

The role of human resource management in enterprise management Take scenic spot as an example

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Abstract

This study delves into the significance of human resource management in scenic area management. As an integral part of the tourism industry, the management and operation of scenic areas heavily rely on human resources. The study first introduces the concepts and backgrounds of scenic area management and human resource management, laying the groundwork for a profound analysis of the pivotal role of human resource management in the management of scenic areas. We emphasize the analysis of how human resource management influences the operational efficiency and customer satisfaction of scenic areas, playing an essential and vibrant role. Next, this paper discusses the challenges faced in implementing human resource

management in scenic areas. Deep analysis is given to the existent human resource strategies, and countermeasures are proposed based on the actual environment. By evaluating and optimizing the strategies and practices of human resource management, its role in scenic area management is further enhanced. We then explore and showcase through case studies how scenic areas, which have successfully implemented human resource management strategies, manage to retain employees, and significantly improve operational efficiency. The conclusion elucidates the central position of human resource management in scenic area management. It not only affects the operational efficiency of scenic areas but also directly touches on the satisfaction and return rate of tourists. Therefore, only by paying full

attention to and optimizing the human resource management of scenic areas can we truly realize optimal management and effectively enhance the operational effects of scenic areas. Future research directions

should continue to unearth the potential of human resource management in the tourism industry and in-depth scenic area management, so as to promote its practical application and in-depth theoretical research.

Keywords: Scenic Spot Management, Human Resource Management, Importance, Tourism Industry, HRM Strategies, Employee Retention

INTRODUCTION

Scenic spot management, an indispensable component in the realm of tourism administration, is replete with nuances and multifaceted factors that require the combined investment of time, effort, strategy, and human resources. It is a realm that engrosses within itself the responsibility of safeguarding the aesthetic beauty, cultural worth, and environmental sanctity of the scenic spots while concurrently catering to the experiential and service requisites of its visitors. Scenic spot management, in its extensive essence, is the strategic and operational endeavor undertaken to ensure the smooth functioning, preservation, and promotion of scenic spots, museums, historical sites, and other tourist destinations. It is the judicious blend of environmental management, visitor management, and business management, to craft an engaging and value-rich tourist offering. While it is succinctly possible to encapsulate this vast expanse of duties within a single sentence, the true depth of this responsibility sprawls beyond the perfunctory understanding and effortlessly evades one-liner definitions. Now, let's unfurl this multifarious responsibility by drawing a thorough line of focus on each of its fundamental components.

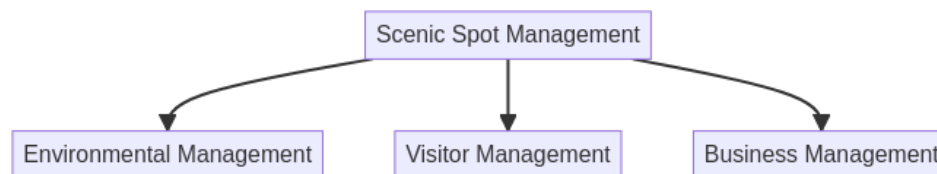


Figure1: Scenic Spot Management

Tracing the footsteps of scenic spot management unravels a journey poised on the fulcrum of balancing ecological preservation and tourism expansion. The primordial seed of managing scenic spots was sown with the recognition of their environmental and cultural worth. And with the passage of time, the seedling has spread into a full-fledged tree, entrusting within its branches, not just the responsibility of environmental conservation, but also the weight of delivering an unmatched travel experience and business expansion. The primal call of scenic spot management lies in its commitment to protect and preserve the environment. Guarding the natural beauty of the scenic spot, maintaining the stability of the indigenous flora and fauna, and minimizing the environmental footprint of tourist activities are few of the grave environmental duties borne by scenic spot management. The criticality of these responsibilities is such that a falter on these fronts

jeopardizes not only the natural splendor of the place, but also leads to a sustainable collapse of the local ecosystem and the tourism prospects of the site.

