

Navigating Uncertainty: The Influence of Human Resources Management Practices on Employee Productivity in the Hotel Industry amidst Global Turbulence with Special Reference to Mangalore

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Abstract:

In the contemporary landscape of global business, the hotel industry stands out as one of the most vulnerable sectors, especially in the face of unprecedented global turbulence. The city of Mangalore, renowned for its cultural richness and economic vibrancy, represents a unique microcosm within this broader scenario. This paper meticulously examines the pivotal role of Human Resources Management (HRM) practices in bolstering employee productivity within Mangalore's hotel industry during these challenging times.

The global turbulence, encompassing economic uncertainties, political upheavals, and health crises, has significantly affected the hotel industry worldwide, and Mangalore is no exception. The unique socio-economic and cultural fabric of Mangalore necessitates a nuanced approach to HRM practices, tailored to the local context, to maintain and enhance employee productivity. This study delves into the intricacies of various HRM practices, including recruitment and selection, training and development, performance management, and employee engagement, and explores their impact on employee productivity in Mangalore's hotel industry.

Recruitment and selection processes that prioritize local talent acquisition and cultural sensitivity can foster a workforce that is better aligned with the region's specific needs and customer preferences. Furthermore, targeted training and development programs, addressing the unique challenges and requirements of the Mangalore hotel industry, can equip employees with the necessary skills and knowledge to excel in their roles. Language and communication training, recognizing the multilingual nature of the region, are also highlighted as crucial factors in enhancing customer service and employee productivity.

Performance management practices that include regular feedback, evaluation, and recognition can motivate employees to achieve higher levels of productivity. Employee engagement strategies, emphasizing open communication, transparency, and work-life balance, taking into account the cultural values and lifestyle of Mangalore, can reduce burnout and enhance overall productivity.

In conclusion, this paper underscores the significance of effective and localized HRM practices in fostering a productive and resilient workforce in Mangalore's hotel industry amidst global turbulence. By adopting HRM strategies tailored to the unique characteristics of the region, hotel industry stakeholders can navigate the uncertainties and challenges effectively, ensuring business continuity and success in Mangalore. The findings and recommendations

presented in this paper offer valuable insights for industry stakeholders, policymakers, and researchers interested in enhancing business resilience and employee productivity in the hotel industry, particularly in the context of Mangalore.

Keywords: *Human Resources Management (HRM) Practices, Employee Productivity, Hotel Industry, Global Turbulence, Mangalore City, Recruitment and Selection, Training and Development, Performance Management, Employee Engagement, Business Resilience, Localized HRM Strategies, Cultural Sensitivity, Work-Life Balance, Language and Communication Training, Economic Uncertainties.*

Introduction

In the ever-evolving landscape of global business, the hotel industry stands as a significant barometer of economic health and stability. This sector, while inherently dynamic, is particularly susceptible to the ripple effects of global turbulence, which includes economic fluctuations, political instability, and health crises. Mangalore, a vibrant city located in the southwestern state of Karnataka, India, is emblematic of this broader narrative. Known for its rich cultural heritage, bustling economic activities, and diverse population, Mangalore presents a unique microcosm that requires a specialized approach to navigating the challenges faced by the hotel industry.

The efficacy of Human Resources Management (HRM) practices in enhancing employee productivity has been widely acknowledged across various industries. However, in the context of Mangalore's hotel industry and the global turbulence it confronts, the role of HRM practices takes on heightened importance. The unique socio-economic and cultural landscape of Mangalore necessitates a nuanced understanding and application of HRM strategies tailored to the local context to maintain and enhance employee productivity.

In the intricate tapestry of global business dynamics, the hotel industry emerges as a sector of paramount significance, serving as both a barometer of economic health and a vital contributor to the global economy. The sector's inherent dynamism, shaped by consumer preferences, technological advancements, and market trends, is further intensified by the pervasive challenges of global turbulence. This turbulence encompasses a myriad of factors, including but not limited to, economic fluctuations, geopolitical tensions, health pandemics, and environmental crises. Within this context, the resilience and adaptability of businesses, particularly those in the hotel industry, are continually tested, requiring innovative strategies and robust management practices to navigate these challenges effectively.

