



HRM Challenges In Tourism Industry- Then, Now And Future – A Qualitative Approach

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ARTICLE INFO	ABSTRACT
Submitted: 3 March-2024 Revised: 20- March-2024 Acceptance: 15- April-2024 Published: April-2024	<p>Purpose- The purpose of this study is to understand the current status of Tourism sector employees, identify the importance of employee mental health in Tourism organizations and to comprehend the future readiness of tourism industry against uncertainties.</p> <p>Research methods - The current research is a qualitative research approach , which collects data through interview method. The Research Participants are HR Managers of Airlines, Hotel And Travel Agencies. 3 from each sector were chosen and the analysis is based on interviews of 9 Participants. The participants of the study were interviewed on basis of 4 important questions. The data obtained was transcribed and analysed using the Nvivo 14 software.</p> <p>Findings – The findings of the study identified 4 themes. Theme 1 -Faith of employees in normalcy stage of tourism industry after pandemic was identifies in 9 files with 82 reference out of which sub node ‘transition’ - Employees are slowing moving towards accepting the tourism industry as it was before pandemic had the highest reference of 32. Considering mental health important part of the HR practices was the second theme identified and was found in 9 files with 101 reference indicting highest discussion on this topic. Sub node ‘Other activities which lead to mental health’ had the highest references of 37 and viewed in 9 files. Theme 3 - Readiness of the tourism industry and its employees to face the future had only 50 references from 9 files. Theme 4 - New strategies used by tourism industry post pandemic had 93 reference and three sub nodes, which included Upskilling and reskilling employees, Training programs and Employee well-being.</p> <p>Originality - The study aims to provide a comprehensive analysis of the challenges faced by HRM in the tourism industry before, during, and after the pandemic. By adopting a qualitative approach, the researchers are able to gather in-depth insights and perspectives from industry professionals and employees, allowing for a more holistic understanding of the issues at hand.</p> <p>Implications- This research will contribute to the existing body of knowledge in HRM by providing practical recommendations for HR managers to effectively navigate the evolving landscape of the tourism industry.</p> <p>Keywords: Human resource practices, Challenges, Tourism Industry, Employee well being, COVID-19 pandemic</p>

INTRODUCTION

A significant disparity lies in the temporal patterns observed within the tourism business. In contrast to several other sectors, the tourism industry encounters fluctuations in demand, characterized by periods of high and low activity, which consequently pose difficulties in efficiently managing the workforce **Cajander, N., & Reiman, A. (2019)**. Furthermore, the presence of a wide array of employment positions within the tourism sector, encompassing jobs such as hotel personnel and tour guides, presents distinct difficulties in the

recruitment, training, and retention of competent workforce **Ntounis, N., et al (2022)**. In conclusion, the global scope of the tourist sector necessitates human resources experts to proficiently handle cultural disparities and linguistic obstacles in effectively overseeing a heterogeneous workforce **Dredge, D., et al (2019)**.

The tourism industry saw significant negative impacts during the pandemic as a result of the cessation of foreign travel, leading to the closure of hotels, restaurants, and tourist sites. The tourism business presented considerable difficulties for human resources experts, who were tasked with identifying strategies to effectively assist and keep their workforce amidst a period characterized by unpredictability and economic instability **Collins-Kreiner, N., & Ram, Y. (2021)**. Numerous enterprises were compelled to implement workforce reductions through layoffs and furloughs, resulting in a depletion of proficient and seasoned personnel. In addition, the dynamic nature of travel limits and safety rules introduced an additional level of intricacy in efficiently managing the workforce and assuring adherence to health and safety regulations **Lu, J., et al (2022)**. Furthermore, human resources personnel were required to effectively manage the psychological impact on employees who expressed concerns regarding their well-being and safety during their interactions with tourists **Şengel, Ü., et al (2022)**. In response to the pandemic, it was necessary to introduce novel training programs and practices to adequately prepare staff for the emerging problems and hazards. Moreover, the Human Resources department had to make adjustments to accommodate remote work and virtual communication, so encountering a distinct array of difficulties in upholding employee engagement and productivity **KRISTIANA, Y., et al (2021)**. In the context of the tourism industry, human resources (HR) professionals had a significant challenge in effectively managing the competing demands of company objectives and employee welfare and mental wellbeing among the current challenging circumstances. **Ntounis, N., et al (2022)**.