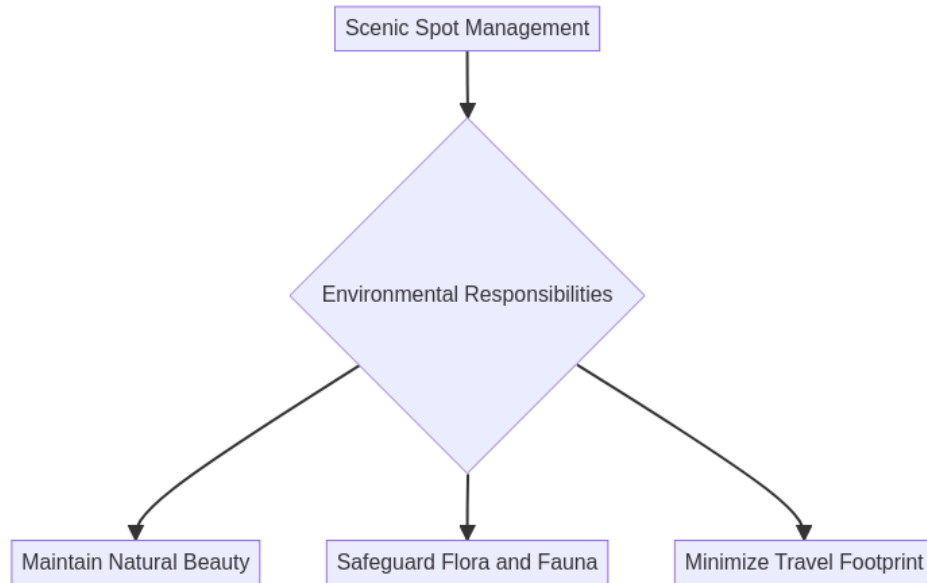


Figure 2: Scenic Spot Management and its Environmental Responsibility

The second facet of scenic spot management is dedicated to the wide range of visitor management responsibilities. From orchestrating operational efficiencies to crafting engaging visitor experiences, the purview of visitor management engrosses within itself a panorama of duties. Offering a clean and safe environment, providing superior customer service, designing enriching travel experiences, and facilitating smooth visitor movements are some of the salient roles shouldered by scenic spot management under the bracket of visitor management.

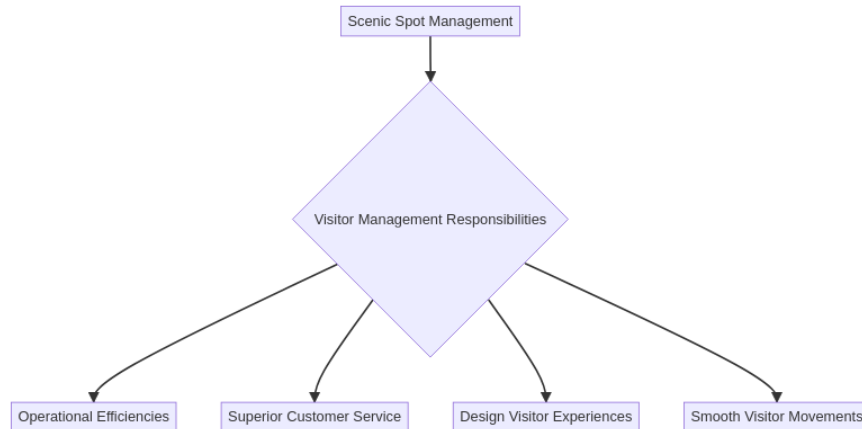


Figure 3 Scenic Spot Management and Visitor Management

The final flank of scenic spot management caters to its business objectives. It encapsulates

the strategic planning and execution aimed at revenue generation, where the financial health and continuity of the scenic spot operation are concerned. Making the scenic spot financially sustainable without infringing upon its environmental duty and visitor standpoints engenders its business management considerations.

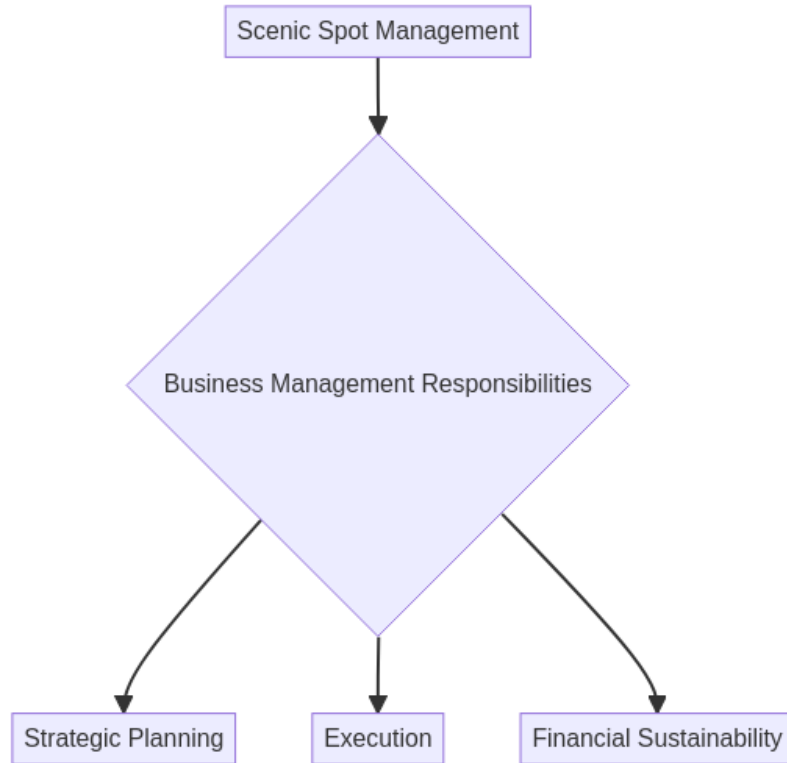


Figure 4 Scenic Spot Management and Business Management

To surmise, scenic spot management is much like treading on a tightrope, wherein the scenic spot managers are poised precariously between their environmental, visitor, and business responsibilities. While each of these responsibilities might seem distinct, they are intricately intertwined in theory and practice. The success of this balancing act unfolds on the stage of an efficiently managed scenic spot, wearing a cloak of environmental sustainability, unraveling a fabric of enriched visitor experiences, and seated on a throne of operational and financial excellence.