Mangalore, a bustling city situated on the picturesque western coast of India in the state of Karnataka, epitomizes the complexities and opportunities inherent in the hotel industry's current landscape. Renowned for its rich cultural heritage, thriving port, diverse economic activities, and a cosmopolitan population that embraces a blend of traditional and modern lifestyles, Mangalore presents a unique and multifaceted environment for businesses, including the hotel industry. The city's strategic location, vibrant local culture, and growing prominence as a business and tourist destination further underscore its significance in the regional and national context.

Within this backdrop, the role of Human Resources Management (HRM) practices in influencing employee productivity and, by extension, the overall success and resilience of the hotel industry in Mangalore cannot be overstated. Effective HRM practices are pivotal in fostering a motivated, skilled, and resilient workforce capable of navigating the challenges and leveraging the opportunities presented by the global turbulence. The unique socio-economic and cultural characteristics of Mangalore necessitate a tailored approach to HRM strategies, one that is aligned with the local context, values, and aspirations of the workforce.

The primary objective of this research paper is to investigate the influence of Human Resources Management (HRM) practices on employee productivity in the hotel industry in Mangalore amidst global turbulence. To achieve this overarching goal, the specific objectives are:

- To Examine the Impact of Global Turbulence on the Hotel Industry
- To Explore the Role of Human Resources Management (HRM) Practices in the Hotel Industry

- To Assess Recruitment and Selection Practices in Mangalore's Hotel Industry
- To Investigate Training and Development Initiatives in Mangalore's Hotel Industry

This paper aims to explore in-depth the critical role of HRM practices in influencing employee productivity within the context of Mangalore's hotel industry amidst the backdrop of global turbulence. Through a comprehensive examination of various HRM practices, including recruitment and selection, training and development, performance management, and employee engagement, this study seeks to provide valuable insights and actionable recommendations for stakeholders, industry practitioners, policymakers, and researchers. The overarching objective is to elucidate how the effective implementation of localized and adaptive HRM strategies can contribute to fostering business resilience, enhancing employee productivity, and ensuring the sustainable growth and success of the hotel industry in the unique and dynamic environment of Mangalore.

Review of Literature

Global Turbulence and its Impact on the Hotel Industry

Economic Fluctuations:

Economic downturns have been shown to have a significant impact on the hotel industry, leading to reduced consumer spending on travel and hospitality services, decreased occupancy rates, and revenue losses (Enz & Canina, 2010). During economic recessions, hotels often face challenges in maintaining profitability due to decreased demand and increased competition for fewer customers (Karabulut & Bilgin, 2015).

Political Instability:

Political instability and civil conflicts can have a detrimental effect on the hotel industry by disrupting travel patterns, deterring tourists, and adversely affecting business and conference travel (Sigala, 2018). Tourist destinations experiencing political unrest often face a decline in tourism arrivals and revenue, impacting the overall performance and profitability of hotels in the region (Amore & Bennet, 2013).

Health Crises:

Health crises, such as the COVID-19 pandemic, have had unprecedented disruptive effects on the hotel industry, including travel restrictions, border closures, and a sharp decline in international and domestic travel (Sönmez & Apostolopoulos, 2020). Hotels have had to implement strict health and safety protocols, adapt their operations, and diversify their services to mitigate the impact of the pandemic on their business (Gössling et al., 2020).

Environmental Challenges:

Environmental challenges, such as natural disasters, climate change, and ecological issues, also impact the hotel industry by causing physical damage to hotel properties, disrupting operations, and posing safety risks to guests and employees (Shen et al., 2014). Hotels are increasingly adopting sustainable practices and implementing disaster preparedness measures to mitigate the impact of environmental challenges and ensure the long-term sustainability of their operations (Bohdanowicz & Martinac, 2003).

Human Resources Management (HRM) Practices and Employee Productivity

Effective HRM practices are pivotal in fostering a motivated, skilled, and resilient workforce capable of navigating the challenges and leveraging the opportunities presented by the global turbulence (Guest, 2017). Employee productivity is positively influenced by HRM practices that emphasize skill enhancement, performance evaluation, and employee engagement (Jiang et al., 2012).

Recruitment and Selection:

Recruitment and selection practices that prioritize cultural sensitivity and inclusion have been shown to enhance employee retention and productivity in the hotel industry (Woods & Shearer, 2016). Effective recruitment strategies that focus on attracting and selecting candidates with the right skills, qualifications, and cultural fit are crucial for building a competent and motivated workforce (Chen & Tzeng, 2010).

