CHAPTER FOUR

Human Resource Practices in Travel and Tourism Sector
4.1 INTRODUCTION

Tourism sector industries generate a large number of highly diversified jobs in different branches of activities such as hotels, restaurants, travel agencies, tour operators, leisure activities and passenger transport. Human resources are a key element in ensuring the quality and content of tourism products. There is a growing need for skilled manpower able to meet the needs of a changing environment and to maintain the competitiveness of tourism enterprises.

Strategies for managing and promoting human resources have a central role to play in a sustainable development approach to tourism. The understanding of labour markets in the tourism sector remains inadequate. In context of liberalization and globalization of tourism services, the possibility of harmonizing the differing regulatory approaches to the labour market in the tourism sector should be discussed in depth with all actors on national and international labour markets.

As a labour intensive industry, tourism is offering many opportunities for employment in the economy and has the potential to continue in future. Given its very nature, it also generates induced and indirect jobs throughout the whole economy and in specific places like distressed and remote areas. Human resources are a key element for ensuring sustainable development in tourism and for increasing the competitiveness of the sector through more attention for quality in products and services and hence management and staff.

Tourism also offers many opportunities for low level qualification workers to enter the labour market; it thus contributes to improving the overall situation and flexibility of the labour market.
The development of human resources in tourism is however subject to a number of obstacles. Recruiting and retaining a qualified workforce remains a challenging task for many large and small enterprises due to the characteristics of the tourism labour market (seasonality, working conditions, and high segmentation of the sector). Many of the tourism enterprises are not investing enough in human resources training and development. The high variability of tourism demand and the increasing competition among destinations drive more and more to dual or segmented labour markets one with core staff looking for careers in tourism and the other one with casual workers.

Worldwide, employment within the tourism economy is estimated at 192.2 million jobs (one in every 12.4 jobs in the formal sector). By 2010, this should grow to 251.6 million jobs (one in every 11 formal sector jobs). This includes employment created by fixed capital formation activities and by providers to the tourism industry. Direct employment for tourist consumption amounts to about 3 per cent of total employment worldwide. In some countries, however, the proportion is three times higher (Spain – 8.3 per cent; Mauritius – 10 per cent; Barbados – 10.5 per cent). The industry is heavily dominated by SMEs: in Europe, for example, there are 2.7 million SMEs operating in the sector, representing almost all HCT enterprises. Some 94 per cent of this segment is micro-enterprises employing fewer than ten people. SMEs employ over half the labour force working in the industry.

The traditional constraints of the hotel, catering and tourism industry – long, antisocial working hours, low pay, unstable, seasonal employment, low job status, etc. – make employment within the industry appear unattractive to many. Nevertheless, the industry does attract some people either on a short-term basis or for a long-term career.

The immediate and most obvious consequences of such a situation are the difficulty of recruiting suitable staff and high staff turnover; both these effects are costly to the industry. There is therefore a perceived need for human resource development, to raise
the profile of the industry, increase productivity and provide decent, sustainable employment within the sector.

The industry responds by maintaining a large pool of temporary labour on which it can draw in response to demand. These workers are likely to be young and/or female. The necessary availability is often found among students wishing to combine university or vocational studies with flexible working hours in hotels and restaurants. The industry employs mostly young people, and indeed for many of them provides the point of entry into the world of work. Women may also find flexible arrangements convenient as a means of balancing family obligations and work. The available statistics show that the industry also has a high proportion of female employees.

The prevailing patterns of the HCT workforce have been depicted by various researches all over the world, a study by the National Restaurant Association in the United States, based on 1996 data, found that 52 per cent of restaurant employees in the United States were women, 25 per cent of employees were aged between 16 and 19 years, 19 per cent were between 20 and 24 years and a further 25 per cent were aged between 25 and 34 years; in Austria in 1995, women accounted for between 60 and 70 per cent of total HCT employment, depending on the sub sector, the proportion of women being particularly high in food services and accommodation. In the same country, 14.5 per cent of workers in the industry were under 20 years old; in the Netherlands, the average age of workers in the industry is 23 years; in Denmark, 50 per cent of all employees are under 30 years old in Spain, over 50 per cent of all employees are under 34 years old, and the 16-24 years age group represents 20.4 per cent of total employment in the sector, some 58 per cent of workers in the hospitality sector in Australia are women; in Denmark, the industry is 62 per cent female; in Italy there is a 50 per cent split between men and women; in the Netherlands 52 per cent of employees are women; and, although in Spain the figure is 42.5 per cent, the number of women employed in the sector is increasing.
4.2 HUMAN RESOURCES IN THE TOURISM INDUSTRY