Training and development form the heart of effective human resource management. The HRM function doesn't stop with hiring the right people but extends to making sure that the employees' skills are up to date in this ever-evolving world. They are responsible for holding training programs, workshops, and other learning experiences to ensure the growth and development of every individual.

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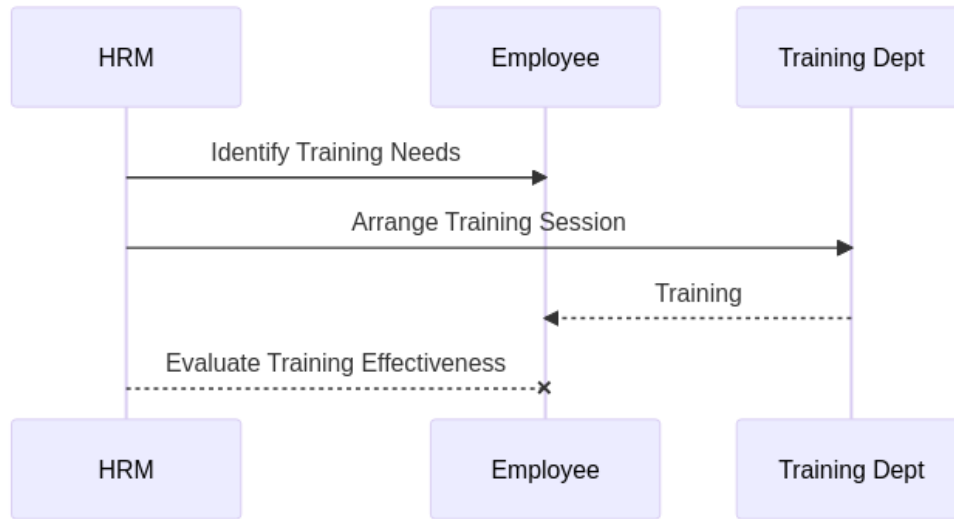


Figure 5 Training, Development, and Employee Engagement

Contemporarily, a shift towards a more holistic view of employee well-being has been observed, which necessitates HRM to dig deeper and extend itself into the realm of employee engagement. In essence, Employee Engagement encapsulates the emotional commitment and belongingness an employee feels towards his work and his place of work. Ensuring a high level of employee engagement has become a core task for HRM, directly correlated to the productivity and efficiency of the organization. Nothing spells Employee Satisfaction like a well-structured Compensation and Benefits strategy. The HR department plans and implements the compensation (including salary, bonuses, and increments) and benefits (such as insurance, vacations, and retirement plans) provided to employees.

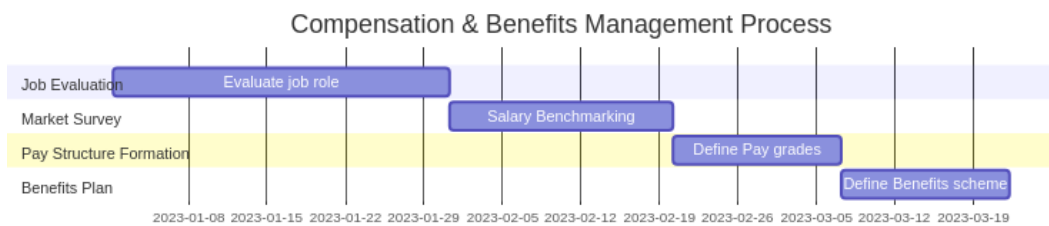


Figure 6 Compensation and Benefits Management

The compensation and benefits management process involves generally accepted human resources principles of job evaluation, salary benchmarking with the prevailing job market, and an alignment with the organizational mission and objectives. It's a critical tool for employee motivation and retention. Thus, possessing intricate knowledge of labor legislations, tax laws, and insurance strategies makes HRM a critical component in the smooth operation of the organization.