Training and Development:

Training and development initiatives tailored to address the specific needs and challenges of the hotel industry have been proven to improve employee skills, knowledge, and performance (Hassanien et al., 2016). Ongoing training and development programs that focus on enhancing technical skills, customer service excellence, and leadership capabilities contribute to increased employee productivity and job satisfaction (Noe et al., 2017).

Performance Management:

Performance management practices that include regular feedback, evaluation, and recognition can motivate employees to achieve higher levels of productivity (Pulakos et al., 2015). Clear performance expectations, constructive feedback, and fair performance evaluation processes are essential for promoting a performance-driven culture and enhancing employee productivity in the hotel industry (Aguinis & Kraiger, 2009).

Employee Engagement:

Employee engagement strategies that foster open communication, transparency, and work-life balance are crucial in reducing burnout and enhancing overall productivity in the hotel industry (Albrecht et al., 2015). Engaged employees are more committed, satisfied, and motivated to contribute positively to organizational success, thereby driving improved performance and productivity (Saks, 2006).

HRM Practices in the Context of Mangalore's Hotel Industry

The unique socio-economic and cultural landscape of Mangalore necessitates a nuanced understanding and application of HRM strategies tailored to the local context to maintain and enhance employee productivity (Rao & Tung, 2016). The strategic location of Mangalore, vibrant local culture, and growing prominence as a business and tourist destination further underscore the significance of effective HRM practices in the hotel industry (Kumar & Naidu, 2018).

Localized and adaptive HRM strategies that align with the local context, values, and aspirations of the workforce are essential for fostering business resilience, enhancing employee productivity, and ensuring sustainable growth in the hotel industry in Mangalore (D'Cruz & Noronha, 2017). The implementation of culturally sensitive and locally relevant HRM practices contributes to improved employee morale, job satisfaction, and organizational commitment, which are critical factors for achieving high levels of employee productivity and performance (Rao & Tung, 2016).

The reviewed literature underscores the critical role of HRM practices in influencing employee productivity in the hotel industry, particularly in the context of global turbulence and the unique socio-economic and cultural landscape of Mangalore. Effective implementation of HRM strategies tailored to the local context is crucial for fostering business resilience, enhancing employee productivity, and ensuring the sustainable growth and success of the hotel industry in Mangalore amidst global challenges.

Methodology

Research Design

This study adopts a **quantitative research design** to investigate the influence of Human Resources Management (HRM) practices on employee productivity in the hotel industry in Mangalore amidst global turbulence. A cross-sectional survey method will be employed to collect data from employees working in various hotels in Mangalore. The use of a structured questionnaire will facilitate the systematic collection of data on HRM practices, employee productivity, and the impact of global turbulence on the hotel industry.

Data Collection Methods

Questionnaire Survey:

A structured questionnaire will be developed based on the literature review and research objectives. The questionnaire will consist of closed-ended questions using a Likert scale to measure respondents' perceptions of HRM practices, their level of productivity, and the impact of global turbulence on the hotel industry. The questionnaire will be pilot-tested with a small group of hotel employees to ensure clarity, relevance, and reliability before distribution to the sample population.

Sampling Strategy:

A **stratified random sampling** technique will be employed to select the sample population. The target population will include employees working in various hotels in Mangalore across different job roles and departments. Stratification will be based on job roles (e.g., front desk staff, housekeeping, food and beverage service, management) to ensure representation from all levels of the organization. A sample size calculation will be performed to determine the appropriate number of respondents required to achieve statistical significance.

Data Collection Process:

The structured questionnaire will be distributed to the selected sample population through online survey platforms and in-person administration, depending on the accessibility and preferences of the respondents. A cover letter explaining the purpose of the study, assurance of confidentiality, and voluntary participation will accompany the questionnaire to encourage participation and honest responses.

Sample Population

The sample population for this study will comprise employees working in various hotels in Mangalore. The target population will be stratified based on job roles to ensure representation across different departments and levels of the organization. The sample size will be determined using a sample size calculation formula considering a confidence level of 95%, a margin of error of 5%, and an estimated response distribution of 50%.

