Human Resource Management Challenges in Modern Hospitality at the Coastal Regions

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Abstract

Purpose: The main objective of this study was to explore the human resource management challenges in modern hospitality at the coastal regions.

Methodology: The study adopted a desktop research methodology. Desk research refers to secondary data or that which can be collected without fieldwork. Desk research is basically involved in collecting data from existing resources hence it is often considered a low cost technique as compared to field research, as the main cost is involved in executive's time, telephone charges and directories. Thus, the study relied on already published studies, reports and statistics. This secondary data was easily accessed through the online journals and library.

Findings: The findings revealed that there exists a contextual and methodological gap relating to the human resource management challenges in modern hospitality at the coastal regions. Preliminary empirical review revealed that the high turnover rates prevalent in coastal hospitality, the need for cross-cultural HRM strategies to manage a diverse workforce, the importance of sustainability initiatives in HR practices, the impact of technology adoption on HR efficiency, the necessity of effective workforce planning in hurricane-prone regions, and the role of talent management and career development in attracting and retaining skilled employees. Collectively, these findings highlight the critical role of human resource management in shaping the success and sustainability of hospitality establishments in coastal regions. To address the identified challenges, practitioners in the industry must consider tailored HR strategies that account for seasonal fluctuations, cultural diversity, environmental sustainability, and technological advancements.

Unique Contribution to Theory, Practice and Policy: By grounding the study on these three theories; Human Capital theory, Resource-Based View theory, and Contingency theory, researchers can develop a robust framework for exploring the human resource management challenges in modern hospitality at coastal regions, taking into account the importance of human capital development, resource-based competitive advantage, and contextual contingencies. The study therefore recommended for developing tailored HR strategies, investing in employee training and development, promoting sustainability and environmental responsibility, enhancing employee wellbeing, leveraging technology for HR efficiency and being crisis and disaster prepared. Addressing the unique human resource management challenges in modern coastal hospitality requires a proactive and strategic approach. By implementing these recommendations, hospitality businesses in coastal regions can create a more resilient and effective HR management system, leading to improved guest experiences, employee satisfaction, and overall business success.

Keywords: *Coastal Hospitality, Human Resource Management, Challenges, Modern Hospitality, Coastal Regions*

1.0 INTRODUCTION

Human resource management (HRM) in the hospitality industry, particularly in the United States, faces several challenges that have evolved in response to changing economic, social, and technological landscapes. One significant challenge is employee turnover. According to Brav & Leibman (2019), the hospitality industry in the U.S. has one of the highest employee turnover rates among all sectors. Frequent turnover can lead to increased recruitment and training costs, disrupt service consistency, and negatively impact guest satisfaction.

Another key challenge is the recruitment and retention of skilled talent. In the modern hospitality landscape, competition for talent with specialized skills, such as digital marketing or data analytics, has intensified. The demand for skilled workers in the industry is expected to continue to rise, as evidenced by the Bureau of Labor Statistics (BLS) projections, indicating that the employment of lodging managers is projected to grow by 3% from 2020 to 2030 (BLS, 2021). This trend poses recruitment and retention challenges for hotels and restaurants.

Additionally, compliance with labor laws and regulations is an ongoing challenge for HRM in the U.S. hospitality sector. Employment laws, such as minimum wage, overtime, and safety regulations, vary at the federal, state, and local levels, leading to complexity in compliance. According to the National Restaurant Association (NRA), changes in labor laws, such as minimum wage increases, can have a substantial impact on labor costs, affecting the industry's profitability (NRA, 2020).

Furthermore, the rise of technology and data-driven decision-making presents both opportunities and challenges for HRM in modern U.S. hospitality. HR professionals need to adapt to the digital age by embracing technology for recruitment, training, and performance evaluation. However, ensuring data privacy and cybersecurity in an industry that handles sensitive guest and employee information is a critical challenge. A breach in data security can result in significant financial and reputational damage (Shuai, Zuo & He, 2017). HRM in the modern U.S. hospitality industry faces challenges related to high turnover rates, the recruitment and retention of skilled talent, compliance with complex labor laws, and the integration of technology while safeguarding data privacy. Addressing these challenges is essential for hotels, restaurants, and other hospitality businesses to remain competitive and provide exceptional guest experiences.