The COVID-19 epidemic has abated, leading to a gradual recovery in the tourism sector. However, this industry now confronts various obstacles, including a scarcity of personnel and a surge in demand. In light of the relaxation of travel regulations and the growing enthusiasm among individuals to discover novel destinations, tourism enterprises are encountering challenges in recruiting and retaining an adequate number of personnel to accommodate the upsurge in demand **Benjamin, S., Dillette, A., & Alderman, D. H. (2020)**. The current situation has imposed a burden on human resources (HR) departments, necessitating their diligent efforts in recruiting and onboarding new personnel, all the while ensuring the motivation and engagement of current employees **Vârzaru, A. A., Bocean, C. G., & Cazacu, M. (2021)**. Furthermore, the sector is currently faced with the challenge of implementing novel health and safety procedures in order to safeguard the well-being of both employees and customers **Assaf, A., & Scuderi, R. (2020)**. This introduces an additional level of intricacy to the responsibilities of the human resources department. **Škare, M., Soriano, D. R., & Porada-Rochoń, M. (2021)**.

The tourism industry is poised for a promising future; nonetheless, it is confronted with ongoing issues pertaining to staffing and safety regulations, necessitating the implementation of new solutions by human resources departments **Gursoy, D., Malodia, S., & Dhir, A. (2022)**. Organizations will be required to allocate resources towards implementing tactics aimed at attracting and retaining highly skilled individuals, which may encompass the provision of competitive remuneration packages and comprehensive benefits, fostering a conducive work environment, and facilitating avenues for professional advancement **Rashideh, W. (2020)**. Human resources personnel will also be required to be current on the most recent health and safety recommendations and engage in collaborative efforts with other departments to guarantee adherence to these guidelines **Fatima, T., & Elbanna, S. (2020)**. Despite the inherent constraints, the tourist sector possesses the capacity to flourish and adjust to the dynamic and evolving environment with appropriate strategies and methodologies. **Chang, C. L., McAleer, M., & Ramos, V. (2020)**.

With this background, the primary objective of the present study is to comprehensively examine the difficulties encountered by human resources within the tourism industry before to, during, and subsequent to the occurrence of the pandemic. There is a particular focus on prioritizing the psychological well-being of employees. The tourist industry is widely recognized for its challenging and volatile characteristics, resulting in substantial strain on the workforce within this domain. Before the onset of the global pandemic, human resources (HR) professionals encountered various obstacles, including elevated rates of employee attrition, instances of employee exhaustion, and the arduous task of attracting and maintaining highly skilled individuals. Nevertheless, the advent of the COVID-19 epidemic introduced a myriad of novel difficulties, including workforce reductions, temporary leave without pay, and the imperative to swiftly acclimate to remote work configurations. Looking towards the future, the process of recovering from the pandemic will present distinct obstacles, including the imperative for human resources to prioritize the restoration of team morale and the resolution of the enduring impacts of the crisis on employees' mental well-being.

The first section of the study gives an overview of the study background. The second section focusses on the review of literature. The research methods are specified in the third section and the fourth section presents the results of the study. The last section of this research concludes with limitations and scope for further research.

REVIEW OF LITERATURE

The study employed a systematic literature review methodology to evaluate both background reviews and independent studies pertaining to the challenges faced by HRM in Tourism Industry. A total of 34 studies were identified and selected for inclusion in the review based on the criteria of including only English studies published within the last five years. A total of 24 pieces of literature were selected for the purpose of conducting a comprehensive evaluation of their quality, following the acquisition of the complete text of the respective research works. Four studies were excluded from the analysis due to iterative processes and concerns regarding their quality. The present study is grounded on a comprehensive review of 20 relevant scholarly sources pertaining to the subject matter.