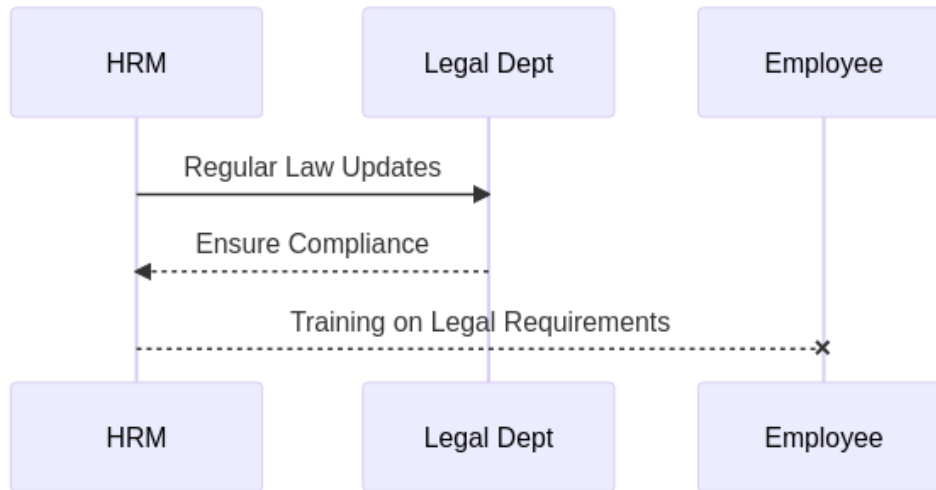


Figure 7 Legal Compliance

Every organization operates within a legal framework, which requires strict adherence to labor laws, civil rights, working conditions, and workplace safety norms. The HRM ensures that all regulations are followed meticulously to avoid legal issues and maintain organizational ethics and integrity. Considering the complex and multifarious tasks of HRM, it becomes clear that its role as the custodian of the organization’s human element outplays its purely administrative functions, translating to significant implications on the overall performance and success of the organization. Therefore, an organization’s, including scenic spot organization’s success often settles on the skills, diligence, and foresight of this front-running department. In essence, HRM stands as the steward of the human capital, the guardians of the organization’s culture and values, and the drivers of the change towards a more progressive and inclusive workplace. In conclusion, human resource management plays a crucial role in the overall management and operation of scenic spots. It influences not only the efficiency of operations but also the satisfaction and loyalty of tourists. Therefore, by paying adequate attention to and optimizing the management of human resources in scenic spots, optimal management can be achieved, leading to improved business performance. Future research should continue to explore the potential of human resource management in the tourism industry and in-depth scenic spot management, in order to drive its practical application and further theoretical research.

Case Studies of HRM Challenges in Scenic Spots

In this section, a series of case studies that embody the challenges encountered during the implementation of Human Resource Management (HRM) in various scenic spots will be thoroughly presented. These instances, derived from real-world scenarios, will provide a vivid picture of the dilemmas and obstacles commonly experienced.

Case Study 1: Seasonal Fluctuation in Workforce Demand

Let us illustrate the issue of workforce demand fluctuations using a hypothetical scenario

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about a popular tourist destination primarily known for its stunning winter attractions. Snowy Retreat, as we call it, experiences a seasonal boom during winter months, accompanied by a massive inflow of tourists. This influx necessitates an increase in seasonal staff to cater to the elevated service requirements. Yet, the hitches do not end with winter. In contrast, the workforce requirement shrinks dramatically during off-peak seasons. What becomes problematic is the balancing act between maintaining an optimal workforce while responding flexibly to the variable workforce demand as per seasonal fluctuations. Here is where Human Resource Management faces a tremendous challenge. It must strategize an effective approach to adjust to these cyclical variabilities. HRM might consider recruitment strategies such as temporary employment or dual roles. Yet, this often raises issues correlated to job security and employee morale.

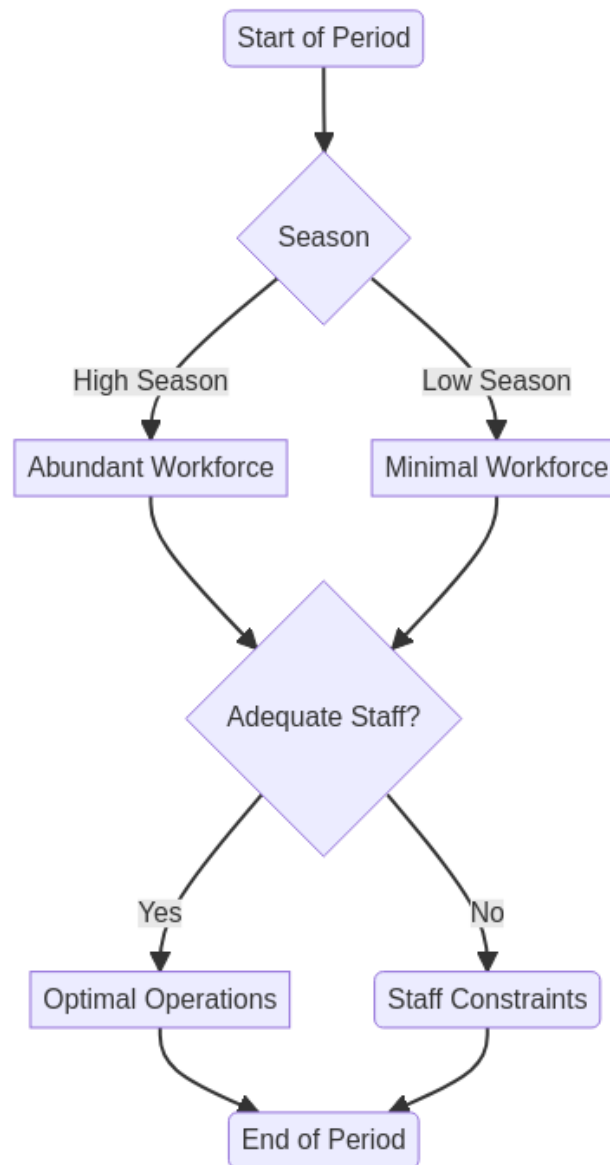


Figure 8 Seasonal Fluctuation in Workforce Demand

Case Study 2: Skill Set Shortage and Employee Turnover

Allow me to now draw your attention to another intriguing case, one detailing an issue related to skill set deficiency and employee turnover. This time, let the scene unfold at an amusing theme park, the Wonderland Emporium. HRM faces an uphill battle in this case, as specific skills and expert knowledge are requisites for unique operations at the theme park. Moreover, HRM contends with a high employee turnover rate typically inherent in the tourism sector. This exacerbates the difficulty of maintaining a pool of skilled employees. Coupled with the necessity of continual training and rehiring processes, it presents a considerable challenge for HRM.