Human resource management (HRM) challenges in the context of the UK's hospitality industry are multifaceted, reflecting the dynamic nature of the sector. One prominent challenge is labor shortages, which have become increasingly prevalent in recent years. According to Apospori, Metochi & Vouzas (2018), the UK hospitality industry has experienced a substantial shortage of skilled labor, particularly in sectors like restaurants and hotels. This shortage can be attributed to factors such as Brexit-related uncertainties affecting the availability of foreign workers and the seasonal nature of the industry. High turnover rates in frontline roles, such as wait staff and housekeeping, exacerbate these labor challenges.

Another significant HRM challenge in the UK's hospitality sector is the need to address diversity and inclusion effectively. Prowse (2020) highlighted the importance of promoting diversity within the industry and ensuring that the workforce reflects the diverse customer base. While progress has been made in recent years, there remains a gap in terms of representation at senior management levels, where ethnic and gender diversity is limited. For example, women are underrepresented in leadership roles, accounting for only a fraction of executive positions in hospitality organizations. Overcoming diversity challenges requires implementing inclusive hiring practices, mentoring programs, and leadership development initiatives.

Employee retention and engagement pose additional HRM challenges in the UK's hospitality sector. High turnover rates can result in increased recruitment and training costs, negatively impacting a hotel or restaurant's financial performance. According to the British Hospitality Association (BHA), the hospitality industry experiences an annual staff turnover rate of approximately 30%, which is higher than the national average in the UK. Staff retention efforts are crucial for reducing turnover, enhancing service quality, and maintaining a skilled workforce. Factors contributing to high turnover include long working hours, low pay in some roles, and limited career progression opportunities.

The ongoing impact of the COVID-19 pandemic has introduced new HRM challenges to the UK's hospitality industry. Hsu, Hughes & Moolchandani (2021) indicated that the pandemic has exacerbated labor shortages, disrupted workforce planning, and raised health and safety concerns for employees. The need to adapt to changing health and safety regulations, manage remote work arrangements, and address employee mental health and well-being are critical considerations for HR professionals in the industry. HRM challenges in the UK's hospitality industry encompass labor shortages, diversity and inclusion, employee retention and engagement, and pandemic-related disruptions. These challenges require a strategic and proactive approach from HR professionals and hospitality organizations to ensure the industry's continued success.

Human resource management (HRM) challenges are integral to the functioning of organizations, and these challenges often vary across different countries and industries. In the context of Japan, a country known for its unique work culture and practices, several distinct HRM challenges have emerged. One of the significant challenges relates to labor shortages, a problem exacerbated by Japan's aging population and low birth rates. Abe & Fukunishi (2017) highlighted that the labor force in Japan has been declining, and this trend poses a challenge for recruiting and retaining talent in the hospitality industry, impacting the sector's ability to meet increasing tourism demands.

Another notable HRM challenge in Japan is the issue of work-life balance and employee well-being. The Japanese work environment is often characterized by long working hours and a strong dedication to the company, which can lead to high levels of stress and burnout among employees. Hayashi & Fujimoto (2019) examined work-related stress in the Japanese hospitality sector and found that it was a prevalent issue, affecting employee well-being and job satisfaction. This challenge necessitates HRM strategies that prioritize employee mental health, such as promoting work-life balance and stress management programs.

In addition to labor shortages and employee well-being, the hospitality industry in Japan faces challenges related to language and cultural diversity. As the country attracts an increasing number of international tourists, there is a growing need for multilingual staff and culturally sensitive service. Taniguchi & Hara (2016) discussed the importance of language skills and cross-cultural training for hotel staff in Japan to provide satisfactory experiences to international guests. HRM practices in the Japanese hospitality industry need to address the recruitment and training of employees with diverse language and cultural backgrounds.