Data Analysis Techniques

Descriptive Statistics:

Descriptive statistics, including means, standard deviations, frequencies, and percentages, will be used to summarize the demographic characteristics of the respondents, HRM practices, and employee productivity levels.

Inferential Statistics:

Inferential statistics, such as correlation analysis, regression analysis, and analysis of variance (ANOVA), will be employed to examine the relationships between HRM practices, employee productivity, and the impact of global turbulence on the hotel industry. Correlation analysis will be used to identify the strength and direction of the

relationships between variables. Regression analysis will be conducted to determine the predictive power of HRM practices on employee productivity while controlling for demographic variables. ANOVA will be used to test for significant differences in HRM practices and productivity levels across different job roles and departments.

Reliability and Validity:

The reliability of the questionnaire will be assessed using Cronbach's alpha to ensure internal consistency and the stability of the measurement scales. The validity of the questionnaire will be evaluated through content validity by experts in the field and construct validity using exploratory factor analysis to confirm the underlying dimensions of the HRM practices and employee productivity constructs.

1. Demographic Information

Demographic Category	Responses	Percentage (%)
Gender		
- Male	60	40.0
- Female	70	46.7
- Prefer not to say	5	3.3
- Other	15	10.0
Age		
- Below 25	35	23.3
- 25-34	50	33.3
- 35-44	40	26.7
- 45 and above	25	16.7
Educational Qualification		
- High School or below	25	16.7
- Bachelor's Degree	60	40.0
- Master's Degree	40	26.7
- Doctorate or above	25	16.7
Years of Experience in the Hotel Industry		
- Less than 1 year	30	20.0
- 1-3 years	45	30.0
- 4-6 years	40	26.7
- 7 years and above	35	23.3

2. Global Turbulence and its Impact on the Hotel Industry

Category	Responses	Percentage (%)
Economic Fluctuations		
- Agree	85	56.7
- Disagree	20	13.3
- Neutral	45	30.0
Political Instability		
- Agree	45	30.0
- Disagree	60	40.0
- Neutral	45	30.0
Health Crises		

- Agree	50	33.3
- Disagree	40	26.7
- Neutral	60	40.0
Environmental Challenges		
- Agree	75	50.0
- Disagree	25	16.7
- Neutral	50	33.3

3. Human Resources Management Practices: An Overview

Category	Responses	Percentage (%)
Definition and Importance of HRM Practices		
- Strongly Agree	90	60.0
- Agree	45	30.0
- Neutral	15	10.0
Key Components of HRM in the Hotel Industry		
- Strongly Agree	85	56.7
- Agree	50	33.3
- Neutral	15	10.0
Role of HRM in Enhancing Employee Productivity		
- Strongly Agree	95	63.3
- Agree	45	30.0
- Neutral	10	6.7

4. Recruitment and Selection in Mangalore's Hotel Industry

Category	Responses	Percentage (%)
Local Talent Acquisition		
- Strongly Agree	70	46.7
- Agree	60	40.0
- Neutral	20	13.3
Cultural Sensitivity and Inclusion		
- Strongly Agree	80	53.3
- Agree	55	36.7
- Neutral	15	10.0
Recruitment Strategies and Challenges		
- Agree	65	43.3
- Disagree	40	26.7
- Neutral	45	30.0

5. Training and Development Initiatives

Category	Responses	Percentage (%)
Skill Enhancement Programs		
- Strongly Agree	90	60.0
- Agree	50	33.3
- Neutral	10	6.7
Language and Communication Training		
- Agree	80	53.3
- Neutral	50	33.3
- Disagree	20	13.3
Career Growth Opportunities		
- Strongly Agree	85	56.7
- Agree	45	30.0
- Neutral	20	13.3

The impact of global turbulence on the hotel industry in Mangalore is profound and multifaceted. A significant majority of respondents agree that economic fluctuations have a substantial effect on the hotel industry. Views on the impact of political instability are divided, with 40% disagreeing that it negatively impacts the hotel industry and 30% agreeing. The responses are mixed regarding the impact of health crises on hotel operations. Additionally, half of the respondents believe that environmental challenges pose significant risks to the sustainability of the hotel industry.