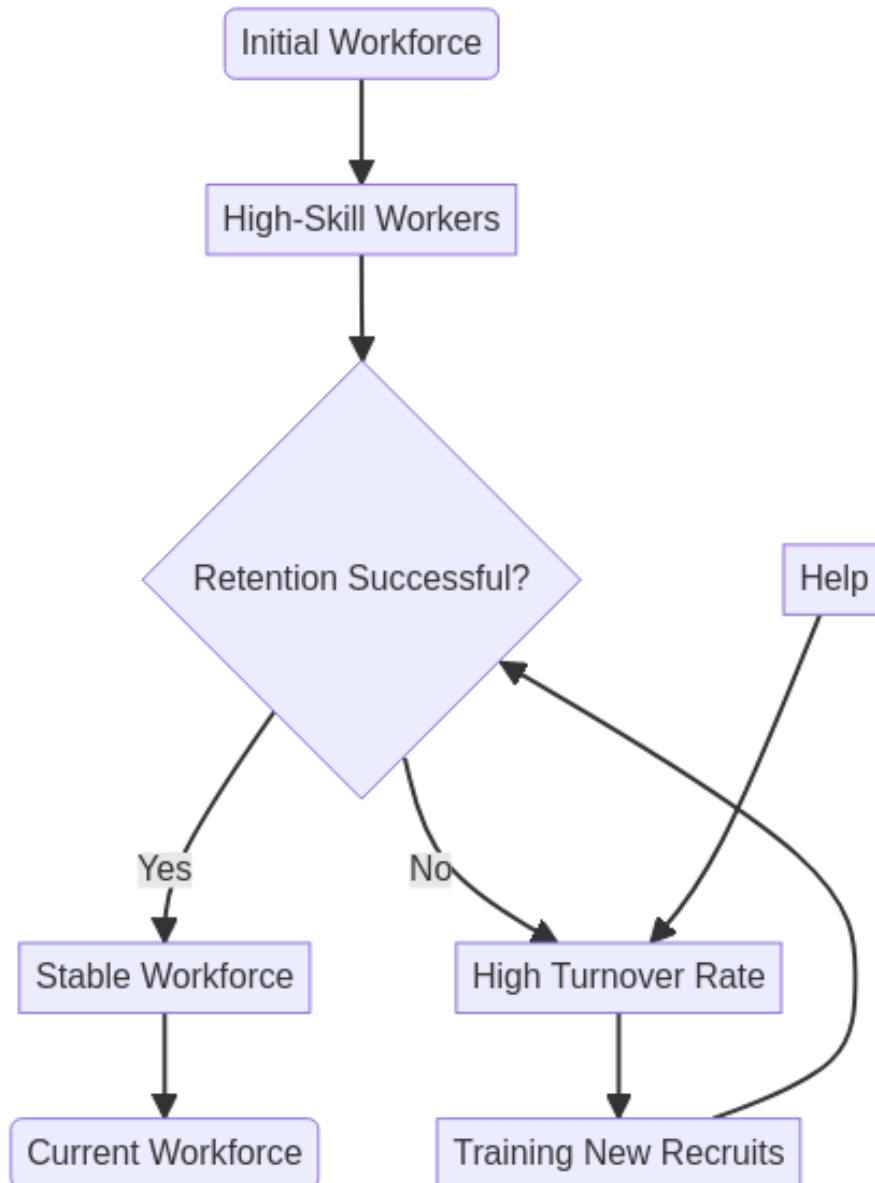


Figure 9 Skill Set Shortage and Employee Turnover

Case Study 3: Workforce Diversity Management

Finally, for our third case, we shall visit a renowned multicultural heritage site, Cultural Mosaic. The workforce here is as assorted as the variety of its showcases, constituting individuals from different areas, languages, customs, and ages. Herein lies the challenge for HRM in managing this diversity, leading to potential issues such as cultural clashes, communication glitches and lacks in unity. While this diversity lends richness to the scenic spot, HRM must strike a delicate balance between celebrating differences and crafting a cohesive unit. Doing so involves heightening cultural sensitivity among staff members, boosting communication, and encouraging teamwork.