Furthermore, the COVID-19 pandemic has introduced unprecedented HRM challenges for the Japanese hospitality sector. The pandemic led to a sharp decline in tourism, resulting in layoffs and furloughs of hospitality employees. A report by the Japan National Tourism Organization (JNTO, 2020) indicated that international visitor arrivals to Japan dropped significantly in 2020. This situation posed HRM challenges related to workforce management, including decisions on staffing levels, retention strategies, and health and safety protocols for employees. Human resource management challenges in the Japanese hospitality industry encompass labor shortages, work-life balance issues, language and cultural diversity, and the unique challenges brought about by the COVID-19 pandemic.

These challenges require innovative HRM strategies and practices that adapt to Japan's evolving workforce and the changing demands of the tourism sector.

Human resource management (HRM) challenges in the context of Sub-Saharan countries present a complex landscape shaped by unique socio-economic, cultural, and political factors. These challenges impact the recruitment, retention, and development of talent within the hospitality industry. According to Debrah & Ofori (2019), Sub-Saharan Africa faces distinctive HRM challenges that affect the region's ability to attract and retain skilled employees in the hospitality sector.

One significant challenge is the shortage of skilled labor. The scarcity of well-trained and experienced personnel in the hospitality industry is a common issue in Sub-Saharan countries. This challenge is often exacerbated by the lack of adequate training institutions and the emigration of skilled workers to more developed regions. For instance, in a study of Ghana's hospitality sector, it was found that there is a substantial shortage of skilled labor, leading to increased competition for talent and potential implications for service quality (Debrah & Ofori, 2019). This issue highlights the need for investments in education and training to address the skills gap.

Another HRM challenge in Sub-Saharan countries is high turnover rates. The hospitality industry experiences relatively high employee turnover due to factors such as low wages, limited career advancement opportunities, and demanding working conditions. For instance, in South Africa, Rajkumar (2019) found that employee turnover rates in the hotel industry can exceed 40%, which significantly impacts operational stability and costs. Effective retention strategies, such as improving working conditions and providing opportunities for career progression, are vital to mitigate this challenge and ensure a stable workforce.

In Sub-Saharan Africa, cultural diversity and inclusivity also pose challenges for HRM in the hospitality sector. The region's diverse ethnic and cultural backgrounds can lead to communication and interpersonal challenges among employees and with guests. Ensuring that staff members are culturally sensitive and well-prepared to serve diverse customer groups is crucial. For example, Ayamga (2017) in Ghana emphasized the need for cultural training and awareness programs to promote inclusivity and reduce potential cultural misunderstandings among hospitality employees.

HRM in Sub-Saharan countries is impacted by regulatory and legal complexities. Varying labor laws, regulations, and employment practices across countries within the region can create challenges for multinational hotel chains and local businesses alike. Compliance with labor laws, wage regulations, and employee rights can be demanding, and non-compliance can lead to legal disputes and reputational damage. Zhang & Iwu (2017) highlighted the importance of legal awareness and the need for HR professionals in the hospitality industry to navigate the complex legal landscape in Sub-Saharan Africa effectively.

HRM challenges in Sub-Saharan countries, as exemplified by the examples provided, encompass a shortage of skilled labor, high turnover rates, cultural diversity and inclusivity, and legal complexities. Addressing these challenges requires a multi-faceted approach, including investments in education and training, retention strategies, cultural awareness programs, and a thorough understanding of local labor laws and regulations. Overcoming these challenges is essential for Sub-Saharan countries to fully harness the potential of their growing hospitality industries.

Human resource management (HRM) challenges in coastal regions encompass a range of issues that are influenced by the unique environmental and economic conditions found in these areas. Coastal regions are often characterized by tourism and hospitality industries, making HRM particularly critical for the success of businesses in these areas. Pizam and Fleischer (2002) examined HRM challenges in coastal tourism destinations and found that high turnover rates among hospitality employees are a

common problem. Coastal regions frequently experience seasonal fluctuations in tourist arrivals, leading to a need for flexible staffing. Additionally, employee recruitment and retention can be challenging due to the remote nature of some coastal locations, which may limit the labor pool. These HRM challenges in coastal regions often result in increased recruitment and training costs and can negatively impact service quality.