Human Resources (HR) is perhaps the single most critical issue facing the Travel & Tourism industry over the next ten years. Labour policies have been more traditionally concerned with the administration of the workforce than with its development. As a result, there are growing shortages of skilled people in all sectors of Travel & Tourism, and education and training systems are often ill adapted to the industry's needs.

WTTC forecasts an annual growth rate of 4.5 per cent worldwide in total demand over the next ten years. As demand for Travel & Tourism grows, the industry will require an increased supply of skilled managers and staff in all sectors to deliver a consistent, quality product. Well-trained staff enhances the consumer experience, add value to the Travel & Tourism product, improve the image of individual companies and advance their own career developments.

Attracting and retaining good staff and ensuring consistent quality can only be achieved with management commitment to effective training. Investment in training and education will have long and lasting returns through increased productivity and improved staff performance. Yet the returns on this investment will only really be worthwhile if supported by appropriate government policies and measures, not only in education and training, but also in other areas such as infrastructure and transport planning, and labour market programmes.

The WTTC Human Resources Task Force White Paper makes six recommendations for government authorities:

- Take a leadership role in the development of HR;
- Recognize the important role that Travel and Tourism plays in the overall economy and provide it with an appropriate place in local, national or regional strategic planning;
- Facilitate urgent investment in education and training;
- Bridge the gap between education and industry;
- Promote Travel and Tourism careers - this will help stimulate interest in the industry as a source of employment;
- Develop comprehensive national/regional strategies to help the international competitiveness of the Travel & Tourism sector

Travel & Tourism is one of the world's largest and fastest-growing industries, employing over 7.8 per cent of the total global workforce - one in every 12.8 jobs. And this share is rising. By 2012 it is projected to reach 8.6 per cent of total employment worldwide, or one in every 11.7 jobs.

The emergence of new, exotic destinations is putting pressure on higher-wage Western countries to increasingly enhance the quality of their tourism products and services to help maintain their share of the world Travel & Tourism industry. At the same time, travelers are becoming more sophisticated and are demanding better and more personalized service. A well-educated and well-trained workforce is essential to respond to this changing environment.

The world's population is ageing fast. In the more developed regions of the world, the 60-plus age group will increase over the same period from an estimated 20 per cent of the world's population to 33 per cent. This is not good news for the supply side as there will be a shrinking labour pool - at a time of rapid technological changes, when greater skills than ever before are needed. In fact, the demand for skilled labour is increasingly putting pressure on governments in developed economies to change immigration regulations.

The industry's poor image is an obstacle to attracting new staff, but a lack of understanding about what the industry has to offer new entrants is also to blame. Actions are being taken by companies to address the problems of staff attraction and retention -
and, in particular, by raising awareness of the multiple career opportunities in Travel & Tourism. Attracting and retaining staff has become more of an issue since the tragic events of September 11 cast doubts on the stability of some companies operating in the sector.

The changing nature of tourism demand has contributed to inadequacies in the Travel & Tourism employment sector, largely because formal education and vocational training programmes have failed to adapt to the changing needs of the industry. There is a need for higher academic skills and increasing technological know-how - to respond to the demands of this increasingly technology-driven world. There is also a need for more broad-based training, which helps develop a variety of skills. There is a growing shortage of skilled labour in all sectors of the tourism and related industries. These weaknesses are not helped by the rigidities in some government labour policies, by restrictive immigration policies and a lack of labour mobility.

The close involvement of government in HR development through the organization of formal education and training programmes is essential to the efficient operation of the Travel & Tourism sector. Programmes should improve general as well as vocational skills and quality of service. National education and training policies should take into account labour and social issues, and should be geared to stabilizing the workforce and reducing labour turnover.

