### Chapter 3

**MANPOWER REQUIREMENTS IN TOURISM**

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Tourism is a labour intensive industry where service sector dominates. It is looked upon as a major source of income to the regions which have limited potentials for other economic activities or where other resources are limited. It employs large number of people and provides wide range of jobs from the unskilled to highly specialise. There is a close but not perfect co-relation between income generating effects of tourism and the creation of employment, i.e; high returns do not correspond directly into proportionately more jobs. There is more demand for unskilled local labourers, whose total income will be less than the income of the few expertise officials. Tourism actually offers part time seasonal employment to many.

The real value to the nations from tourism oriented jobs is equivalent to any other labour intensive textile or other industry. To some extent tourism sector is able to provide jobs according to the qualifications of the job seekers.

When we observe the present situation in the developing world, where there is a large population with low surplus money for further investment, certainly tourism seems to be a solution. For instance in India where tourism provides direct job to about 15 lakhs people and indirect jobs 45 lakhs with variety of jobs from sweeper and washman to managers, travel agents and translators. One can say that, in India, tourism will be able to lessen the burden of unemployment, underemployment and disguised employment.

Tourism generates three types of employment.

1) Direct employment in the hospitality sector such as hotels, resorts, restaurants, transportation, etc. in the form of front officers, accountants, house keepers, waiters, catering staff like cooks, etc.

2) Indirect employment generated on account of consumption of local goods and services (handicrafts) by tourists give opportunity to street guides, local transporters, banks, etc.

3) Induced employment generated to meet the specific requirements of tourists such as porters, chambermaids, gardeners, hawkers, coolies, brokers, artists, performers, musicians, etc.
3.1 Direct Employment

3.1.1 Accommodation

Hotels are one of the largest sources of employment in tourism. Tourists need accommodation at the place of destinations when they are far away from their homes. It provides boarding and lodging facilities to the tourists. Hotels and restaurants provide millions of job directly as front office staff, receptionists, managers, cooks, waiters, suppliers, laundries, room boys, etc and thousands indirectly as accountants, clerks, consultants, etc. It requires skilled and unskilled employees in different areas of operation. Trained manpower is an essential for the smooth functioning of hotel industry.

Now a day the character of tourist accommodation has changed according to the demands of customers. Hotels provide accommodation, meals and refreshment for irregular periods of time. Boarding homes, guest houses and pensions are smaller units offering services to the residents for regular and longer time. Hotel grains and apart hotels give bed and break fast without meals. Camping and Caravan sites are another form of hotel industry equipped with sanitary services. There are self catering family units with homely atmosphere to the tourists.

3.1.2 Long Distance Transportation

Tourism cannot be separated from travel. The modes of transport can play important role in the development of tourism market. Transportation includes surface transport, waterways and airways. Surface transport consists of road and rail transport. There are private vehicles and govt. vehicles which provide transportation facilities to the tourists. It generates employment opportunities in the form drivers, ticket examiners and helpers. Rail transport is more suitable for long distance and it is more comfortable. The rail transport creates large number of employment in the form of station masters, managers, ticket checkers, reservation counter staff, accountants, technicians, engineers, porters, railway police, catering personnel, platform sellers, etc. Airways are the transport used by international tourists. It also provide jobs to many like pilots, air hosts,
helpers in the port, shoppers in the airport, customs officials and assistants, etc. Waterways are not much used by the tourists for long distances. It mainly helps the tourists in site seeing, boating, etc. It also provides employment opportunities in the form of engine drivers, helpers, etc.

3.2 Indirect Employment

3.2.1 Street Guides or Touts

Consider the case of a tourist who has not come on a package tour who disembarks at his destination and is on the look out of accommodation. Here the street guides can help him who is not familiar with the locality. It provides employment to many who have good communication skill and knowledge about the destinations. The touts know the local language and customs of the destination. The guides offer their services to the tourists for some earnings. The touts are not professionally qualified. Language of the tourist is the main problem faced by the street guides.