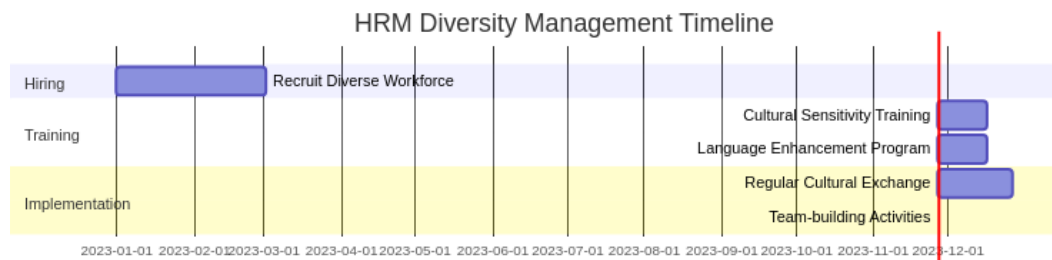


Figure 10 Workforce Diversity Management

Through the examination of these case studies, we expand our understanding of the intricacies and the daunting challenges inherent in the application of Human Resource Management within dynamic scenic spots, underscoring the significant role of strategic and reflective HRM decisions in shaping the success trajectory of these tourist hotspots. In conclusion, the challenges discussed in this chapter highlight the importance of overcoming barriers to effective HRM implementation in scenic spots. By understanding the unique challenges faced by scenic spots and developing appropriate strategies, organizations can optimize their HRM practices and improve operational efficiency and customer satisfaction. Moving forward, further research should continue to explore the potential of HRM in the tourism industry and the management of scenic spots, both in practical applications and theoretical advancements.

Strategies for Effective Human Resource Management in Scenic Spots

Human resource management (HRM) plays a crucial role in the effective operation of scenic spots. As one of the key components of the tourism industry, scenic spots heavily rely on effective HRM strategies to ensure efficient operations and enhance customer satisfaction. In this chapter, we will explore four strategies for effective human resource management in scenic spots, focusing on HRM strategies for efficient operation and employee retention strategies. By implementing these strategies, scenic spots can optimize their HRM practices and further improve their performance in managing and operating the attractions. Within the grand tapestry of operations and management of scenic spots, the role of human resource management (HRM) in enhancing

performance and enabling efficient operation cannot be overstated. Anchored on the assertion that there's a tangible correlation between HRM strategies and operational efficiency, this section aims to dissect and proffer HRM strategies pertinent to driving an efficient operation in the context of scenic spots.



Figure 11 Employee Training and Development

Highlighted in the diagram above, the first point of call in the concatenation of strategies is the effective training and development of employees. The idea of efficient operation hinges extensively on the expertise and capability of the workforce, and as such necessitates the implementation of a meticulous training and development program. By identifying and subsequently improving upon the knowledge gaps and areas of inadequacy, scenic spots can optimize their operational output and augment the performance of their attractions. This sentiment is resonant with the resource-based view (RBV) theory, which posits that valuable, rare, inimitable, and non-substitutable (VRIN) resources contribute to the organization’s competitive advantage, and no resources fit this description better than a well-trained and dedicated team of employees.

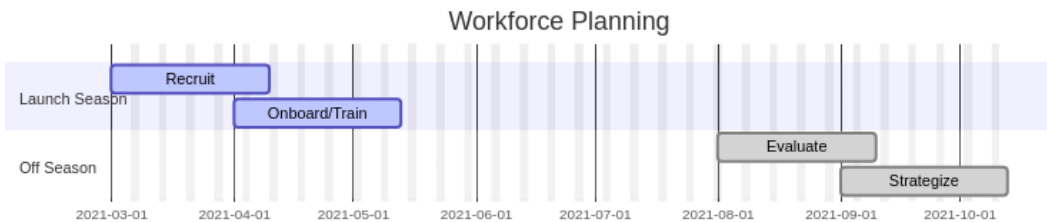


Figure 12 Workforce Planning

Another essential cog in the wheel of HRM strategies for efficient operation is strategic workforce planning. With the cyclicity of seasonal visitation to scenic spots, understanding future staffing needs and making necessary arrangements to fulfill these needs is a critical component for ensuring operational fluency. To navigate this, scenic spots can map out their staffing needs by aligning their HRM strategy to the business objectives and consequently, identifying, addressing, and forecasting future HR requirements. Furthermore, as depicted in the Gantt chart above, strategic planning should involve recruitment, training, evaluation, and strategy development timeslots to ensure a seamless operation irrespective of the season.

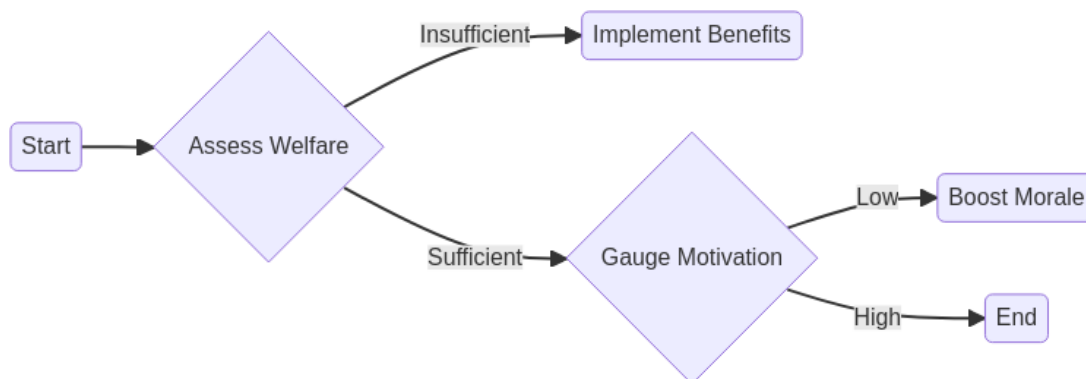


Figure 13 Employee Welfare and Motivation

The preservation of employee welfare and motivation is an indispensable HRM strategy for

efficient operation. Not only does this heighten employees' morale and spur their dedication to operational excellence, but it also remarkably minimizes employee turnover and, by extension, recruitment, and onboarding costs. For employee-sized scenic spots, offering an all-encompassing package involving reasonable compensation, robust benefits, and fostering a convivial work environment would go a long way in ensuring the continued commitment and productivity of employees. These elements, entwined with opportunities for career progression and personal development, are essential drivers for maintaining staff motivation, thereby ensuring the successful operation of scenic spots.