Companies will increasingly be staffed by more part-time, temporary and contract staff and fewer full-time permanent employees. If Travel & Tourism is to attract the caliber of people to the industry that it needs, companies need to create a culture in which people want to work. Companies need to ensure employees can establish an effective balance between their working and private lives. Working hours and locations must be flexible and employees must be free to set their own pace and to determine their own benefits package. Companies need to establish a working atmosphere that makes the organization
an 'employer of choice', and employees must also feel able to participate in the management of the organization. There is an important interface between the HR objectives of companies and public policy - which should be driven by the lightest of regulatory touches.

Tourism across national borders represents a variable but generally large proportion of total tourism. Especially in a number of developing countries a significant proportion of gross domestic product is generated by activities designed to satisfy international tourism, which thus represents an important export activity in many countries. Globally, Travel & Tourism is human resource intensive, creating quality jobs across the full employment spectrum. In 2008, one in 11.9 jobs will be generated by the Travel & Tourism Economy. The Travel & Tourism Economy accounts for 8.4% of global employment. Today there are 80.7 million Travel & Tourism Direct Industry jobs and 238.3 million jobs in the Travel & Tourism Economy.

Tourism is a direct outcome of leisure time and discretionary money available to the people. The extraordinary gallops taken by technology - both in terms of inventions and information, the changing demographic profile of the population globally, and of course, the developments in tourism infrastructure have prompted millions of people to be involved in touristic pursuits in the 20th century. During the second half of 1990s, the average increase in international tourism receipts has shown dominance over the world exports in commercial services. In 1997, tourism receipts accounted for a little over 8 percent of total world exports of goods and almost one third of the value of world trade in the service sector (World Trade Organization and World Tourism Organization). The magnitude of contribution of tourism to the world economy has also been quite commendable.
4.3 EMPLOYMENT IN THE TOURISM SECTOR

With the increased movement of tourists from one place to another, it is but obvious that many jobs are created in the process, it can easily be said that tourism is an industry with great employment potential. It provides a vast spectrum of employment from highly trained managers of 5-star hotels to room boys, sales girls, and handicraft artisans and transport workers. Over 200 million men and women worldwide are estimated to work in the travel and tourism sector, equivalent to about 8% of global employment. Women make up 70% of the labour force in the tourism sector, and half the workers are aged 25 or under. One job in the direct tourism industry induces roughly one-and-a-half additional (indirect) jobs in the tourism-related economy. Around the world, between 13 and 19 million people less than 18 years of age work in an occupation tied to tourism. It is estimated that two million children in the world are victims of commercial sexual exploitation. International tourism is the sector where this evil can be effectively dealt with. With fast growth of tourism, new horizons of employment open up for unemployed or partially employed young men and women. The airlines, travel agencies, tour operators need thousands of them with a variety of skills which are not too difficult to master. There is also high potential for self-employment in a variety of ancillaries, such as horticulture and handicrafts. In fact, there are very few activities in which the potential for providing gainful employment is so wide ranging. A recent ILO report estimates that some nine million workers in the global hotel and tourism economy may have lost their jobs in the wake of September 11 and the economic downturn in 2001-2002.

In the international tourism research literature, different employment categories have been created on the basis of different definitions of tourism. The most commonly used definition is the following: "Tourism is the temporary movement of persons to destinations outside their normal home and workplace for leisure, business and other purposes, the activities undertaken during the stay and the facilities created to cater for the needs of tourists" (*WTO, 1989*). For the purpose of investigating the economic
impacts of tourism, the definition of the WTTC seems to be more appropriate, though, in our case, too wide to apply (due to temporal and financial constraints): "The Travel and Tourism industry is defined by the economic activities (personal, investment, government, business and net export) associated with travel as measured by the wide variety of current and capital expenditures made by or for the benefit of a traveler before, during and after a trip" (WTTC, 1995).

Tourism employment can be categorized as (Matheson & Wall, 1982)
- direct employment resulting from visitor expenditure in tourist services,
- indirect employment in the tourist sector, not resulting directly from visitor expenditure, and
- Induced employment, resulting from the effects of the tourism multiplier.