3.2.2 Life guards

The life guards provide their services in the beach areas. It is another area of service which provides employments to many people in the beach. They are expert in swimming and they are ready to take steps when tourists fall in the sea. They provide services with high risk as their lives are on dangerous stage. They get a very small amount of wages as provided by the tourists. There is no special rule for the remuneration of life guards.

3.2.3 Link Transport Needs

Local transport is important for the movement of tourists at the destination and nearby attractions. The demand first emerges from point where tourists leave from the main transport, i.e., railway station, airport and bus stand. The local transport includes taxis, autorikshas, buses, etc. Many numbers of people get employment in this way. The taxi drivers must know the city well, should be polite, have correct meters, etc. Some luxury hotels operate their transport services to the nearby destinations.
3.2.4 Tourist Police

This is a new idea to develop tourism. Here the police help the tourists by guiding them and answering the queries. The nature of work does not include crime detection and traffic control. He also takes the security needs with special training in hospitality and communication. It generates a new area of employment opportunities.

3.2.5 Book Shops and Libraries

Another service related with tourism is book shops and libraries. It can provide employment opportunities to people in the locality. A book stall started in the destination can provide services to the tourists by making available destination related publications. The personnel engaged in this area require good knowledge about different types of books and magazines available in the market.

3.2.6 Travel Agencies and Tour Operators

Travel agency is another form of services which provide employment opportunities related with tourism. It is their responsibility to organize travel services for the needy people. The travel agents act as a link between the tourists and suppliers of various services needed to the tourists. They use the services of receptionists, drivers, collection agents, etc. They offer business to the suppliers of services while serving the tourists. It requires the service of specialized persons in the field of air ticketing, marketing, finance, etc.

A tourist needs many services like transportation, accommodation, escort and so on. The tour operator is a person who provides all these services to the tourists. It also requires the services of many skilled and qualified persons. Therefore tour operator provides employment opportunities to many like drivers, route officer, cooks, escorts, guides, etc. It includes planning, coordination with other allied industries like accommodation, transportation, etc. All these activities require the services of specialized persons.
3.2.7 Insurance

Some times the travel agencies may offer insurance coverage for the loss or damage of baggage. Hence it provides employment opportunities to many in the form of insurance agents and consultants. These persons must have knowledge about various insurance policies and its advantages and disadvantages.

3.2.8 Eating Joints and Bars

This is another form of service which gives employment to local people. These range from restaurants and tea stall to dhabas and fast food counters. It requires less capital investment and can be started as sole proprietorship business. This type of business does not require any special knowledge and skill. It provides employment opportunities to the less educated youths.

3.2.9 Informal Services in Tourism

Informal sector services in tourism generate many job opportunities to the people at the destinations. One of the spheres of activity in the informal sector is lodging and boarding provided by the families at the destination (Paying guest). Here a part of their houses are given to the tourists for rent and they will be provided food at a normal rate which is an alternative source of livelihood. Souvenir sellers in the market are another form of informal services. It also makes employment chances for many job seekers in the destination.

3.3 Induced Employment

3.3.1 Photography

Some of the tourists need photography of the destination they visit. There is a chance for the professional photographers. Certain tourists prefer the costumes of the region also. Here the dresses can be given on a rental basis. It also provides employment chances to many of the local people. If tourists have their own cameras, they need film rolls, batteries, etc.

3.3.2 Entertainment and Recreation

Entertainment is an essential component in tourism. Most of the tourists require some type of entertainment in the evening or night. This includes dance,
theatre, movie, music, etc. It provides employment to local artists and performers. Many hotels organize musical nights or dance performances during tourist seasons. There is a wide chance for professionally qualified artists and performers.

3.3.3 Communication

Tourism involves being away from home and work environment. At that time the tourist needs to communicate with family members and friends. Hence communication services like post office, public call office, internet café, etc should be there at the destination or nearby towns. This will provide employment to the local people.

3.4 Special Features of Services in Tourism Industry

The human resource dimension is one of the most important elements of a sector like tourism, which is characterized by the high level of human involvement in the development and delivery of services. Highly successful tourism organizations place considerable emphasis on the engagement, education and empowerment of their employees at all levels to deliver services that differentiate the organization in the filed. The role of human resources and its effective management in creating quality has been recognized as one of the most important element in improving the organizations competitiveness.