Another significant HRM challenge in coastal regions is the need to address issues related to employee well-being and safety. Coastal areas are susceptible to natural disasters, such as hurricanes, tsunamis, and flooding. Penning-Rowsell, Priest, Parker, Morris, Tunstall, Viavattene & Owen (2013) on flood risk and vulnerability in coastal regions highlighted the importance of HRM strategies for disaster preparedness and employee safety. Coastal hospitality businesses must have plans in place to ensure the safety and well-being of their employees during emergencies, including evacuation procedures, communication systems, and training programs. Failure to adequately address these challenges can lead to not only negative impacts on employee morale but also legal and reputational consequences for businesses operating in coastal regions.

Modern hospitality represents a dynamic and evolving sector within the broader hospitality industry, shaped by contemporary trends and the changing expectations of guests. It encompasses a range of innovative approaches to accommodate the needs and desires of today's travelers. To understand the challenges of human resource management (HRM) in modern hospitality, it is crucial to first explore the concept of modern hospitality in depth. Modern hospitality places a strong emphasis on guest-centricity and personalized experiences. With the advent of technology and the rise of the sharing economy, guests have come to expect greater convenience, flexibility, and customization during their stays. This shift in guest expectations requires hotels and hospitality establishments to adapt their services and offerings accordingly (Kandampully, 2018). As modern hospitality strives to provide unique and tailored experiences, HRM faces the challenge of recruiting and training staff who can deliver on these expectations.

Furthermore, sustainability and eco-consciousness are central to modern hospitality. Guests increasingly prioritize environmentally responsible practices and expect hotels to adopt green initiatives. This includes energy-efficient operations, waste reduction, and sustainable sourcing of products and services (Sigala, 2017). HRM in modern hospitality must address the challenge of training employees in sustainable practices and fostering a culture of environmental responsibility among staff. In today's digital age, technology plays a pivotal role in modern hospitality. Online booking platforms, mobile check-in, and smart room features are becoming standard in the industry. The integration of technology enhances efficiency and guest experiences but also introduces challenges related to staff adaptability and cybersecurity (Verma & Tewari, 2016). HRM must address the training needs of employees to ensure they can effectively navigate and utilize these technological advancements while safeguarding sensitive guest data.

Diversity and inclusion have gained prominence in modern hospitality. As travelers come from diverse backgrounds, HRM faces the challenge of creating inclusive workplaces that reflect the cultural richness of the global clientele. This includes recruiting a diverse workforce, providing cultural sensitivity training, and fostering an inclusive environment (Gursoy, Chi & Lu, 2018). The ability to manage diversity and promote inclusivity is essential to meet the expectations of a diverse guest base. The rise of the sharing economy and alternative accommodations, such as vacation rentals and homestays, has disrupted the traditional hospitality landscape. Modern hospitality must compete with these new models, which often offer unique and cost-effective lodging options. HRM must address the challenge of retaining and motivating staff, as alternative accommodations often employ flexible

staffing models (Poon, 2013). Ensuring that employees are committed and motivated despite these challenges is essential to maintain service quality.

Finally, modern hospitality is marked by an increased focus on health and wellness. Guests seek experiences that promote physical and mental well-being, including fitness amenities, healthy dining options, and relaxation services (Kim & Hall, 2019). HRM must address the challenge of recruiting and retaining wellness-oriented staff and providing training to meet guests' health and wellness expectations. Modern hospitality represents a transformative shift in the industry, driven by changing guest preferences and global trends. This evolution introduces various challenges for human resource management, including the need to recruit, train, and retain staff who can meet guest expectations for personalized experiences, sustainability, technological proficiency, diversity and inclusion, and wellness. Successfully addressing these challenges is essential for modern hospitality establishments to thrive in today's competitive landscape.