- **Rahimić, Z., Črnjar, K., & Čikeš, V. (2019).** The focus of this article was on how seasonal employment affects HRM strategies and practices in tourism-related businesses. Human resource policies and practices are grounded in the company's overall business strategy, including whether or not it acknowledges the seasonality of the industry and operates as a dichotomous business type. The purpose of this article is to dissect the ways in which "embrace" and "challenge" seasonality and dichotomous and continuous business management affect the execution of selected human resource management activities within these types of businesses. A spectrum from "embracing" to "challenging" seasonality is utilized as a framework for examining human resource management activities in the tourism industry. This way, both the vertical and horizontal alignments in HRM can be understood and the strategic context of HRM may be considered. Human resource management (HRM) practices and trends specific to the seasonal tourism industry in the European Union are mapped out and defined. Conclusions Depending on the chosen seasonal employment strategy in the tourism industry, this study outlines the potential benefits and drawbacks of implementing various human resource management activities. The results of secondary data analysis on the type and length of work engagement in the sector of tourism in the EU reveal a preferred approach to seasonality. They can also be used as a jumping-off point for discussions of effective HRM procedures.
- **Katunian, A. (2019).** The challenges related to human resource management and human resource development in the tourism sector can be defined as: low-skilled employees, inexperienced employees, shortages of seasonal workforces, a lack of staff motivation, and the frequent rotation of employees, in addition to various other issues. In light of these difficulties, this article explores how the sustainability approach might be integrated into HRD. Human resource development should also be viewed through the lens of sustainability, which means that environmental management and social sustainability are not its sole purview. This paper sets out to examine the sustainability's theoretical assumptions as a novel strategy for tourism's human resource development. To accomplish this goal, we employed scientific procedures such as theoretical analysis, synthesis, and generalization. Sustainable development can be analyzed at the societal, corporate, and personal levels. The growth of an organization or a community as a whole can be facilitated by investing in its people and allowing them to flourish. Sustainable development of human resources in the tourism industry is a collaborative effort between businesses in the industry, governments, public institutions, schools, and even international organizations. Human resource development in the tourism industry can be sustained through inter-organizational collaboration.
- **He, J., Morrison, A. M., & Zhang, H. (2019).** This research aims to understand how businesses may improve the health and productivity of millennial (those born between 1981 and 2000) workers in the hospitality sector. As millennial workers increasingly make up the bulk of the hospitality industry, more emphasis is being paid to ensuring their happiness on the job. Human resource management (HRM) has been shown in previous research to significantly impact employee well-being in the hospitality industry by serving as a link between the firm and its staff. Furthermore, in a dynamic workplace, a supervisor's ability to demonstrate responsible leadership is crucial.. Multiple linear regression analysis was used to test the study's hypotheses, which were based on a survey of 243 millennial workers in the Chinese hospitality business. The findings suggested that HRM and ethical leadership had beneficial effects on the mental health of millennial workers, which has the potential to boost productivity in the hospitality industry. In addition, effective leadership amplifies the favorable impact of human resource management on workplace satisfaction and productivity. Worker satisfaction also acts as a mediator between HRM and the combined effects of ethical leadership on performance. Hotels would benefit from knowing that better human resource management and ethical leadership can improve the happiness of their millennial staff members.
- **Agarwal, P. (2021).** This article uses qualitative thematic analysis to investigate the effects of COVID-19 on the well-being of hotel employees and to learn more about the human resource management (HRM) methods employed by hotels during COVID-19. Human resource management (HRM) methods are presented in this study to help businesses better manage their personnel during periods of high volatility. There is substantial evidence that HRM strategies that prioritize workers' needs have a major effect on their satisfaction at work. This research integrates the findings from an HRM framework for wellness utilizing a job demands-resources model. Existing theories and models of happiness are confirmed and expanded upon, and these are the topics explored in this study. Policymakers might use the findings as a resource for better people management in times of crisis