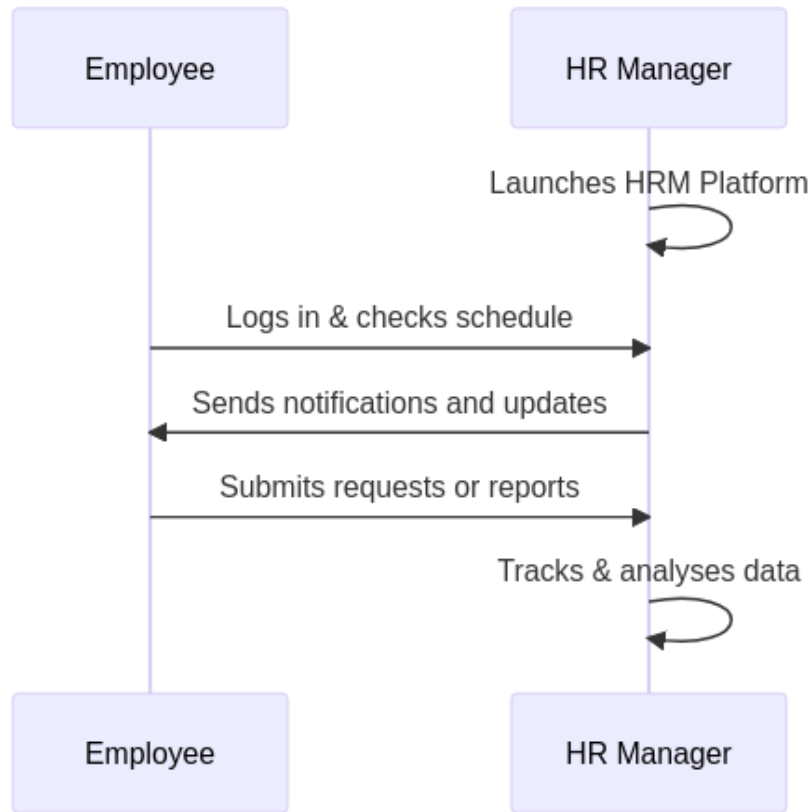


Figure 14 Adopting Digital Tools for HRM

Lastly, in the era of rapid digitalization, adopting digital tools for HRM is a proactive step towards promoting operational efficiency. Brookfield (2016), corresponding to the sequence diagram above, affirms the efficacy of HRM platforms in synchronizing communication between HR managers and employees, providing real-time updates, facilitating instant submission of requests or reports, and tracking and analyzing data for strategic decision-making. Overall, it is evident that the employment of these strategies is instrumental in setting the tone for operational excellence and ultimately contributing to the competitive advantage that places scenic spots on the global map of preferred tourist locations. Echoing the sentiments of Armstrong (2012), efficient operations in scenic spots can only be attained through well-thought strategic HRM practices.

Employee Retention Strategies in Scenic Spots

In the grand theatre of scenic spot management, the intrigue of employee retention plays a pivotal role. The twists and turns of retaining talent shape the plot and underpin the narrative, influencing the overall success of the drama unfolding within the scene. It is, therefore, essential to elucidate the strategies employed in this act. Thus, in this section, we will conduct an intensive exploration into the various tactics and measures that can be adopted to foster sustainable employee retention on the stage of scenic spots.



Figure 15 Culture of Recognition

Creating an environment that fosters a culture of recognition can work wonders in enhancing employee retention. By recognizing the efforts of the employees, management can induce a sense of significance and belongingness amongst the workforces. Rewards and recognitions can come in various forms - commendations, bonuses, promotions, etc. Through constructive feedback, employees can also gain a clear roadmap for growth and development within the organization, which may motivate them to strive for superior performance.

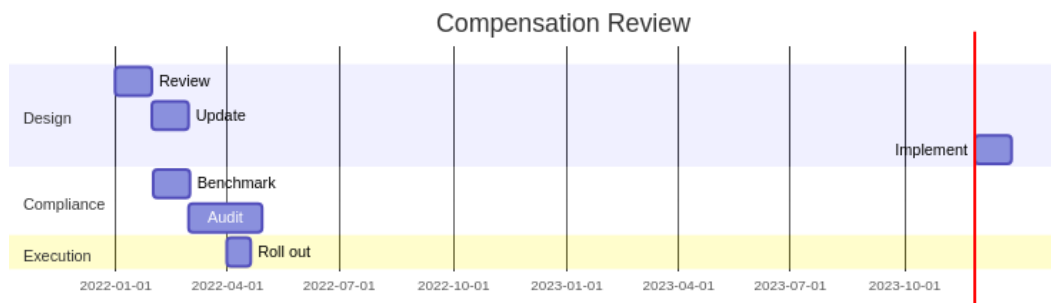


Figure 16 Competitive Compensation

A competitive compensation structure goes a long way in retaining employees. It is prudent to continuously benchmark the organization’s compensation packages against the industry standards and revise them accordingly to ensure their appeal to employees. If the employees find their compensation structure to be at par or above industry norms, they are more likely to stay with the organization.