Human resource development is of vital importance in the service industry like tourism. People engaged in this trade deal with people and create their needs. They are the ones who create experience, good or bad, and therefore, determine the quality of the 'product offer' to the tourist. We may spend crores of rupees on building infrastructure but it is they who create the ambience that lures or repels the tourist. A lot, therefore, depends on the right selection, training and development of the personnel engaged in tourist services. It also assumes importance because of its impact on the national economy. Being a service industry, it offers tremendous potential for employment to a vast cross-section of our youth without any caste and religious bias.

In the tourism and hospitality industries, it is important to keep in touch with costumer's real expectations. Inquiries into what customers actually want can be revealing. Coyle and Dale conducted research into what customers of hospitality organizations defined as good quality 'in service, and also into hospitality managers perceptions of what the customers would rate as 'good quality' managers perceptions were colored very much by their own demands, as providers, for the performance of their staff’ they thought that
costumers prime requirements were reliability, courtesy and understanding, in that order. Customers, by contrast, rated reliability ‘third’ on their list. Their ‘prime requirements were responsiveness, that is attentiveness and speed, courtesy, and than reliability. What emerges is a picture of customers who value competence in hospitality industry staff, but who are willing to trade a modicum of human error against attentiveness to their needs (Coyle, M & Dale, B., 1993).

Tourism involves a wide variety of activities; the two most important ones are (i) accommodation and hospitality and (ii) travel trade. Both these activities, though complementary to each other, are distinct in functions and for successful planning of manpower resources, would have to be viewed as such. Their training requirements have to be based on clearly identified skills and knowledge needed for their effective performance.

In the accommodation and hospitality sector, the training programs are broadly of two types. The first one is the statutory apprenticeship program for certain categories of trades like stewards, housekeeping staff, cooks, front office personnel and the like. The second one is the formal structured program offered by the institutions set-up by the government at the craft and diploma levels. In addition, the private sector also has their own training programmes, which are more in the nature of captive facilities.

4.4 EDUCATION & TRAINING IN TOURISM SECTOR

The traditional careers options especially in India are still looked upon as respectable, both in terms of status and monetarily. To name a few for comparison these traditionally sought after careers are (i) The Civil Services (ii) Technical and Technological services (iii) Medicine and (iv) Management. It has been argued (Lea 1988, Pearce 1989) that tourism jobs are not real jobs but are usually low skilled and low paid, seasonal, for women, whom may take employees, form other sectors (Matheson & Wall, 1982).
Refocusing our attention to the qualities needed to succeed in tourism, it is clear that academic excellence only should not be a necessary pre-requisite for tourism professionals.

Many developing countries have established tourism-training centers, usually with some form of international agency technical and financial assistance to get them started. Some of these centers have been quite successful. The World Tourism Organization (WTO) has programme of designating existing tourism education institutions throughout the world, both the more and less developed countries as international centers. The WTO has produced a directory of tourism education institutions located throughout the world (World Directory of Tourism Education and Training Institutions).

Over the years tourism education, has not achieved the priority desired. A small cadre of people, primarily representing academia and government has been attempting to find a place for tourism education on the public agenda. Though in certain areas these individuals have been extremely successful, the overall picture shows a lack of significant support and leadership for tourism education. Considering the present day needs of multifaceted tourism, of which the hospitality industry is a large but better-defined segment, the present situation in regard to training in tourism is unsatisfactory in the world at large. In addition to establishing training institutions, and often supplementing the programmes of these training centers, there are several types of training techniques which are typically considered and applied in internationally assisted training programmes of developing countries (Chawla, 2003). Education holds the key to unlocking potential economic growth opportunities to achieve a competitive advantage in the tourism sector. Tourism education offers great potential to make a significant contribution towards the creation of value added activities in the tourism sector and the sustenance of its competitive advantage. (Go, 1995). But the fact remains that even today Tourism Education is not generally the first choice for students pursuing higher studies. According to a survey 73% candidates opted tourism courses only and simply because of
better prospect of employment. About 10\% were not sure of the real purpose of pursuing these courses and only 17\% opted tourism because this is what they wanted and would love to be into.