- **Gigauri, I. (2020).** This article investigates HRM institutional backing during the 2009 COVID-19 pandemic. Human resource management activities are analyzed in light of evolving work settings, schedules, and locations. The research examines how human resources professionals helped workers during the pandemic and how upper management promoted morale. It also delves into the question of whether or not HRM practices and employees' feelings are given much attention by businesses. Forty-eight Georgia-based businesses participated in the survey that provided the quantitative data for this study. The data suggests that HRM enabled workers by facilitating their updating of remote-work-related abilities, allowing for more adaptable scheduling, and relaxing of performance-related policies. In addition, upper management has provided support for HR professionals to launch programs that improve the mental and physical health of their workforce. In addition, any business should make HRM a top priority if it wants to build a strong foundation for its ability to weather storms and adjust to new circumstances. The study's originality underlines the significance of HRM practice when economies face the risk of recession. It makes a difference in human resource management by helping workers through the epidemic and by encouraging HR efforts from the standpoint of upper management. It also opens the door to new research in this area.
- **Kimbu, A. N., Adam, I., Dayour, F., & de Jong, A. (2023).** The purpose of this study is to investigate the impact of COVID-19 induced redundancy on the socio-psychological well-being of redundant employees (those who have been laid off or who have had their hours reduced) and how this has affected their commitment to work and support recovery in the tourism industry. Between May and August of 2020, a total of 457 questionnaires were distributed to laid-off workers in Ghana, and 15 in-depth interviews were held with those individuals. There was a significant relationship between respondents' marital status, education, dependent status, and the types of tourism businesses they worked for, and between respondents' marital status, age, education, and rank in the organization, and their social well-being, according to the results of a binary logistic regression analysis of the survey data supported by qualitative interview analysis. Meanwhile, a person's level of happiness had a major impact on how dedicated they would be to their profession in the future. Managerial implications for encouraging staff members' ability to bounce back from setbacks and go forward with recovery plans are analyzed in depth.
- **Przytuła, S., Strzelec, G., & Krysińska-Kościańska, K. (2020).** This essay is an attempt at a diagnosis of how the Covid-19 pandemic has affected human resource procedures like hiring and screening, telecommuting, employee motivation, skill updating, and communication. The "future trends in HR" were projected a few years before to the pandemic, and this theoretical study is a form of correction and discussion with those predictions. The study's methodology consisted of a literature analysis and a survey of experts in the sectors of business and science to determine how the pandemic has affected HR practices thus far. As more and more data becomes available online, the writers felt compelled to cull the latest HR practices being used by firms from reputable and reputable sources. There will be a greater need for interest, appreciation, and motivation from managers, as well as the need to build trust and a sense of belonging among team members, as the biggest challenges for HR after COVID-19 include these changes. There will be a shift in the list of perks to prioritize improving people's emotional wellness. Managers and workers alike will need to learn new skills once the pandemic has passed, therefore re-skilling and re-training programs are the most likely responses.
- **Benitez, M., & Medina, F. J. (2022).** This article explores two perspectives on the connection between the happiness of hotel staff as a whole and their ability to do their jobs. First, by looking at the link between job happiness and emotional weariness on the job and customer perceptions of service quality at the micro level. Second, by examining how variation within the unit in satisfaction and emotional tiredness moderate these associations. There were 398 hotel staff members and 1233 guests included in the study. The investigation, conducted with Mplus 5, revealed a favorable correlation between job satisfaction and customers' shared evaluations of service quality, whereas emotional tiredness was found to have the opposite effect. Further, the results backed the hypothesis that the positive or negative association was stronger in hotel work-units with lower intra-unit variability in satisfaction/exhaustion. Taken as a whole, our results emphasize the significance of recognizing the variation in satisfaction and emotional exhaustion across work-units in order to comprehend the connection between well-being and service quality as perceived by customers and, thus, to design intervention programs to enhance well-being at work and service quality in hospitality businesses.
- **Varga, S., Mistry, T. G., Ali, F., & Cobanoglu, C. (2021).** The purpose of this research is to analyze how wellness initiatives in the hospitality sector affect both workers and businesses. Employees in the hospitality industry who have access to wellness programs were the focus of a survey disseminated via Amazon Mechanical Turk. The methods employed included structural equation modeling, factor analysis for confirmation, and descriptive statistics. Turnover intent, JS, and POS were all significantly influenced by employees' views on wellness programs. The relationship between how employees felt about wellness initiatives and JS was significantly mediated by POS. There was no appreciable change in employees' emotional labor as a result of their views on wellness programs.
- **Fedorova, A., Koropets, O., & Gatti, M. (2019, May).** This essay aims to fill a gap in the literature by analyzing the effects of digitalization processes in the workplace on workers' satisfaction. The causal relationship between the digital transformation of the HRM practices and employees' well-being is studied