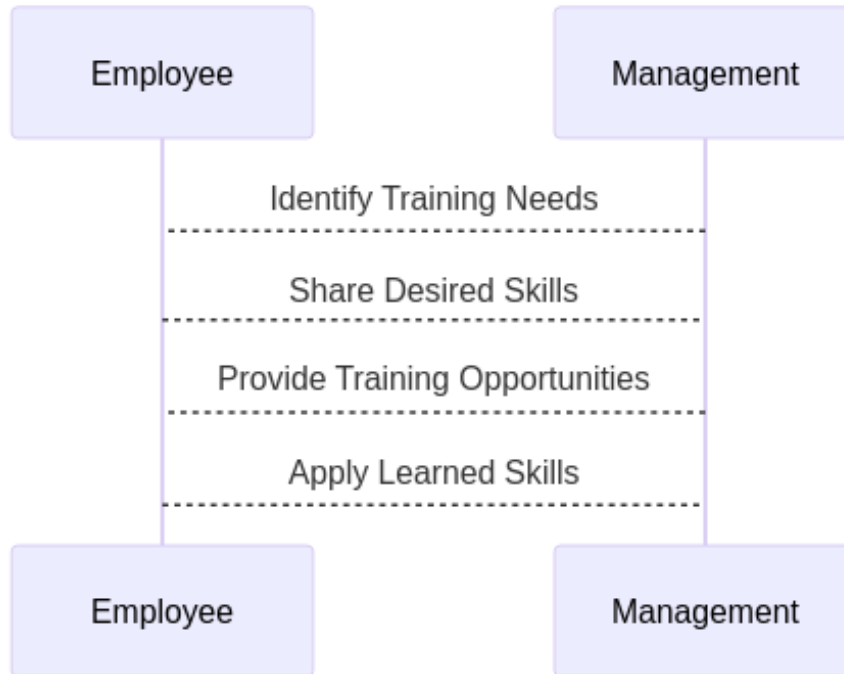


Figure 17 Employee Training and Development

The provision of continuous training and development opportunities is another effective retention strategy. By engaging employees in training programs, organizations not only upskill their workforce but also instils a feeling of worthiness among their employees, making them feel valued for their contributions. This sense of value contributes towards fostering a sense of loyalty and commitment amongst the employees, which can translate into reduced turnover intentions.

CONCLUSION

This research, albeit focusing on current conditions and strategies, also looked ahead by proposing new directions in the application of HRM in tourism and in-depth scenic spot management. Recognizing that the industry is ever evolving and dynamic, we emphasized the need for continual research in this area. The fact that human resources have been established as an essential element towards achieving optimal management of scenic spots underscores the need for ongoing studies to unearth even more potential for HRM in these areas. Taking into account the vital contributions our research has made; it becomes evident that a greater emphasis needs to be placed on HRM within the scenic spots sector. A holistic understanding and application of HRM within this context not only enhances management but also improves customer satisfaction, ultimately leading to an increase in revenues and positive reputation enhancement.

Directions for Future Work

Let us now delve into the abyss of untapped knowledge that lies ahead of us in the context of Human Resources Management (HRM) in scenic area management. In an age where information

is as vast as the sea, it is inevitable that there are still many uncharted territories to explore and comprehend. The inherent interconnected facets of this over-arching arena make it a cornucopia of potential research prospects, which deserve our concerted attention. There have been many areas that we have touched upon in the preceding discussion, yet we are conscious that each topic can only be explored to a certain depth. Even when we acknowledge our limitations, we find it essential to cast forward our gaze to the future to examine where HRM in scenic area management might go next as we broaden our horizon. Lastly, as we face the reality of an increasingly environmentally conscious society, the concept of sustainability in HRM in scenic areas cannot be overlooked. This would involve not only environmental sustainability but also economic and social sustainability. Evaluating how HRM practices can contribute positively to the achievement of sustainability goals in scenic areas could offer rich insights.

In conclusion, in spite of the leaps and bounds currently achieved in understanding and implementing HRM in scenic areas, many fully and partially explored areas are craving more detailed examination and discussion. By shedding light on the darkest corners of this vast domain, we believe that academia and practice will greatly benefit from further exploration in the promising directions we have illuminated. Employing different methodologies, advanced technology, and sustainability perspectives are obvious pathways to expand our future pursuit of truth and wisdom. In conclusion, the results of this study highlight the central role of human resource management in scenic area management. It not only affects the operational efficiency of the scenic areas, but also directly influences customer satisfaction and repeat visitation. Therefore, it is crucial to give full attention and optimize the human resource management in scenic areas in order to achieve effective management and enhance the overall business performance of the scenic areas. Future research directions should continue to explore the potential of human resource management in the tourism industry and deeper scenic area management to promote its practical application and theoretical research.

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