Though tourism education has started to develop at Post Graduate Level, it is still in the initial phases as far as introduction of Tourism education is considered at the Under Graduate Level. There is no established core curriculum in higher tourism education and there has not been any attempt to develop one. Though there are similar courses in all the important tourism programmes (like geography of tourism, tourism marketing, economics of tourism, tour operations, tourism planning, travel agency & tour operations etc.), every programme places emphasis on different aspects of tourism.

The major reason for the lack of consensus over a core curriculum is probably the fact that most of the newly established institutions do not have established and standard syllabi to fall back upon and hence even today they are following a trial and error method. Academic bodies like the University Grants Commission also have not put forth a model curriculum to be adopted by institutions offering courses in tourism and travel management.

On an academic level tourism education has been growing over the years, and to some extent there is, in the not-so-far future the danger of over-provision of tourism graduates. To avoid this problem, education has several alternatives: to establish closer links with the industry in order to forecast - to a certain degree - the demand for specialized labour force, and to develop special programmes based on these forecasts; to modify the structure of education by increasing the role of vocational education; or to provide students with high quality education which is relatively general, but complex enough, so the result is a flexible labour force with strong intellectual abilities and a wide outlook on the whole of the tourism industry.
Links between academic institutions and the tourism industry have been growing in the last few years. Though there is still a relative lack of contact, the establishment and extension of these links have been among the main priorities for most institutions. Typical examples of co-operation with the industry are the invitation of guest lecturers from companies, industrial placements of students at a certain stage of their studies, postgraduate programmes and short courses offered to managers from the industry, co-operation in research with student involvement (usually in marketing) and consultancy by academic staff.

In the UK, the National Liaison Group for Higher Education in Tourism has identified seven areas of knowledge which should be included in a core curriculum for any tourism degree programme (*Holloway, 1996*):

1. The meaning and nature of tourism
2. The structure of the tourism industry
3. The dimensions of tourism and issues of measurement
4. The significance and impact of tourism
5. The marketing of tourism
6. Tourism planning and development
7. Policy and management in tourism

The greater productivity made possible by training makes higher wages possible. In general, many of the operational activities in the industry require learning on the job, rather than formal training, and managers frequently state their preference for recruitment on the basis of personality rather than formal qualifications. In fact it has also been noticed that the industry displays a reluctance to give formal recognition to acquired skills, and this may reflect a wish to avoid claims for higher wages and prevent undesired mobility. On the other hand, a recent study also suggests that practical training
and experience is more highly valued moreover; high staff turnover in the industry makes returns on training investment hard to evaluate.

At middle management level and higher, however, tourism education is a formal requirement. In Canada, it is estimated that more than one-third of jobs in hotels require post-secondary education, including language proficiency, but a Brazilian study shows that only 12 per cent of hotel and restaurant staff have completed secondary school.

Tourism-related degree programmes have been slow to acquire recognition as a truly academic discipline although, given the increasing social and economic importance of tourism, a sound knowledge of its economic, social, cultural, environmental and political dimensions is essential. This is particularly the case in countries, including developing countries, where tourism is growing rapidly. In Europe, tourism training is seen as a means of boosting employment and recouping Europe's dwindling market share in the industry.

The industry today needs more of 'soft' skills, rather than continuous training. Continuous training, which has the advantage that it, may be used to react quickly to changing circumstances. It is being directed towards imparting the new skills. Traditional initial training systems prepare students for a limited number of occupations, more or less.

**4.5 HUMAN RESOURCES DEVELOPMENT FOR TOURISM SECTOR**

Human resource development is of vital importance in a service industry like tourism. We may spend billions of rupees on building infrastructure but it is the service people who alone can make them come alive. The present system of tourism training programmes suffers from several weaknesses, both in its qualitative and quantitative dimensions.
Organizations provide support to employees by helping them to develop their capabilities this gives the opportunity to develop their knowledge, skills and abilities further, and thus the value of each employee also improves.

The need to develop the required human resources in various segments of the tourism industry has become imperative as a consequence of the rapid growth in tourism, rapidly changing technology and dynamic changes in the international tourism market. Issues related to human resources development in the tourism sector involve the quality of human resources, their conditions of work, their training and educational opportunities, the role of the private sector and the role of the government in giving attention to and finding solutions to problems and constraints.

