

The Impact of HRM Practices on Career Succession Plans (With Special Reference to Sri Lankan Hotel Industry)

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Tourism is one of the largest and rapidly developing industries in the world. In Sri Lankan context, the hospitality and tourism industry plays a significant role in the economy and labor market. As far as the hotel sector is concerned, it is one of the highly people oriented businesses that largely depends on the quality of the services provided. Thus, employee development has been recognized as one of the most vital aspects in the hospitality industry. Accordingly, this study aims to examine the impact of HRM practices on career succession planning in the hotel industry. In particular, the study limited its focus to the operational level employees occupied in 4-star and 5-star hotels in Colombo district. Further, the study adopted a mix-methods approach to in-depth analyze the scenario. For the quantitative analysis study collected primary data from 100 operational level employees while employing convenience sampling and structured questionnaire methods. Qualitative data were collected from 40 respondents and a semi-structured interview method was applied in data collection. Finally, quantitative data were analyzed while using descriptive analysis; Pearson coefficient correlation, regression analysis and the qualitative data were analyzed with the thematic analysis method. Accordingly, the findings of the study reveal that there is a strong positive relationship between HRM practices and Career succession planning. Further, it was evident that training and development, job rotation and empowerment and compensation schemes have a positive impact on career succession planning. The findings depict that unique HRM practices are one of the key success factors in employee development, retention and long term sustainability. Study recommendations will be useful for the hotel industry specifically, HR managers and government policy makers and the business organizations to recognize and facilitate for employee development and to achieve business success.

Keywords: Career Succession Planning; Hospitality Industry; Human Resources Management Practices; Operational level Employees