The main features of services in tourism industry are explained as follows.

3.4.1 Tourism service includes a significant intangible component

Most of the services are intangible in that the tourists do not receive physical or tangible in return for their money. They are buying an experience and the evaluation of this experience may include a strong subjective element as well as aspects that they can judge objectively. The human contribution to the delivery of both tangible and intangible aspects of tourism service is core.

3.4.2 Tourism service can not be inventoried

If left unsold, the sales opportunity for a service is lost. A hotel room left unsold overnight is lost revenue and can not recoup. In other words service cannot be inventoried or stored like other non perishable products.
3.4.3 Tourism service is time dependent

Tourism services are frequently prepared or produced, served and consumed almost simultaneously. The human contribution within this process is critical.

3.4.4 Tourism service are place dependent

Many of the tourism services must be offered to the customers where they are required. Delivery and production cannot take place remotely or in a centralized location. Hotels must be located where people want to stay and not where it suits the hotel company.

3.4.5 Tourism service cannot be quality controlled at factory gate

The tourism services are difficult to standardize because they generally require a high level of human intervention for their delivery. As a result you cannot return or substitute a service which has been unsatisfactory in the way you can seek to exchange faulty goods. Once your experience of service is concluded, the provider can seek to compensate you for a bad experience but cannot replace the experience.

3.4.6 A different concept of marketing is required for tourism services

Most of the staffs in tourism industry have the opportunity to work in direct contact with the customer. This means that the marketing role is the responsibility of all tourism staff in the organisation.

3.5 Manpower Management in Tourism – The Components

Manpower management is concerned with training of personnel. It means training of people at all the levels of organization. The success of an enterprise mainly depends on the performance of trained personnel. As a labour oriented industry, tourism needs professionally qualified persons. It is the quality of the service that determines the image of destination.

There is human role in tourism service delivery which creates uncertainty – Human behaviour, whether staff or customer is unpredictable. Good
management and effective training should minimize this unpredictability among employees in good organizations.

The process of manpower management includes recruitment, selection, training and development of employees. It motivates the employees to perform their best. The effective utilization of employee’s skill and capability is possible only if they are trained properly. The training and development of employees in tourism is very important because the customers are experiencing and consuming the quality of service. The persons involved in providing such services should be equipped with required knowledge and skill. The activities of manpower management in tourism can be grouped into two.

- **Manpower Planning**
- **Human Resource Development**

### 3.5.1 Manpower Planning

Manpower planning is the process of determining the number and type of employees required in an enterprise for a specific period in the future. It involves the process of analyzing the existing employees, estimating the future demand and coordinating the available resources with future demand. It also includes planning for the development of employees through training and education.

### 3.5.2 Process of Manpower Planning

1) **Forecasting the manpower needs**

   It is concerned with estimating the number and type of employees required by an organization for a specified future period. This can be estimated by keeping mind the expected work load.

   In tourism industry requirements of employees depends upon the demand for services by the tourists. Tourists require different types of services like, guiding, catering, boarding, lodging, etc. All these requirements are fulfilled by the trained professionals. The hotels, tour operators, restaurants, and others can estimate the requirements of personnel on various categories on the basis of previous year’s experience.
2) **Preparing the Manpower Inventory:**

During this second step, a detailed list of existing manpower is prepared first. Then the number of existing staff is assessed with a view to determine the extend to which manpower requirement can be met from among the existing staff themselves. The qualifications, experience, aptitude, etc of every employees are analysed. The manpower inventory contains the list of existing staff and the process of preparing such a list is called Manpower Audit.

In tourism industry, we can prepare a detailed list of employees with different skills and knowledge. This helps to analyse the strength and weakness of existing employees. It is possible among hotels, restaurants, tour operators, etc. The govt. can prepare the inventory of tourist polices. It is difficult in the case of street guides and informal services.

3) **Planning Job requirements and Job descriptions:**

After having decided how many persons would be needed, it is necessary to prepare a job analysis, which records details of training, skill, qualifications, abilities, experience and responsibilities, etc. which are needed for a job.