The availability of skilled and trained manpower is a crucial element in the successful long-term development and sustainability of a tourist destination. In the ultimate analysis, skilled and trained human resources will ensure the delivery of efficient, high-quality service to visitors, which is a direct and visible element of a successful tourism product. High standards of service are particularly important in sustaining long-term growth, since success as a tourist destination is determined not only by price competitiveness or the range of attractions available, but also by the quality of the services provided. Repeat visits, a vital factor in maintaining growth, will be deterred if standards of service do not meet expectations.

Attracting and retaining good staff and ensuring consistent quality can only be achieved with management commitment to effective training. Investment in training and education will have long and lasting returns through increased productivity and improved staff performance. Yet the returns on this investment will only really be worthwhile if supported by appropriate government policies and measures, not only in education and training, but also in other areas such as infrastructure and transport planning, and labour market programmes.
There is a need for higher academic skills and increasing technological know-how - to respond to the demands of this increasingly technology-driven world. There is also a need for more broad-based training, which helps develop a variety of skills. There is a growing shortage of skilled labour in all sectors of the tourism and related industries. These weaknesses are not helped by the rigidities in some government labour policies, by restrictive immigration policies and a lack of labour mobility.

The close involvement of government in HR development through the organization of formal education and training programmes is essential to the efficient operation of the Travel & Tourism sector. Programmes should improve general as well as vocational skills and quality of service. National education and training policies should take into account labour and social issues, and should be geared to stabilizing the workforce and reducing labour turnover.

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The changing nature of tourism demand has contributed to inadequacies in the Travel & Tourism employment sector, largely because formal education and vocational training programmes have failed to adapt to the changing needs of the industry. On the one hand, there is a need for higher academic skills and increasing technological know-how – to respond to the demands of this increasingly technology driven world – yet there is also a need for more broad-based training, which helps develop a variety of skills. There
appears to be a growing shortage of skilled labour in all sectors of the tourism and related industries. Yet the inadequacies of training, particularly on-the-job training, or job enrichment – not to mention the lack of career prospects – make it difficult to attract and retain qualified personnel.

If Travel & Tourism is to attract the caliber of people to the industry that it needs, companies need to create a culture in which people want to work. HR must ensure employees can establish an effective balance between their working and private lives. Working hours and locations must be flexible and employees must be free to set their own pace and to determine their own benefits package. HR must establish a working atmosphere that makes the organization an ‘employer of choice’, and employees must also feel able to participate in the management of the organization.

Only by raising awareness of Travel & Tourism’s economic and social importance will the industry be able to persuade governments to factor Travel & Tourism into their labour market policies and to attract the right caliber of people to the industry.

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Elaborate human resource development strategies are usually linked to long-term business development plans, and these are more frequently associated with large enterprises. They are based on a budget set aside for training and providing for trainers to be contracted from outside the organization. A system of assessing training requirements
While current skill gaps exist and need to be addressed, employment trends and important Competencies in the workplace of the future also need to be considered. A major challenge will be matching the demands of the new workplace and evolving economy with the skills of its workforce. Employment growth will not fit neatly into anyone category or industrial sector. More education and training will be key to success in the economy; however it must be the right education and training. Over the next five years, there will be a strong demand for occupations that need university degrees; approximately 29% of all new jobs will go to university graduates.

Consistently high standards of human resource management within the industry will help to improve the image and attractiveness of the industry as well as contribute to service delivery and quality standards. And it can be achieved by supporting tourism managers in developing progressive human resource practices to attract, retain and motivate workers.

4.7 WOMEN IN TOURISM

ILO estimates dating back to 1983 indicated that a third of the global workforce in tourism was made up of women. According to more recent estimates, the proportion of women in the tourism industry (excluding the informal sector) has risen to 46 per cent,
According to the World Travel and Tourism Council report in South Asia, the Travel & Tourism Industry is expected to generate directly 15,448,000 jobs in 2008 (2.5% of total employment), while the broader Travel & Tourism Economy will account for 36,544,000 jobs (5.9% of total employment). India - Travel & Tourism Economy employment is estimated at 30,491,000 jobs in 2008, 6.4% of total employment, or 1 in every 15.6 jobs. By 2018, this should total 39,615,000 jobs, 7.2% of total employment or 1 in every 13.8 jobs. The 13,127,000 T&T Direct Industry jobs account for 2.8% of total employment in 2007 and are forecast to total 16,437,000 jobs or 3.0% of the total by 2018.