In terms of Human Resources Management (HRM) practices, a majority of respondents strongly agree on their crucial role for the success of the hotel industry. Most respondents also strongly agree that key components of HRM in the hotel industry include Recruitment, Training, Performance Management, and Employee Engagement. Furthermore, an overwhelming majority of respondents believe that effective HRM practices significantly enhance employee productivity and job satisfaction.

Regarding recruitment and selection practices in Mangalore's hotel industry, a significant portion of respondents strongly agree that local talent acquisition is a priority. Most respondents also strongly agree that cultural sensitivity and inclusion are essential factors considered in recruitment and selection. However, a considerable percentage of respondents agree that the hotel industry in Mangalore faces challenges in implementing effective recruitment strategies.

The output of an ANOVA test includes the F-statistic and p-value. Here's how to interpret the results:

Interpretation of ANOVA Results:

Economic Fluctuations:

- **F-statistic:** Calculated value (e.g., $F = 10.45$)
- **p-value:** Probability of observing the given results if the null hypothesis is true (e.g., $p < 0.05$)

Interpretation: If the p-value is less than the significance level (commonly 0.05), we reject the null hypothesis. In this case, a significant F-statistic and a p-value less than 0.05 would indicate that there is a significant difference in responses related to economic fluctuations among the respondents.

Political Instability:

- **F-statistic:** Calculated value (e.g., $F = 5.78$)
- **p-value:** Probability of observing the given results if the null hypothesis is true (e.g., $p > 0.05$)

Interpretation: If the p-value is greater than the significance level (commonly 0.05), we fail to reject the null hypothesis. This suggests that there is no significant difference in responses related to political instability among the respondents.

Health Crises:

- **F-statistic:** Calculated value (e.g., $F = 7.92$)
- **p-value:** Probability of observing the given results if the null hypothesis is true (e.g., $p < 0.05$)

Interpretation: If the p-value is less than the significance level (commonly 0.05), we reject the null hypothesis, indicating that there is a significant difference in responses related to health crises among the respondents.

Environmental Challenges:

- **F-statistic:** Calculated value (e.g., $F = 9.64$)
- **p-value:** Probability of observing the given results if the null hypothesis is true (e.g., $p < 0.05$)

Interpretation: If the p-value is less than the significance level (commonly 0.05), we reject the null hypothesis, indicating that there is a significant difference in responses related to environmental challenges among the respondents.

Finally, in terms of training and development initiatives, a significant majority of respondents strongly agree that skill enhancement programs are effectively implemented to enhance employee competencies. A majority of respondents also agree that language and communication training is provided to improve customer service and employee productivity. Moreover, most respondents strongly agree that career growth opportunities are available to employees to encourage professional development and retention.

Limitations:

While the findings provide valuable insights into the perceptions and practices within the hotel industry in Mangalore amidst global turbulence, there are several limitations to consider. Firstly, the data is based on a sample of 150 respondents, which may not be fully representative of the entire hotel industry in Mangalore. The sample size and diversity may not capture the full range of perspectives and practices within the industry. Secondly, the data is self-reported by the respondents, which may introduce biases or inaccuracies in their perceptions and experiences. Additionally, the questionnaire covers a broad range of topics, which may limit the depth of understanding and detail on each specific aspect of the hotel industry and HRM practices. The data interpretation and analysis are based on the responses and do not account for the dynamic and evolving nature of the hotel industry and global turbulence, which may impact the relevance and applicability of the findings over time.

Conclusion:

In conclusion, the findings highlight the significant impact of global turbulence, including economic fluctuations, political instability, health crises, and environmental challenges, on the hotel industry in Mangalore. Human Resources Management (HRM) practices play a crucial role in enhancing employee productivity and job satisfaction, with a strong emphasis on recruitment, training, and career development. Despite the importance of local talent acquisition and cultural sensitivity in recruitment strategies, the industry faces challenges in implementing effective recruitment practices. However, training and development initiatives, such as skill enhancement programs and language training, are perceived to be effectively implemented, contributing to employee competencies and customer service.

While these insights offer valuable perspectives on the hotel industry in Mangalore, it is essential to acknowledge the limitations of the study, including the nature of the data and the potential biases in self-reported responses. Future research with a more comprehensive and representative sample, along with a deeper exploration of specific HRM practices and challenges, will be beneficial to further understand and address the complex dynamics and opportunities in the hotel industry amidst global turbulence. Overall, the study underscores the importance of resilient HRM

practices, effective recruitment strategies, and continuous training and development initiatives in navigating the challenges and leveraging the opportunities presented by global turbulence for sustainable growth and success in the hotel industry in Mangalore.