in the article. Sociological surveys, narrative analysis, and content analysis are all part of the research technique. The largest university in Russia serves as a case study for our in-depth examination of the issue via the case study approach. Our research shows that there are challenges associated with increasing the use of digital technologies in the HRM system, demonstrating the negative impact of digitalization processes on employee well-being 18 (along with positive effects) and highlighting the necessity of developing management solutions aimed at preserving well-being 19 in the workplace.

- **Wang, J., Ban, H. J., Joung, H. W., & Kim, H. S. (2022).** Human Resource Management (HRM) riddles with organization stability and recovery have arisen in the hospitality business, which has been hit hard by the pandemic because of its human close interaction and labor-intensive characteristics. This study aims to synthesize current research on hotel HRM research outcomes and trends during the COVID-19 pandemic. Under the shadow of the COVID-19 crisis, 102 research articles were extracted and analyzed using the PRISMA method and NVivo software to show the overall achievement and mobility of hospitality HRM research. The findings suggested 309 free nodes and 26 secondary nodes based on grounded theory, which is encouraging given the study's stated goal of illuminating the current state and future potential. Analysis resulted in the identification of seven overarching topics, which are as follows: environment, industry, HRM practice, organization, employee, external outcomes, methodology, and environment. The findings proved that the global spread of COVID-19 prompted a change in HRM practices. Further, the COVID-19 circumstances are used to illuminate how research adapts to HRM's changing navigation within the hospitality industry.

Research Gap

While there are several studies on HRM difficulties in the tourism industry from other countries, there are hardly any from an Indian perspective. Given the booming tourism business in India, it's surprising that little has been studied in this specific setting. To ensure the continued growth of the industry, it is essential to have a firm grasp on the specific difficulties faced by human resources managers in this field. Therefore, further in-depth study is required to address the HRM issues facing the Indian tourism sector.

Research Objectives

1. To understand the current status of Tourism sector employees
2. To identify the importance of employee mental health in Tourism organizations
3. To comprehend the future readiness of tourism industry against uncertainties.

RESEARCH METHODS

The current research is a qualitative research approach **Vindrola-Padros, C., & Johnson, G. A. (2020). Allan, G. (2020)**, which collects data through interview method. The Research Participants are HR managers of Airlines, Hotel And Travel Agencies. 3 from each sector were chosen and the analysis is based on interviews of 9 Participants. The participants of the study were interviewed on basis of 4 important questions

1. Now that the pandemic has subsided, do you think employees are back to normal?
2. Is their mental health still considered important to the organization?
3. Is your organization ready for future uncertainties? (In relation to maintaining employee well being)
4. Do you have some plans and strategies newly adopted after pandemic?

