

Chapter 11

The Human Resource Balanced Scorecard (HRBSC) and Internal Marketing Management in (Post) Pandemic Tourism Contexts

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ABSTRACT

The objective of the chapter is to provide an insight into the potential of the HRBSC, as a performance evaluation and strategic management tool, and marketing management to improve the competitiveness in the tourism sector. Internal marketing is crucial for the success of organizations, with special emphasis on the pandemic (and post-pandemic) context, in which the competence and satisfaction of employees is a differentiating element. The use of the BSC as a system management allows monitoring and justifying the investments made in training human resources, due to the possibility of associating these investments with the results global financial statements, justifying its realization, and contributing to the evaluation of its efficiency. From an interdisciplinary perspective, the chapter presents insights for management, strategy, and human resources in the context of tourism.

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1. INTRODUCTION

In (Post) Pandemic Contexts it is important to ensure that organizations in the tourism sector are characterized by an adequate working climate, with appropriate resources and human resources policies in which employees can understand and act based on the strategic management. Therefore, internal marketing is crucial for the success of organizations, with special emphasis on the pandemic (and post-pandemic) context, in which the competence and satisfaction of employees is a differentiating element.

The Balanced Scorecard (BSC), in general, and the Human Resource Balanced Scorecard (HRBSC), in specific, as performance evaluation and strategic management tools, allows that the investment and knowledge management to be aligned with the strategic direction, that is, it allows the intangible nature of knowledge to be measured. In addition, it facilitates the visualization of the human capital (qualification, capacity and/or abilities of the individuals) existing in the company through the perspective of learning and growth. On the other hand, provides models and processes to measure and monitor the performance of human resources and the impact they have on the strategic success of the company.

There is consensus among the authors that human capital is the most important asset of the organizations, and its role is increasingly gaining a strategic perspective in the organization, however, it is the least understood, least apt to be measured and less likely to be managed. Human Resource Management (HRM) needs metrics that legitimize the investments made in a company's employees and, at the same time, provide information about whether the HRM function is aligned with the organization's strategy. It is important in (Post) Pandemic Tourism Contexts that organizations develop a workforce culture and mindset, aligned with strategy, using workforce-related information to improve the quality of decisions in their businesses. The tourism sector in Portugal deals with the problem of unattractive salaries, which makes it difficult to attract and retain human resources. The problem has shown signs of exacerbation in the post-pandemic context. In this context, priority must be given to the HRM function and the HRBSC is an important tool to legitimate and justify the importance of the HRM function in the valorisation of capital and human knowledge.

Thus, the measurement of human capital and its contribution to business activity emerge as a key issue, where the ability to design and implement a HRBSC represents an important tool to implement a more effective human resources strategy, uniting employees, strategy, and performance and underlining how human resources can play a central role in the implementation of business strategy.

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