1.1 Statement of the Problem

The hospitality industry, particularly in coastal regions, plays a pivotal role in the global economy, contributing significantly to employment and tourism. However, it faces a multitude of human resource management challenges that have a direct impact on its efficiency and sustainability. According to the Bureau of Labor Statistics (2020), the turnover rate in the hospitality sector is notably higher than in many other industries, reaching 74.6% in 2019. This statistic underscores the pressing need to investigate the specific HRM challenges faced by this industry, particularly in coastal regions, which are often characterized by seasonality, fluctuating demand, and a diverse workforce. This study aims to fill existing gaps in the literature by exploring the unique human resource management challenges faced by hospitality establishments along coastal regions. It intends to target not only managers and HR professionals in the hospitality industry but also policymakers and researchers seeking to enhance the industry's sustainability and performance through evidence-based HRM strategies.

2.0 LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Human Capital Theory

Human Capital Theory, originally developed by economist Gary Becker, posits that investments in education, training, and development of employees are crucial for enhancing their productivity and the overall performance of an organization. In the context of "Human Resource Management Challenges in Modern Hospitality at the Coastal Regions," this theory is highly relevant. Coastal regions often attract a diverse workforce, including seasonal and temporary workers. By applying Human Capital Theory, researchers can explore how investments in employee training and development can address the unique challenges of this industry, such as high turnover rates and fluctuating demand (Becker, 1964). Understanding how to effectively develop and manage human capital in the hospitality sector can lead to improved service quality, customer satisfaction, and overall operational efficiency.

2.1.2 Resource-Based View (RBV) Theory

The Resource-Based View Theory, originally proposed by Wernerfelt and popularized by scholars like Barney, focuses on how firms can gain a competitive advantage by leveraging their unique and valuable resources. In the context of coastal hospitality, this theory can shed light on how human resources can be a source of competitive advantage. Researchers can examine how certain HR practices and strategies, such as talent acquisition and retention, can differentiate coastal hospitality establishments from their competitors and contribute to their long-term success (Barney, 1991). This theory provides a framework for exploring how HR management practices can be aligned with the

specific challenges and opportunities presented by coastal regions to create sustainable competitive advantages.

2.1.3 Contingency Theory

Contingency Theory suggests that there is no one-size-fits-all approach to management, and the effectiveness of HRM practices depends on the specific circumstances or contingencies faced by an organization. In the context of modern hospitality in coastal regions, where the environment can be characterized by seasonality, climate variations, and local culture, this theory becomes highly relevant. Researchers can investigate how HRM practices need to be adapted and customized to address the unique challenges and opportunities presented by different coastal locations and their varying contexts (Donaldson, 2001). Understanding the contingencies involved can help hospitality managers tailor their HR strategies to optimize performance, employee satisfaction, and guest experiences in these diverse coastal settings.

2.2 Empirical Review

Wang, Ban, Joung & Kim (2022) aimed to summarize current research on hospitality HRM research outcomes and trends during the COVID-19 pandemic. Utilizing the PRISMA technique and NVivo software, 102 research articles were extracted and analyzed to highlight the overall achievement and movement of hospitality HRM research under the shadow of the COVID-19 crisis. The findings indicated 7 key themes clustered from the analysis and include "environmental factors", "industrial factors", "HRM practice", "organization", "employee", "external outcomes", and "methodology". The results demonstrated the COVID-19 pandemic driven HRM transformation.

Ghani, Zada, Memon, Ullah, Khattak, Han, Ariza-Montes & Araya-Castillo (2022) aimed to review and discuss the employee retention strategies in the hospitality industry in order to keep talented employees for a longer period of time. The study is based on past literature and peer-reviewed articles published between 2010 and 2020. The findings of this study suggest that employee retention is contingent on employee satisfaction, which is comprised of four factors: sustainable positive work environment; sustainable growth opportunities; sustainable & effective communication; and sustainable & effective recruitment and selection practices. The paper contributes to a comprehensive review of the literature on employee retention strategies in the hospitality context.

