in the Graduate School of Business and Leadership (GSB&L) at the University of KwaZulu-Natal (UKZN) in Durban, South Africa. She holds a PhD (Leadership Studies), MCom (Leadership Studies), BCom Hons (Industrial & Organisational Psychology) and BCom (majoring in Business Management and Industrial and Organisational Psychology). She has successfully supervised several postgraduate students, including Master's students (MBA and Master of Commerce in Leadership Studies) and Doctoral students (PhD in Leadership Studies and Doctor of Business Administration). Cecile's teaching, research, supervisory and consulting interests include leadership, organisational behaviour, systems thinking, and complexity theory.

Abdulla Kader is an adjunct lecturer at Management Information Governance at the University of KwaZulu-Natal, Durban, South Africa. He lectures in Research and quantitative methods, change management, Corporate Strategy, Entrepreneurship and has supervised masters and doctoral students at UKZN, DUT, MANCOSA

303

and is an external examiner at Namibian University of Science and Technology. He has a keen interest on the Future of Work, 4IR tools and application, Business Modelling, Corporate Strategy, and design thinking. He has published 14 research articles as co-author in several reputed journals he has also contributed and reviewed book chapters on. Insights on Doctoral Research and The Disruptive Force of Smart Contracts. Strategic Human resources: Strategic Thinking as a Strategic lever in promoting tourism in Kwa Zulu Natal, South Africa. He has also presented at International Conferences. He is leading the charge to redefine Industry-Academia Nexus within the context of South Africa by leveraging opportunities for both industry and academia within Nedbank. He also serves as a board member in the Faculty of Engineering and built-up environment at the University of Johannesburg. He has conducted master class and webinars. Prof Kader is a research Fellow at University Johannesburg and Senior doctoral Associate at MANCOSA. His corporate experience has exposed him to manage the complexity of the duality of costs versus revenue.

Theppaluk Komolvanij is a head of airline business program, College of Hospitality Industry Management; Suan Sunandha Rajabhat University.

Girija Narasimhan is a Senior Lecturer for the IT Department at the University of Technology and Applied Science (UTAS), Muscat. Her research area is Data warehousing design and data visualization. She is an oracle certified Administrator (OCA). She has 22 years of academic experience and eight years of industrial experience. She has a review member for referred international research journals and session chair for international conferences and The Research Council (TRC) of Oman. She is an external review member for research scholars in almost seven universities in India. She has been a course curriculum subcommittee member for IT courses in Oman. She is a board of members in a reputed college in India. She conducted a workshop for Industry, college student level, and staff development programs. She is a member of Coursera Global Translator (CGT). Also, a member of TAUS - language data network translation automation. She has published 19 research papers at national and international conferences. She has published 13 research papers in international journals. She has published 6 articles in Developer IQ magazines. She has published technology-related articles in Tamil science magazines and journals. She has edited two books "Web Mining - An overview" and "Artificial Intelligence in the real world". She contributed book chapters as an author in Springer nature, EAI Springer, CRC Press-Taylor & Francis. She occupies 2 years of experience as a consulting editor for a research journal. She authored almost seven Open Education Resources ().

About the Contributors

Zahir Sayed is currently employed as an Operations Specialist in the public service industry in Durban, South Africa. He has graduated with a PhD, Masters of Commerce and Postgraduate Diploma in Leadership and Management from the Graduate School of Business and Leadership at the University of KwaZulu Natal, and a Bachelors degree in Management from the Business Studies Unit at Durban University of Technology. He has a keen interest in Leadership, Management, Emotional Intelligence and Design Thinking.

Simon Taylor is a Lecturer and Project Manager of the RLED Initiative at the graduate School of Business and Leadership, University of KwaZulu-Natal.

D. P. Warne is currently a Senior Academic Analysts and Planner in Haryana State Higher Education Council, Panchkula, Haryana.

Index

V

Value-added 1, 3, 5-12

W

Work Conditions 251, 255

Work Environment 63, 96, 100, 163, 165-166, 244, 248, 256-257, 259-260

Workplace 60, 63-64, 72, 78, 99-100, 102-103, 113, 140, 153, 155, 175, 185, 191, 222, 224, 226-227, 245, 248-249, 252, 255-264, 266