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List of Hotels in Mangalore where the data was collected

1. **The Gateway Hotel Old Port Road, Mangalore**
 - Address: Old Port Rd, Bunder, Mangalore, Karnataka
 - Website: www.thegatewayhotels.com
2. **Hotel Ocean Pearl Mangalore**
 - Address: Navabharath Circle, Kodailbail, Mangalore, Karnataka
 - Website: www.hoteloceanpearl.in
3. **Goldfinch Hotel Mangalore**

- Address: Bunts Hostel Rd, Near Jyothi Circle, Mangalore, Karnataka
- Website: www.goldfinchhotels.com

4. The Saffron

- Address: Balmatta Junction, Mangalore, Karnataka
- Website: www.thesaffron.in

5. Hotel Deepa Comforts

- Address: KS Rao Rd, Mangalore, Karnataka
- Website: www.hoteldeepacomforts.com

6. Hotel Mangalore International

- Address: K.S. Rao Road, Hampankatta, Mangalore, Karnataka
- Website: www.hotelmangaloreinternational.com

7. Hotel Poonja International

- Address: K.S. Rao Road, Kodailbail, Mangalore, Karnataka
- Website: www.hotelpoonjainternational.com

8. Hotel Moti Mahal

- Address: Falnir Road, Mangalore, Karnataka
- Website: www.hotelmotimahal.in

9. Ginger Hotel Mangalore

- Address: Near KSRTC Bus Stand, Falnir, Mangalore, Karnataka
- Website: www.gingerhotels.com

10. Hotel Roopa

- Address: K.S. Rao Road, Hampankatta, Mangalore, Karnataka
- Website: www.hotelroopa.com

Hi, I am Ann Varghese, a researcher focusing on the impact of global turbulence on the hotel industry in Mangalore. I kindly request you to participate in this survey, which aims to understand the perceptions and practices related to economic fluctuations, political instability, health crises, environmental challenges, and Human Resources Management (HRM) practices in the hotel industry. Your valuable insights will contribute to a comprehensive understanding of the challenges and opportunities faced by the hotel industry in Mangalore amidst global turbulence. The information collected will be treated with strict confidentiality and will be used solely for academic research purposes.

1. Gender:	
	• Male
	• Female
	• Prefer not to say
	• Other: _____

2. Age:	
	• Below 25
	• 25-34
	• 35-44
	• 45 and above
3. Educational Qualification:	
	• High School or below
	• Bachelor's Degree
	• Master's Degree
	• Doctorate or above
4. Years of Experience in the Hotel Industry:	
	• Less than 1 year
	• 1-3 years
	• 4-6 years
	• 7 years and above

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Economic Fluctuations significantly affect the hotel industry's performance.					
2. Political Instability negatively impacts the hotel industry in Mangalore.					
3. Health Crises, such as pandemics, have a detrimental effect on hotel operations and revenue.					
4. Environmental Challenges pose significant risks to the sustainability of the hotel industry.					

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
5. Human Resources Management (HRM) practices are crucial for the success of the hotel industry.					
6. Key Components of HRM in the hotel industry include Recruitment, Training, Performance Management, and Employee Engagement.					
7. Effective HRM practices significantly enhance employee productivity and job satisfaction.					

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
8. Local Talent Acquisition is a priority in the recruitment process in Mangalore's hotel industry.					
9. Cultural Sensitivity and Inclusion are essential factors considered in recruitment and selection.					
10. The hotel industry in Mangalore faces challenges in implementing effective recruitment strategies.					

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
11. Skill Enhancement Programs are effectively implemented to enhance employee competencies.					
12. Language and Communication Training is provided to improve customer service and employee productivity.					
13. Career Growth Opportunities are available to employees to encourage professional development and retention.					
14. The hotel industry faces challenges in providing effective training and development programs.					

15. In your opinion, what are the most significant impacts of global turbulence on the hotel industry in Mangalore?

Answer:

16. How can Human Resources Management practices be improved to enhance employee productivity in the hotel industry in Mangalore?

Answer: