



The Global Hospitality Industry: Challenges and Effective Leadership in Talent Management

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Abstract

Purpose: The goal of this study is to evaluate and examine the current trends and difficulties in the hospitality sector and their influence on human resource development and management in a rapidly changing global setting.

Design/methodology/approach: This article relies on semi-structured interviews with selected Indian hospitality practitioners and secondary research and advice from an HR roundtable of hotel industry professionals to augment its primary qualitative research.

Findings: Host organizations must consider the global environment in which they operate and adapt effectively to change-induced issues. This is now a must for hospitality organizations." The quality and quantity of the workforce employed may be improved via training and development activities and the implementation of appropriate employee engagement and incentive programs.

Keywords: Talent management, strategy, Competitiveness, Practices, Tourism & Hospitality.

Introduction

Hospitality is all about making your guests feel welcome and cared for. Customers are treated with the utmost respect and kindness and they get the best possible service. An act of hospitality involves helping a stranger in need in an unfamiliar setting. Greeting and entertaining a guest out of the kindness of one's heart is what we mean by "welcoming." Everything from five-star hotels to motels to hostels to inns to cafes, restaurants, taverns, bars, airlines, and cruise ships may be found in the hospitality business. As much as 80 percent of the hotel industry's revenue comes from metropolitan regions. When it comes to profitability, ARR and occupancy % are the most important factors to consider (OP). Average return on investment (ARR) is determined by variables such as facility and service quality as well as location [1].

The occupancy rate is also affected by other seasonal factors. The hotel industry is now one of the fastest-growing in the world. As a result, the hotel industry is dealing with a wide range of significant challenges, such as influx (fluctuations in the economy), labour shortages and retaining high-quality staff members, rising technological demand, providing and maintaining absolute cleanliness, maintaining excellent and exceptional guest service standards, providing meaningful and memorable personal experiences and sustainability. The influx of visitors and their cash will be a continuing source of stress for the hotel industry. Because of this, the economy of a nation goes through ups and downs. Travel for business is more popular in countries when the economy is flourishing. Hotel occupancy and rack rate increase, resulting in a rise in profit margins. Lower occupancy and rack rates might be expected when the economy is bad [2]. There is a severe labour shortage in the hotel sector, and it has been unable to hold on to its best employees. Retaining high-quality employees is a significant challenge since turnover is excessively high in the hotel sector. Unattractive pay packages are one of the causes behind this. Modern technology in hotel rooms is a problem. However, it has been shown that creative use of technology benefits hotel guests and operations, helping the latter stand out from their rivals and brings in more business. It is no secret to the hotel business that keeping the inside of their buildings impeccably clean and hygienic is a difficult task and that customers have a low tolerance for it [3]. There is no question that the ability to provide and sustain consistently high levels of guest service has become critical in the hotel sector. Suppose a guest does not have a positive impression of their stay. In that case, they are less likely to return, which means the hotel loses that customer and the business and revenue he brought in by making a reservation and then using the facility. Hotels are more concerned about the environment and people's increased interest and concern mostly drive this trend. Hotels need to realize that corporate responsibility programs may help them earn the confidence of their customers. As all-star hotels have mushroomed over the globe in the last two decades, putting pressure on ARR and OP, the hotel sector is undoubtedly contending with intense competition from within [4].

Another problem is to use the most up-to-date and sophisticated marketing strategies to guarantee effective brand promotion and as a result, an increase in the proportion of bookings for a specific hotel. We face a worldwide struggle to reduce the cost of power while cutting down on hazardous carbon emissions and the hotel business has a role to play in this effort. The hotel sector must ensure that its visitors and personnel are safe and secure. In order to gain the confidence and faith of all hotel visitors, the hotel sector must offer comprehensive cyber security and data privacy [5].

Review of Literature

In the eyes of Burbach and Royle, there are three ways to approach talent management [6]. As a starting point, it is important to understand that talent management is a combination of traditional HR practises, such as recruitment. Second, the focus is on creating a large personnel pool that has the necessary skills and knowledge for a company. For the third, a person's abilities are seen as an asset or a commodity that may be used by any organisation, depending on how productive they are. Human resource development and performance management fall under the broad phrase "talent management" when it comes to attracting and

maintaining staff. To compete effectively in an increasingly global market, an organization's internal people power, which can be discovered, harnessed and kept, is essential.

Human capital is the only resource that may provide a company a competitive edge. A competitive and complex environment necessitates the use of human capital, according to Singh and Point [7]. Because of this, a key component of human resource management should be the development of employees' potential. Employees who aren't qualified or competent may be employed if corporate talent management strategies aren't well-designed and implemented. Talent management may play a key role in achieving company objectives and enhancing productivity and efficiency. To attract visitors, the tourism business must adapt to changes in the labour market's demographics and structure, which necessitates new recruitment techniques (those returning to work; seeking a career change; retirees). Thus, it has a substantial influence on the relative wage and working conditions as well as job security [8]. Following are some of the most important aspects of the tourism and hospitality industry's talent management.

Another issue to talent management in the tourism and hospitality industry is a lack of clarity on what constitutes talent management [9-10]. Organizations identify, manage, and develop their employees using a "talent pipeline" as part of TM, according to the CIPD (2006c). While this is going on, Uren (2007) provides a checklist of five steps to assist build long-term capacity (attract, identify, develop, deploy, and engage) [11]. The management of 'talent' in an organization is described as 'talent management' [12]. As a result, it becomes more difficult for businesses in the industry to adopt a vague concept into their strategic planning. Furthermore, the notion is susceptible to a wide range of misinterpretations and misinterpretations in analysis and interpretation.

A. Talent management practices in hospitality and tourism

“TM practises are examined in the areas of talent acquisition, training and development, and retention in 29 of the studies analysed”. “There is a growing body of knowledge on how to attract and retain high-quality human resources (H&T) workers, including research on employee value propositions, tools for recruiting and selecting candidates, and government efforts.” In order to show that H&T organisations respect their employees' ideas and creativity, realistic statements concerning perks and assistance supplied [13] and the organization's status/branding [14] should be shown. Attracting top-notch H&T employees may also be accomplished by exhibiting a clear grasp of the people they are trying to hire. “To illustrate this, Self et al. [15] observed that Generation Z talent is enthralled by organisational skill in the use of current technology and business efforts that promote social responsibility, give work-life balance chances and more inclusive policies as well as good wages.” Opportunities for work-life balance and flexibility in working hours have been cited as key considerations in a company's ability to attract talented employees. It is recommended that H&T organisations use cutting-edge technologies for recruiting and selection purposes. The use of asynchronous video interviews, as proposed by Mejia and Torres [16], might considerably increase the quality of talent selection while also saving time and money. As a

final point, governments may help to recruit more high-tech workers by promoting the benefits of working in these fields.

B. Talent management antecedents and outcomes in hospitality and tourism

The numerous forms of TM antecedents and consequences are another major study area (19 articles). According to Shulga and Busser [17], there are many different factors that contribute to TM, including global, organisational, and employee-oriented factors, as well as those that are personal, social, and even customer-oriented. There is a wide range of factors that influence TM, such as the changing culture of the sector [18], the recession of 2007-2008, globalisation, and the changing features of [20], various generations, all of which have had an impact on how TM has been calibrated. According to Gröschl [19], as H&T organisations realised the need of cultivating a people-centered culture, TM's function evolved to include the promotion of diversity management policies, which welcome employees from a wide range of backgrounds.

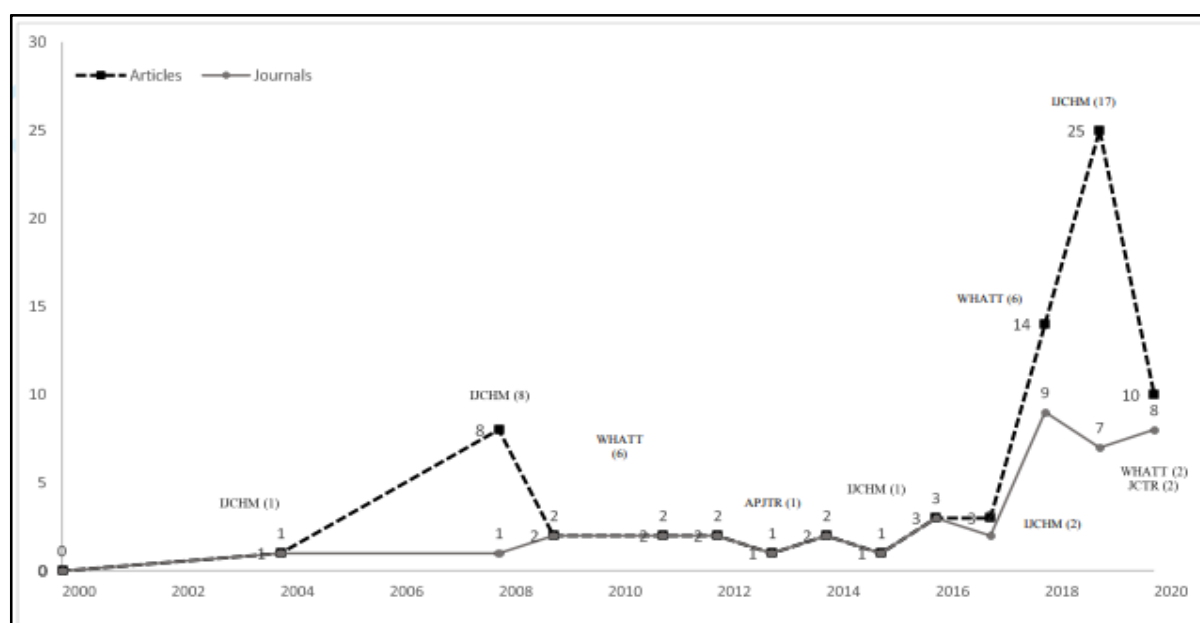


Figure 1: Number of articles and journals on talent management in hospitality and tourism

Table 1: Hospitality and tourism talent management literature

| Research topic | Theme | Sources |
|--|--|--|
| “Talent management practices in hospitality and tourism” | “Talent acquisition in hospitality and tourism” | Chen et al. (2020) [21]; Crick (2008) [22]; Horng et al. (2016) [23]; Jolly et al. (2020) [13]; McGinley et al. (2018)[14]; Mejia and Torres (2018) [16]; Schneider and Treisch (2019) [24]; Self et al. (2019) [15]; Sen and Bhattacharya (2019) [25] |
| | “Talent learning and development in hospitality and tourism” | Bratton (2018) [26]; Golubovskaya et al. (2019) [27]; Johnson et al. (2019) [28]; Koukpaki et al. (2020) [29]; Kuo et al. (2017) [30]; Scott and Revis (2018) [31]; Watson |

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| | | (2008) [32] |
| | “Talent retention in hospitality and tourism” | Alferaih (2017) [33]; Alferaih et al. (2018) [34]; Deery (2008) [35]; Deery and Jago (2015) [36]; DiPietro et al. (2019) [37]; Gupta (2019) [38]; Guzeller and Celiker (2019)[39]; Lee and Chao (2013) [40]; Li et al. (2018) [41]; Marinakou (2019) [43]; Marinakou and Giousmpasoglou (2019) [42]; Michopoulou et al. (2020) [44]; Tan et al. (2019) [45]; Xu and Cao (2019) [46] |
| “Conceptualisation of talent and talent management in hospitality and tourism” | “Talent definition in hospitalityand tourism” | Adeyinka-Ojo (2018) [47]; Bagheri et al. (2020) [48]; Baum (2008) [49]; Baum (2019) [50]; Bharwani and Talib (2017) [51]; Cheung et al. (2018) [52]; D’Annunzio-Green and Ramdhony (2019) [53]; Jooss et al. (2019a) [54]; Jooss et al. (2019b) [55]; Marinakou (2019) [56]; Marinakou and Giousmpasoglou (2019) [57]; Michopoulou et al. (2020) [58]; Muskat et al. (2019) [59]; Nieto et al. (2011); [60] Ramdhony and D’Annunzio-Green (2018) [61]; Self et al. (2019) [15] |
| | “Talent management definition in hospitality and tourism” | Baum (2008) [49]; D’Annunzio-Green and Ramdhony (2019) [19]; Hughes and Rog (2008) [62]; Shulga and Busser (2019);[63] Ramdhony and D’Annunzio-Green (2018); [61] Watson (2008) [64] |
| “Talent management antecedents and outcomes in hospitality and tourism” | “Factors affecting talent management in hospitality and tourism” | Baum (2019) [20]; Chan et al. (2016) [65]; Francis and Baum (2018);[66] Gröschl (2011) [19]; Henry et al. (2004);[67] Hughes and Rog (2008); [62] Murillo and King (2019);[68] Reilly (2018);[69] Rok and Mulej (2014) [70]; Shulga and Busser (2019);[17] Xu et al. (2019) [46] |
| | “Outcomes of talent management in hospitality and tourism” | Bharwani and Butt (2012); [5] Bratton (2018);[71] Chung and D’Annunzio-Green (2018);[72] Hughes and Rog (2008) [62]; Kichuk et al. (2019) [73]; Maxwell and MacLean (2008); [74] Litwin et al. (2019) [75]; Lo et al. (2020);[76] Mooney and Ryan (2009)[77]; Sanjeev and Birdie (2019);[78] Scott and Revis (2008);[79] Shulga and Busser (2019) [80] |

Method

A. Research Design

According to positivism, all of the research variables were measured in numbers and evaluated using statistical methods, which is required in the quantitative arena. According to Kerr [81], no one design can be considered a universal panacea. The study employed a cross-sectional and correlational research design in order to acquire relevant findings.

B. Data collection

As part of the research, relevant, suitable and essential information is gathered from a variety of sources, such as the Internet.

Information for the research was gathered from both primary and secondary sources. Diverse techniques for gathering data were used in tandem to get a result. This is the data that was created by the researcher, and it is referred to as primary data. The data is sought out for its closeness to truth, originality, and control over inaccuracy. Respondents provided the data.

Secondary sources include hard and soft copies of departmental annual reports, as well as data from other publications and websites, which were all taken into account throughout the research process as secondary sources. While the quantitative findings of the questionnaire and survey were presented, this analysis is a good indicator of the overall characteristics of the population.

Major Challenges Faced by the Hotel Industry Globally

- i. **Economic Influx (Fluctuations in Economy):** When a country's economy is robust, business travel is more prevalent. Hotel occupancy and rack rate increase, resulting in a rise in profit margins. When the economy is bad, business travel decreases, resulting in decreased occupancy rates and rack prices for hotels. In order to increase occupancy, discounts are offered, which reduces sales and profits. Personal and corporate spending at hotels and restaurants is constantly affected by the status of the economy. This is particularly true in popular tourist destinations where the population is high. One of the most difficult challenges facing the hotel and restaurant businesses, which rely on foreign spending, is keeping up with the ups and downs of international events. When demand for hotel and air travel decreases, total income and profit decrease as well. To fill empty rooms and flights, prices are slashed, and raising rates thereafter to recuperate lost profits is a difficult problem. Globalization, on the other hand, is having an impact on the foodservice business as well. With a broader selection of vendors, restaurants can create more enticing menus while lowering the cost of their food and supplies. It is also essential to keep in mind that importing from other nations comes with its concerns, mainly if there is a well-publicized event of pollution or unfair labour practices or harmful ingredients used in manufacture. Customers are becoming pickier and pickier about how they spend their money in light of their evolving beliefs, even if it may be simpler to get products from across the world. Since 2001, harsher immigration laws

have made it increasingly difficult for the hotel industry to get employees from other nations to augment the declining local workforce. Changing immigration and work visa restrictions is being called on governments worldwide to enable the hotel industry to fill unfilled positions with foreign workers better. These adjustments will, however, be gradual. Businesses must guarantee that they are recruiting legally documented labour while waiting for new regulations to be implemented. On-boarding that connects with e-verify may quickly reduce the problem of failing to meet all paperwork requirements, such as I-9 processing [82].

- ii. **Labour Shortage & Retaining Quality Personnel:** One of the biggest problems confronting the restaurant and hotel business is a lack of qualified workers. An estimated 14 million people are employed by restaurants and other food service businesses in the United States. Decreases in the number of qualified applicants are causing shortages. Skimping on hiring criteria is not an option for wise hoteliers since it negatively influences the brand's reputation, revenue, and labour expenses. It is crucial to access a broader pool of talent to make the best decisions possible. This sector's companies must also be prepared to adapt their business practices so that employees may continually give it they are all. Currently, the demographics of the available candidates are aging. Recession-affected baby boomers are scrambling to find employment, even if it means taking on physically demanding positions they may not be qualified to do.
- iii. “Meanwhile, younger employees actively pursue occupations with a reputation for excellent pay and better working conditions”. “Investing in a positive work environment, competitive pay and benefits, and better working conditions to reduce stress on workers can lessen the load on an aging service sector population and attract younger talent”. “Using the strength of group plans and combining them with supplementary coverage to fill in the gaps, even small businesses with fewer than 50 workers may now provide health insurance.” When it comes to helping small companies acquire better insurance for their workers, insurance brokers and consultants are getting inventive (within the rules). Another option for employers is to look into hiring more Work Opportunity Tax Credit (WOTC) - qualified applicants. Income, veteran status, or imprisonment is common impediments to employment for these people. However, there are certain downsides to this approach, such as a lack of desire and devotion. Businesses may take advantage of thousands of dollars in tax credits by recruiting people from this pool of qualified workers. With automated WOTC processing, you can easily collect and submit essential information and documents to qualify for tax credits. The inability to find qualified workers with a range of abilities is one of the most pressing issues facing the hospitality business. Professionals in the hotel sector are leaving in droves. Hotel business turnover percentages are excessively high because of a lack of training and development. In part, this may be attributed to low pay. The service sector is booming, but many hotel management graduates are going on to work in retail and the aviation industry [83].
- iv. **Rising Technological Demand:** We cannot imagine our lives without technology. We go on vacation to get away from work and other responsibilities, but it seems we never want to leave our electronic devices behind. Guests expect to have the ability to stay connected at any hotel, anywhere in the globe, at any time. No matter where we go,

technology is always with us. New consumers are drawn to a hotel by innovative technology that benefits guests and the hotel's operations. According to a February 2017 poll by Oracle Hotel 2025, customers would connect with firms that provide innovative technology if they feel in charge of their stay. It all began with people wanting free Wi-Fi, but today it is a need for almost everyone. Smart minibars and golf simulators are among the latest innovations in hotel technology. “Currently, the Wynn hotel in Las Vegas uses Amazon Echo, and Marriott is looking at using Amazon Alexa and Google Home in its suites”. “Hoteliers must find the correct balance between automation and human interaction to reap the benefits of modern technology.” Long-term company success necessitates technological investment, but that investment must come at the expense of providing personalized service. In the age of immediate gratification, the ordinary consumer's expectations have skyrocketed. When people want something, they want it immediately. In the hotel sector, this has always been true to some degree. Clients are paying for a service. Thus it is only fair that they get given what they paid for. However, consumers are increasingly doing more than just comparing your company to your immediate rivals.

- v. **Providing & Maintaining Absolute Cleanliness & Hygiene:** Hotel visitors receive a sense of a property's quality standards from their initial encounter with a hotel's restrooms. If you work in the hotel sector, you should not be surprised by this need for cleanliness. When selecting and recommending hotels, cleanliness, and hygiene rank the most critical factors. In most cases, hotel visitors are willing to give up complimentary amenities and technology, such as free Wi-Fi, to avoid staying in an unclean establishment. Hotel customers' loyalty and the reputation of the brand depend heavily on the effectiveness of the cleaning staff. Staying in an eco-friendly and roomy hotel room should be your first concern. More people would stay in hotels if this were implemented. If you are in the hotel industry and do not have much time to do some light cleaning, you may want to hire a cleaning service. All the standards must be followed, but this does not require a significant amount of time to be taken out of your day to enforce this reality [84].
- vi. **Providing & Maintaining Excellent & Exceptional Guest Service Standards:** As soon as guests walk through the door of a hotel, they get a sense of its quality standards. As a hotel employee, you should not be shocked by the importance of cleanliness in the workplace. The cleanliness and hygiene of a hotel is the most significant consideration for promoting it to others. To avoid staying in a dirty hotel, most guests are ready to give up complimentary services and technology like free Wi-Fi. The satisfaction of hotel guests and the company's goodwill is directly tied to the efficiency of the cleaning crews. Your priority should be to get a hotel room that is environmentally friendly and spacious. If this were enacted, more people would stay in hotels. A cleaning service may be a good option if you work in the hotel sector and do not have much time for light cleaning. However, this does not need much time being taken away from your day to impose this fact, so it is so important.
- vii. **Providing Meaningful & Memorable Personal Experiences:** To form memories, you must have experienced something profound. People today have an increased need always to have an experience.' Design trends, technology, and personalization all play a role in

delivering a memorable visitor experience and encouraging repeat business in the hotel sector. It is no longer enough to dine at a lovely restaurant with excellent service and enjoy your meal. Restaurants understand the value of providing a memorable dining experience to their customers. For example, consider the current trend of nighttime eating at restaurants like Dans Le Noir in Paris. This restaurant aims to deliver a whole "dining experience" by stimulating all the senses, not just the taste receptors. "Think about how cruise ships have matured over the last several decades into liners like the Symphony of the Seas." "Hoteliers should see experiences as an extension of the high-quality service they currently provide to guests, even though this is more applicable to the world's luxury/five-star plus rated hotels." A meaningful personal experience may enhance the level of service provided to visitors. "Hotel design and interior trends might attract new consumers. However, in other circumstances, technology may be more appealing, such as Japan's Henn Na Robot Hotel - the world's first robot hotel (Weird Hotel)". Unique Hotels, a BBC television show in the United Kingdom, highlights the growing trend of travellers seeking experiences rather than just luxurious accommodations. With these sought-after experiences, hotels can exceed their customers' expectations".

- viii. **Sustainability:** People's rising awareness of and concern for the environment has propelled sustainability to the top of the priority list for almost every firm. Sustainability is a top priority for the UNWTO, the world's leading organization, to promote responsible travel and tourism. Customers are more likely to trust a hotel if it has a corporate responsibility program. Energy and electricity bills account for a significant portion of a hotel's operating expenses. The good news is that there are various options for hotels to become green, assess their energy use, and adopt cost-saving measures owing to clever technology. Reducing food waste, general waste, water use, and energy consumption are just a few of the numerous ways that hotels may improve their environmental impact branding (lighting, heating, and cooling). Hotels are already saving money on lighting and heating expenses by using new technologies like daylight harvesting and motion sensors. Starwood has committed to a 30% reduction in energy consumption and a 20% reduction in water use by 2020, whereas Hilton is well aware of the significance of Corporate Responsibility programs. The World Wildlife Fund (WWF) and Hilton established cooperation in 2017 to create a new, long-term water stewardship plan to address Hilton's water use. In order to maintain long-term business success, hotels must be able to fulfill the difficulties and expectations of their customers [85].
- ix. **Increasing Competition:** There is always a need for hotels. Every year, travel and tourism expand at a fantastic rate. "Travellers are always on the lookout for the ideal place to stay. Competition is fierce in the lodging industry because of the strong demand". "Hotels may be found in every neighbourhood, even in the busiest tourist destinations". In this industry, a fierce rivalry is a constant threat. "New or current rivals might drastically lower prices or offer higher conveniences, services, or amenities, or significantly expand, upgrade, or introduce new facilities in the markets to reap the enormous profits". "Every hotel in a town indicates that it has too many rooms available for rent compared to the number of people looking to stay there." Price cuts in an

attempt to offer better value for customers reduce earnings due to the competition. There has been a significant decrease in the cost of hotel rooms throughout the world due to lower demand due to the global economic recession and more competition among hospitality providers in an increasingly small industry. In all of Europe's main leisure markets, the average room rate has fallen by about 30% due to intense competition leading to low occupancy rates. Bundled packages like breakfast, airport transfers, or a full day's touring are now being offered in addition to lower room rates.

- x. **Lack of Latest & Sophisticated Marketing Techniques:** Hotels have a wide range of alternatives for conquering their market space online as technology advances. According to a 2016 poll, 70% of hotels are still using the same old marketing techniques. Sales and brand awareness suffer significantly as a result of inadequate marketing initiatives. Online travel agencies (OTAs) and hotel management software are becoming more popular for hotels to streamline operations and boost their return on investment. According to Ramesh Devangodi, proprietor of a famous Edmonton-based Indian restaurant, "Hotels need to use digital marketing and social media promotions successfully to attract their target clients" (Alberta, Canada). Hotels and other hospitality services are chosen by customers for several reasons, including convenience and cost. Companies need to make sure they are meeting the needs of their customers in every way possible, from location to amenities and benefits. Customers pick a hospitality service for various reasons, and marketers must do significant research to find these characteristics. Marketing specialists learn about a hospitality service's strengths and weaknesses by interviewing current and past customers, reading website customer evaluations, and analyzing industry statistics. Customers cannot buy a product or service if they do not know about it. How do you want people to know about your brand? "Marketers ensure that information about hotels, resorts, and restaurants are easily accessible and current." "In order to achieve this, they may acquire advertising space on relevant travel websites, build a compelling website, and collaborate with other non-competitive hospitality businesses". "If you want a recurring business, you need to build strong client connections". "Repeat customers not only spread the word about a product or service through word-of-mouth and social media, but they also provide a steady stream of income." "The usage of customer loyalty programs, which reward clients who often use a hospitality service, is one technique to establish connections [86]."
- xi. **Difficulties in Managing Energy & Resources:** The entire profit margin of a hotel may be improved by making investments in renewable and environmentally friendly resources. Instead of staying in a standard hotel room, travellers opt to stay in a green hotel. Saving energy has risen to the top of the priority list for hoteliers in light of rising power costs and mounting demand to reduce carbon emissions. "Effective energy management may be accomplished via one of two approaches". When it comes to decreasing energy usage and protecting electrical equipment, voltage optimization may help.
- xii. "On the other hand, energy management systems use occupancy sensors to turn appliances on and off based on how many people are in a room." "Going green might be expensive, but hotels show no signs of abandoning their environmental stewardship efforts." Instead, many hotels are taking a more long-term approach, seeing the savings

in both money and resources that can be achieved by being green and the positive public perception that it may create. “Many hotels are now providing environmentally-friendly rooms with water-saving bathroom fixtures and in-room energy management systems, even though many have long provided customers the option to delay laundry linens during their stay.” After conducting an informal poll of its customers, Carlson Hotels Worldwide (www.carlson.com) has concluded that environmental concerns are “extremely engaged.” According to the survey, 58 percent of guests said that they would be willing to stay in an environmentally-friendly hotel room while on vacation. “LEED (Leadership in Energy and Environmental Design) is an industry standard that many hotel chains aim to achieve.” “LEED certification has been granted to 22 hotels, and 574 projects are in the U.S. Green Building Council (www.usgbc.org).” Energy and resource savings may be realized in every area of the construction industry thanks to green building. Marie Coleman, a communications associate with the USGBC, explains that green construction is still on the rise, although the economy has halted many projects. However, there are drawbacks to becoming green.

- xiii. **Providing Impeccable Safety & Security:** This issue plagues the hotel sector. “The most common threats to public safety and security are theft and violence in the streets, terrorist threats; credit card fraud; identity theft; sexual assault on women; racial prejudice, and food poisoning. Inn, hotel, or hotel chain success hinges on a hotel's reputation and the quality of its stay.” These organizations are responsible for ensuring that assets are appropriately safeguarded and maintained. Protecting people, property, and intangible assets are all part of this. “Customers, staff, visitors, contractors, the physical structure of the property, and everything else relevant to the property are all protected by a hotel's reputation and standard conduct of business.” Numerous hazards that hotels confront, including fire, criminal activity, injury, natural catastrophe, sabotage, and terrorism, must be mitigated with assets. Many causes have contributed to increased crime and attempted crime throughout time. A rise in the number of criminals is a natural consequence of population growth. In addition, criminality has become more widespread, as proven by the terrorist attack on Mumbai's Taj and Oberoi hotels, which resulted in the deaths and injuries of dozens of people. Although this is an extreme example, it demonstrates the risk hotels confront. Hotel visitors and personnel may be targeted by lone attackers, who may steal items or services, or they may be injured in actual or supposed conditions, or they may be devastated by fire or natural catastrophe. Through fundamental and advanced security approaches and processes, all hazards are being managed, even if they cannot be eliminated.
- xiv. **Providing Nutshell Cyber Security & Data Privacy:** From electricity and utility corporations to government agencies, cyber security has been a significant worry. On the other hand, the hotel industry is more concerned with preventing data and identity theft than those other sectors. Guests' personal information is collected by hotels to protect them from any damage and feed their incentive programs. “They are attractive targets for cyber thieves and hackers since a single breach might expose hundreds or thousands of visitors' personal information (names, addresses, and social security numbers) and their credit card information to hackers.” As a result, they must take precautions to keep sensitive information safe from hackers. To encourage clients to return to a specific

restaurant or chain, several parts of the hospitality business provide rewards programs, as Think Risk explains. In order to support bookings, invoicing and payment, and benefit awards, these programs must retain user personal and financial information. There is also a need to gather personal financial information for online bookings and payments and on-site transactions [87].

Conclusion

Globally, the hotel industry faces numerous challenges, such as fluctuations in the economy, “a labour shortage and the retention of quality staff, an increase in the demand for technology, the requirement to provide and maintain absolute cleanliness and hygiene, the requirement to provide and maintain exceptional guest service, the requirement to offer guests meaningful and memorable personal experiences, the need for sustainability, increased competition, and a dearth of the latest and most sophisticated technologies.” In order to keep hotels running smoothly and gain the confidence, trust, and faith of hotel guests all over the globe, the global hotel business and the hoteliers who work there must sort out, resolve, develop, and apply acceptable answers to all of the above-mentioned vital difficulties.

Research suggests that hotels should educate its leaders in order to increase the leadership abilities of managers and guarantee that managers have leadership skills capable of enhancing the efficacy of their group members, thereby boosting the overall performance of workers at free-star hotels. As a manager at a hotel, you should work to enhance your interpersonal skills so that you can establish strong relationships with your co-workers and customers, which in turn improves your performance. In order to foster stronger management-labour relations and raise employee work satisfaction, hotel managers and group members should exchange information. Having a good working connection with their managers and eating lunch together as a family may raise their level of commitment, so they should feel that they are being treated fairly and that their professions provide many appealing aspects, such as training, professional advancement, and fascinating work. According to the findings, hotels should have a culture founded on shared values and beliefs, provide constructive criticism, demonstrate openness to new ideas and developments, and encourage their workers' desire to grow and learn by providing an environment that encourages these traits.

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