In tourism, it is necessary to study in detail the qualifications, training, skills, experience, etc. required in different jobs. There is no proper system for job analysis in tourism.

4) **Developing a Human Resource Plan:**

After ascertaining the actual manpower requirements of the organization, the Personnel management formulates programmes for the recruitment, selection, training, etc. of the prospective employees. The best policy which is followed by most organizations is to fill up higher vacancies by promotion and lower level positions by recruitment from labour market.

It is necessary to prepare a human resource plan in every organization involved in tourism industry. It requires different types of professionals
like guides, transportation employees, etc. For this purpose a detailed plan is required to find out the prospective employees.

### 3.6 Recruitment and Selection:

It is the process of searching for qualified employees and inspiring them to apply for the job. Recruitment helps the management in attracting a large number of qualified candidates. A suitable candidate can be located from different sources like, advertisement, campus interview, employment exchange, etc.

In tourism industry, hotels can approach the hotel management institutes for selecting qualified candidates. They can also approach employment exchange for new professionals. The travel agencies can recruit employees through advertisement. Another source of recruitment is promotion of existing employees.

The process of screening the recruited candidates is called selection. It is the choosing of suitable person to fill the existing job vacancies. The bio data of the candidates are put in to scrutiny and those who fulfill the requirements are called for interview. The organization may conduct written test, group discussions and problems solving exercises, presentations or interviews for completing the selection process.

### 3.7 Induction and Training:

Induction is the process of introducing a new employee in the organization. It is the technique by which an employee is rehabilitated into the changed surroundings and policies and procedures of the organization. He or she should be properly welcomed in the organization, introduced to colleagues, given details about the organisation, made to know his position acquainted with company’s rules, regulations and working conditions. Information and up gradation of knowledge is the key to success in tourism sector and all employees must have updated knowledge.

### 3.8 Motivation:

The quality of service in tourism depends on the job satisfaction of the employees. It is the manager’s responsibilities to motivate the employees.
Besides rewards and incentives, the employees can be motivated by recognizing their performance. Employee’s expectations should also be kept in mind and their achievements or good performance should be duly recognized. This also helps in the retention of good employees in the organization.

3.9 Compensation to Employees

The reward received by an employee for his services is called compensation. The compensation include direct, indirect and non-monetary.

3.9.1 Direct Compensation

Direct compensation includes the basic wages that an employee receives as annual salary or hourly wages. It is based on the actual work done by the employee or time spent by him in the premises. Here the employees are compensated on a particular scale of pay.

3.9.2 Indirect Compensation

Indirect compensation means the monetary benefits received by an employee other than the basic wages. It includes retirement programmes, moving expenses, insurance (health, dental, eye), subsidised housing, paid leave (sick, holiday, personal days), subsidised utilities, boots and clothing laundry service, use of farm trucks or machinery, produce, foods, meals, cellular phones, child care, etc.

3.9.3 Non-Monetary Compensation

Any benefit an employee receives from an employer or job that does not involve any monetary value. This includes career and social rewards such as job security, flexible hours and opportunity for growth, praise and recognition, task enjoyment, and friendships.

The following are nine steps in human resource development for tourism in Indian context:

1) Correctly plan the requisite number of people required at each level of each category of skill, providing for expansion, attrition, and internal developmental needs.
2) Identify the alternative source from where people can be recruited, ranging from fully trained and experienced people who could operate directly on the job, to new entrants who requires appropriate training before commencing work.

3) Set up appropriate cost – effective recruitment systems.

4) Set up effective induction and training systems to cater for every source of recruitment.

5) Identify and make available the requisite number of trainees to operate these systems.

6) Install an effective personnel administration system to take care of those recruitment.

7) Set up a discipline management where by all employees are prepared to accept basic norms of discipline at work.

8) Create a collaborative climate for industrial peace so that customers are not in the least aware of unavoidable tensions that are likely to occur in any management – employee relationship.

9) Set up a team of human resource professionals who have the requisite professional and personal skills to ensure continuous monitoring and improvement of the integrated Human Resource Development.

References


[27] *The Essential Kerala*, Department of Tourism, Government of Kerala.


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