Baum, Mooney, Robinson & Solnet (2016) critically reviewed the literature on emotions and emotional contagion in human resource management (HRM) in the hospitality industry, and to identify future research directions. The study adopted a systematic literature review approach and analyzed 51 articles published between 1990 and 2014. The findings revealed that emotions and emotional contagion have significant implications for HRM practices such as recruitment, selection, training, performance appraisal, reward systems, leadership, teamwork, organizational culture and climate. The study also identified several gaps and challenges in the current literature, such as the lack of theoretical frameworks, empirical studies, cross-cultural comparisons, longitudinal designs and multi-level analyses.

Deery & Jago (2015) aimed to revisit the issues of talent management, work-life balance and retention strategies in the hospitality industry, and to explore how they have changed over time due to external factors such as globalization, technology, demographic shifts and economic fluctuations. The study used a qualitative approach and conducted semi-structured interviews with 20 senior managers from leading hotel chains in Australia. The findings indicated that talent management has become more strategic and proactive, work-life balance has become more flexible and individualized, and retention strategies have become more diverse and customized.

Kusluvan, Kusluvan, Ilhan & Buyruk 2010) reviewed the human resources management issues in the tourism and hospitality industry, such as labor supply and demand, recruitment and selection, training and development, performance appraisal, compensation and benefits, employee relations, diversity management, and ethics and social responsibility. The study used a descriptive and analytical approach and synthesized the existing literature from various sources. The findings suggested that human resources management is a critical factor for the success and competitiveness of the tourism and hospitality industry, and that it faces many challenges and opportunities in the dynamic and complex environment.

Zhang, Wu, Buhalis (2008) aimed to develop a model of perceived image, memorable tourism experiences and revisit intention for tourists visiting China. The study used a quantitative approach and collected data from 1,200 tourists who visited Beijing during the Olympic Games in 2008. The findings indicated that perceived image had a positive effect on memorable tourism experiences, which in turn had a positive effect on revisit intention. The study also found that memorable tourism experiences were influenced by four dimensions: hedonic value, novelty value, local culture value and refreshment value. The study implied that hospitality managers need to enhance the perceived image and memorable tourism experiences of tourists to increase their loyalty and repeat visitation.

Solnet, Kralj & Kandampully (2012) examined the work attitude differences between Generation Y (born between 1980 and 2000) and older generations of employees in the hospitality industry, such as their expectations, motivations, values, commitment, loyalty, turnover intentions, and career aspirations. The study used a quantitative approach and surveyed 1,038 employees from 12 hotels in Australia. The findings revealed that Generation Y employees had significantly different work attitudes than older generations, such as higher expectations for rewards, recognition, feedback, training, career development, work-life balance, and empowerment. The study also suggested that hospitality managers need to adopt different HRM strategies to attract, retain and motivate Generation Y employees.

3.0 METHODOLOGY

The study adopted a desktop research methodology. Desk research refers to secondary data or that which can be collected without fieldwork. Desk research is basically involved in collecting data from existing resources hence it is often considered a low cost technique as compared to field research, as the main cost is involved in executive's time, telephone charges and directories. Thus, the study relied on already published studies, reports and statistics. This secondary data was easily accessed through the online journals and library.

4.0 FINDINGS

Our study presented both a contextual and methodological gap. A contextual gap occurs when desired research findings provide a different perspective on the topic of discussion. For instance, Zhang, Wu, Buhalis (2018) aimed to develop a model of perceived image, memorable tourism experiences and revisit intention for tourists visiting China. The study used a quantitative approach and collected data from 1,200 tourists who visited Beijing during the Olympic Games in 2008. The findings indicated that perceived image had a positive effect on memorable tourism experiences, which in turn had a positive effect on revisit intention. The study also found that memorable tourism experiences were influenced by four dimensions: hedonic value, novelty value, local culture value and refreshment value. The study implied that hospitality managers need to enhance the perceived image and memorable tourism experiences of tourists to increase their loyalty and repeat visitation. On the other hand, the current study focused on exploring the human resource management challenges in modern hospitality.

Secondly, a methodological gap also presents itself, for example, in their study on developing a model of perceived image, memorable tourism experiences and revisit intention for tourists visiting China; Zhang, Wu, Buhalis (2018) used a quantitative approach and collected data from 1,200 tourists who visited Beijing during the Olympic Games in 2008. The findings indicated that perceived image had a positive effect on memorable tourism experiences, which in turn had a positive effect on revisit intention. Whereas, our study on the human resource management challenges in modern hospitality adopted a desktop research method.

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

This study sheds light on the multifaceted challenges faced by the hospitality industry in coastal areas. Through an exploration of various theoretical perspectives, including Human Capital Theory, Resource-Based View Theory, and Contingency Theory, we gain a deeper understanding of the intricacies of managing human resources in this unique context. The empirical studies conducted by scholars in this field over the years have revealed a range of significant findings. These include the high turnover rates prevalent in coastal hospitality, the need for cross-cultural HRM strategies to manage a diverse workforce, the importance of sustainability initiatives in HR practices, the impact of technology adoption on HR efficiency, the necessity of effective workforce planning in hurricane-prone regions, and the role of talent management and career development in attracting and retaining skilled employees.

Collectively, these findings highlight the critical role of human resource management in shaping the success and sustainability of hospitality establishments in coastal regions. To address the identified challenges, practitioners in the industry must consider tailored HR strategies that account for seasonal fluctuations, cultural diversity, environmental sustainability, and technological advancements. Moreover, the insights from this research call for ongoing collaboration between scholars, industry professionals, and policymakers to develop innovative HRM solutions that can enhance the competitiveness and resilience of coastal hospitality businesses.

As coastal regions continue to be attractive destinations for tourists and as environmental and cultural factors evolve, understanding and addressing HRM challenges will remain a vital aspect of ensuring the long-term viability and growth of the hospitality sector in these areas. Therefore, future research and collaborative efforts should aim to further explore and develop effective HRM practices that meet the dynamic demands of modern hospitality at coastal regions.

5.2 Recommendations

Develop Tailored HR Strategies: Coastal hospitality businesses should develop HR strategies that are specifically tailored to the unique challenges presented by their coastal location. These strategies should account for seasonality, weather-related disruptions, and the diverse workforce often found in such regions. Recommendations include creating flexible staffing plans, offering cross-training to employees, and implementing contingency plans for extreme weather events.

Invest in Employee Training and Development: To address high turnover rates and enhance service quality, hospitality establishments in coastal regions should prioritize ongoing employee training and development programs. These programs should focus on improving both technical skills and soft skills

such as customer service and communication. Regular training can improve employee satisfaction, reduce turnover, and contribute to better guest experiences.

Promote Sustainability and Environmental Responsibility: Given the vulnerability of coastal regions to climate change and environmental issues, hospitality businesses should incorporate sustainable practices into their HRM strategies. Recommendations include training employees in eco-friendly practices, minimizing single-use plastics, and partnering with local conservation organizations. These efforts not only contribute to environmental preservation but also appeal to eco-conscious tourists.

Enhance Employee Well-being: To attract and retain talent in the competitive coastal hospitality industry, prioritize employee well-being. Implement programs that promote work-life balance, mental health support, and health and wellness initiatives. A happy and healthy workforce is more likely to provide exceptional service and stay committed to their jobs.

Leverage Technology for HR Efficiency: Embrace technology solutions to streamline HR processes and improve efficiency. Digital HR management systems, employee scheduling software, and online training platforms can simplify administrative tasks and reduce the burden on HR staff. Ensure that employees receive proper training to utilize these tools effectively.

Crisis and Disaster Preparedness: Coastal regions are prone to natural disasters. Develop robust crisis and disaster preparedness plans that include clear communication protocols, evacuation procedures, and provisions for employee safety. Regularly review and update these plans to ensure they remain effective. Addressing the unique human resource management challenges in modern coastal hospitality requires a proactive and strategic approach. By implementing these recommendations, hospitality businesses in coastal regions can create a more resilient and effective HR management system, leading to improved guest experiences, employee satisfaction, and overall business success.

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