The data obtained was transcribed and analysed using the Nvivo 14 software. **Jackson, K., Bazeley, P., & Bazeley, P. (2019).**

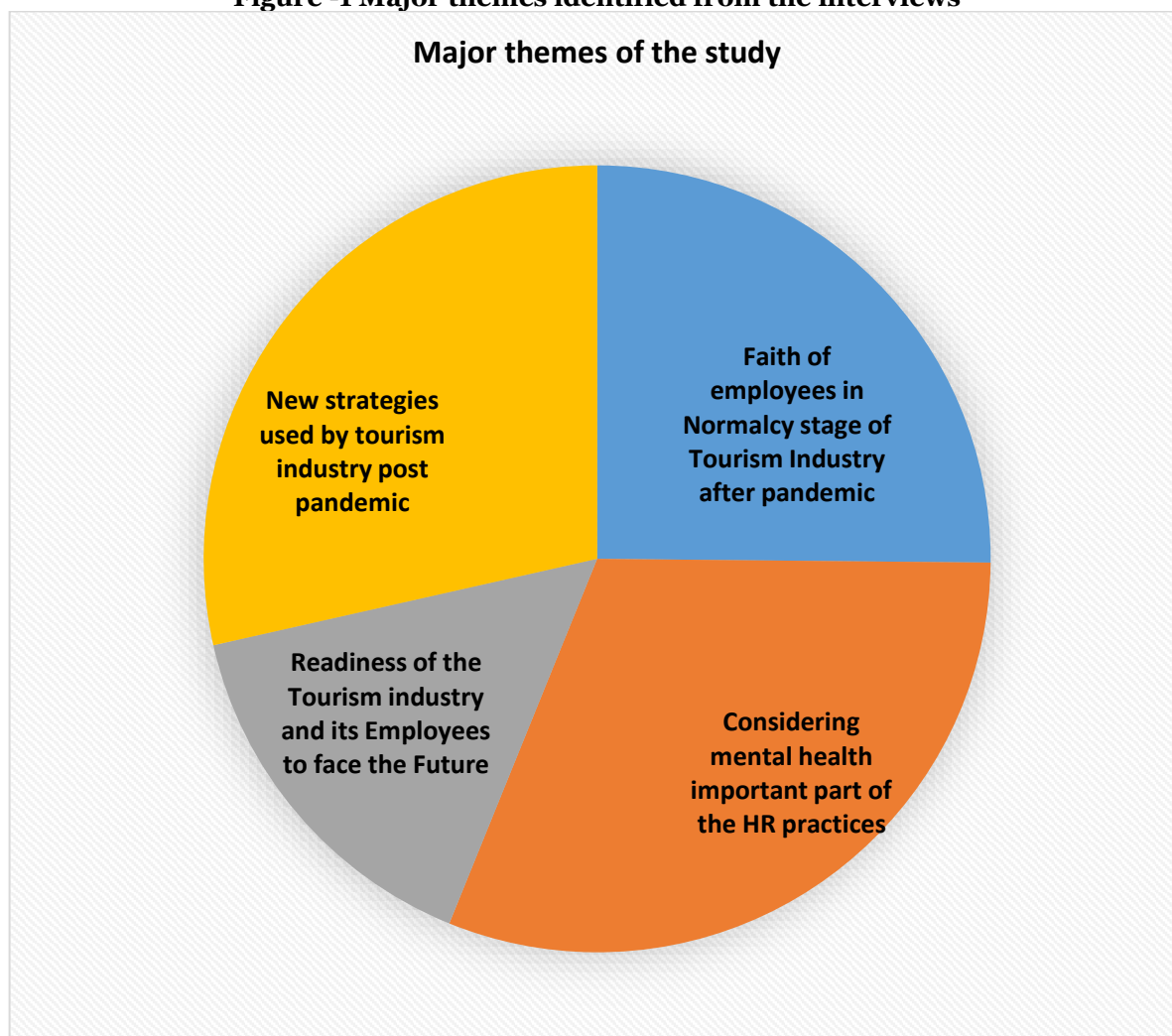
RESULTS AND DISCUSSION

Demographic profile of the Participants

Women constitute only 26% of Indian workforce (Economic Times Mar 08, 2022), and similarly in the current study there are 75.7% male and 24.3% female under the study. A large proportion of 58% Tourism sector HR Managers are in the age group of 24-35 years, 25.1% belong to 36-45 years age group and 16.9% are above 45 years in age. A majority 60.8% tourism sector HR Managers are post graduates and 20.6% are professional course holders in Tourism industry, 23.9% of tourism HR Managers have 5 to 7 Years of experience, 21.4% have 8-10 years of experience and 26.1% have above 13 years of experience in the current organization. 20.4% have 8-10 years of experience and 29.6% have above 13 years of experience in tourism industry.

Identifying themes

Using the Nvivo software the following themes were identified from the 9 interviews conducted during the research period. The 9 Interviews included 3 Top level employees from Aviation Industry, 3 from hotel industry and 3 from Travel Industry.

Figure -1 Major themes identified from the interviews

The above themes were identified and the codes and sub codes for the study are presented as follows

Table -1 Themes and Sub themes identified from the interviews using Nvivo

Name	Description	Files	Ref
		9	326
Name	Description	Files	Ref
Tourism employees back to normal	Faith of employees in normalcy stage of tourism industry after pandemic	9	82
Positive attitude	There is positive attitude among employees to get back to normalcy after pandemic	6	15
Negative attitude	There is negative attitude among employees to get back to normalcy after pandemic	3	13
Sceptical attitude	Employees are still in state of fear that any uncertainties may come and they may have to face the wrath	6	22
Transition	Employees are slowing moving towards accepting the tourism industry as it was before pandemic	9	32
Name	Description	Files	Ref
Mental health of employees	Considering mental health important part of the hr practices	9	101

To a great extent	Hr in tourism industry has incorporated policies for mental health of the employees to a great extent	7	26
To a moderate extent	Hr in tourism industry has incorporated policies for mental health of the employees to a moderate extent	6	22
No extent	There are no policies for employee mental health	3	16
Other activities which lead to mental health	Motivation of employees, and recreating facilities and job security	9	37
Name	Description	Files	Ref
Future readiness	Readiness of the tourism industry and its employees to face the future	9	50
Not future ready	No strategies and policies are framed for future needs of the employees in tourism industry	2	6
Moderate emphasis on future uncertainties	Some kind of policies and practices are framed to be implemented in the near future	7	18
Ready to face the future	The organization has already started implementing practices which lead to future readiness of tourism industry	7	26
Name	Description	Files	Ref
New strategies	New strategies used by tourism industry post pandemic	9	93
Upskilling and reskilling employees	To adapt to the changing demands of the post-pandemic tourism landscape.	8	33
Training programs	To enhance digital skills, health and safety protocols, and customer service	9	32
Employee well-being	Implementing measures such as mental health support programs, flexible work arrangements, and enhanced health insurance coverage to address the physical and emotional	8	28

The results show that the HR managers of Tourism sector have shown considerable interest in the title of the research during the study. Theme 1 -Faith of employees in normalcy stage of tourism industry after pandemic was identifies in 9 files with 82 reference out of which sub node 'transition' - Employees are slowing moving towards accepting the tourism industry as it was before pandemic had the highest reference of 32. Considering mental health important part of the HR practices was the second theme identified and was found in 9 files with 101 reference indicting highest discussion on this topic. Sub node 'Other activities which lead to mental health' had the highest references of 37 and viewed in 9 files. Theme 3 - Readiness of the tourism industry and its employees to face the future had only 50 references from 9 files. Theme 4 - New strategies used by tourism industry post pandemic had 93 reference and three sub nodes, which included Upskilling and reskilling employees, Training programs and Employee well-being

Discussion

Theme 1 explored the faith of employees in the normal stage of the tourism sector after the pandemic. After the outbreak, some workers were optimistic about life returning to normal. They anticipated a speedy revival of the tourism sector and were anxious to get back to business as usual. These people trusted the industry to weather any storm and knew their jobs were safe for the long haul. They were optimistic and enthusiastic about their work despite the pandemic since they knew it was just a temporary setback that would eventually pass away. Some workers were pessimistic about the prospect of returning to business as usual following the outbreak. They had doubts that their jobs would ever be the same again and were pessimistic about the tourism industry's ability to bounce back quickly. These people were discouraged by the enormous difficulties of the pandemic and fearful of what the future held. They anticipated big shifts in the business, meaning they might have to

switch gears or look elsewhere for work. Despite their worries, however, they believed that their concerns would be proven wrong and that the business would finally find its footing once again. Human resources professionals have noted that workers are wary of returning to their pre-pandemic roles in the tourism business, but are gradually coming around to the idea. Human resources managers admitted that workers were still wary and anxious about the future of the tourism business. They were cognizant of workers' anxiety around job security and the probable need to learn new skills or pursue new avenues of employment. They continued to hold out hope that, with time and effort, the sector would return to its pre-pandemic stability, and that workers would once again accept the industry with open arms.

The second common thread included making mental health care a priority in HR policies and procedures. Human resource managers in the tourism business say that mental health policies have been included into HR practices to a considerable extent. Several efforts and programs have been launched to improve workers' emotional health and help those who are struggling with mental illness. Workshops on dealing with stress and private counseling sessions also fall under this category. The HR managers feel that emphasizing mental health not only increases employee satisfaction and productivity, but also promotes a good work atmosphere that attracts and maintains top talent in the tourist industry. In today's tourism industry, HR policies focus on issues including employee motivation, recreational opportunities, and job security. HR professionals also understand the significance of helping workers who are experiencing mental health issues. Counseling services, encouragement of a healthy work-life balance, and other activities aimed at lowering workplace stress all fall under this category. Human resources professionals in the tourism sector prioritize employees' emotional health in order to foster a productive and satisfying work environment.

The third overarching concept was how well the tourism sector and its workers were prepared for the future. Human resources directors reported that their companies have begun implementing procedures that will make the tourism industry more prepared for the future. They stated that they are spending money on training and development initiatives to better equip their staff. To keep up with the ever-evolving market, they are also implementing innovative technology and business tactics. The HR managers stressed the significance of adaptability and flexibility in facing whatever future may offer the tourism business. In addition, the HR executives stressed the value of encouraging creativity among employees. They stressed the significance of fostering an environment where employees are encouraged to think creatively and proactively in order to generate novel ideas and approaches. They also emphasized the value of establishing solid relationships with local communities and stakeholders as a means of ensuring responsible tourism and sustainable practices. They believe that by implementing these policies, the tourism industry will be ready to embrace change and prosper in the future.

The fourth topic addressed novel approaches used by the tourism sector in the wake of the pandemic. Human resource managers have begun retraining and upskilling workers to meet the challenges of the post-pandemic tourism industry. Many programs are offered to better prepare employees in the areas of digital skills, health and safety policies, and customer service. Various initiatives aimed at improving workers' mental and physical health, flexibility in scheduling and working conditions, and expanded health insurance are introduced. To further streamline operations and reduce the need for human intervention, businesses are investing in technology and automation. To meet the rising demand for contactless services, companies are building out online booking and virtual tour systems. More and more businesses are placing an emphasis on eco-friendly and sustainable methods to cater to the growing number of eco-conscious tourists. To sum up, the tourism industry is being proactive in its efforts to adjust to the new normal and protect its workforce and its customers.

CONCLUSION

The current research provides HR managers' perspectives on HR-related difficulties in the tourism industry's past, present, and future. Human resource managers in the tourism sector are, on the whole, becoming more aware of the necessity of adjusting to the altered expectations of a post-pandemic environment. They realize the significance of training workers with digital skills in this rapidly evolving environment. Furthermore, they are making the health and happiness of their staff members a top priority by providing for their material and spiritual requirements. Human resource managers will continue to play a pivotal role in the future of the travel industry as they work to overcome HR-related difficulties and ensure the sector can adapt to the changing demands of customers.

While this study relied on HR professionals, future research would benefit from including employee feedback in a quantitative assessment of the topic. To conduct this quantitative research, surveys of staff members about the efficacy of HR policies and initiatives might be implemented. Future academics can learn more about the effects of HR policies and procedures on the workforce and pinpoint problem areas if they take into account employees' points of view. Human resource managers can utilize this data to improve their strategy and better meet the demands of their staff.

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