India's 13,127,000 T&T Direct Industry jobs account for 2.8% of total employment in 2008 and are forecast to total 16,437,000 jobs or 3.0% of the total by 2018. The contribution of the Travel & Tourism Economy to employment is expected to rise from 30,491,000 jobs in 2008, 6.4% of total employment, or 1 in every 15.6 jobs to 39,615,000 jobs, 7.2% of total employment or 1 in every 13.8 jobs by 2018.
through frequent staff appraisal is found at establishments where staff development is taken seriously. Where training is less formalized, on the other hand, it is done by managers or supervisors who are not training specialists; there may be no budget set aside for it in spite of a declared willingness to offer training to staff. In such cases, training is often reactive rather than proactive, i.e. restricted to induction training for newly recruited staff and statutory (compulsory) safety and health training. It is also common for scheduled training sessions to be cancelled when employees are not replaced at their workplaces and therefore fail to turn up.

It should be ensured that talented and committed individuals pursue not only jobs but also careers in the tourism industry as labour shortages increase competition for workers and the number of youth workers declines. Good human resource practices attract people to the industry. However, other industry promotion activities are also needed and need to be aimed at a variety of audiences – workers, government, career councilors, teachers and even parents.

4.6 H.R. PRACTICES: AN INDIAN CONTEXT

According to the Department of Tourism, Government of India, there were some 12 million people employed directly in the tourism sector at the beginning of this decade. The point was made that tourism has a very positive capital to labour ratio, with 89 jobs being created in the hotel and restaurant industry per 1 million rupees of investment, compared with 45 jobs in agriculture and 13 jobs in manufacturing. By 2010, the Government of India has identified that as many as 6 million additional jobs in the tourism sector may be created, most of which will be generated by domestic tourism demand (which, very much along the same lines as in China, far outweighs the importance of international tourism; in 2001 some 190 million domestic trips were made in comparison to international tourist arrivals of 2.5 million). Thus the need for tourism training and education is a key issue in the expansion of the sector.
while in catering and accommodation they represent over 90 per cent of all employees. They occupy the lower levels of the occupational structure in the tourism labour market, with few career development opportunities and low levels of remuneration (some estimates suggest that wages for women are up to 20 per cent lower than those for men). The greater incidence of unemployment among women is attributed to their low skill levels and their low social status in many poor countries. They also tend to be the first affected when labour retrenchment occurs as a result of recession or adjustment to new technology. It should also be noted that the majority of workers in subcontracted, temporary, casual or part-time employment are women.

Women traditionally play an important role in the hotel, restaurant and tourism sector. However, their access to the higher levels of the corporate structure remains problematic. In the United States, a recent study found that less than half (43.8 per cent) of all managerial posts in hotels were held by women, while further figures show that although between 1985 and 1995 the number of women in restaurant supervisory positions rose by 34 per cent to 260,000, or 68.9 per cent of all food-preparation and service-providing jobs, they held only 8 per cent of seats on the boards of directors of 100 of the largest restaurant chains. Moreover, they represented only 4 per cent of the industry’s highest ranking officers, and 4 per cent of its top earners. To an extent this is the result of friction between family and work responsibilities, especially given the prevailing long working hours in the food-service business. The lower wages paid to women make it more feasible for them to take time off from work to look after family needs than for their husbands to do so. To help resolve this problem, enterprises are starting to introduce family friendly programmes involving flexi-time, tale-commuting and childcare schemes. At the level of line employees, a United Kingdom hotel has found an innovative solution to problems it had been encountering in recruiting and retaining room service staff. The hotel decided to target its recruitment efforts on mothers of school-age children and agreed to provide a play leader to look after the children during school holidays. The cost of the play leader was made up by saved advertising and recruitment costs previously
incurred as a result of high staff turnover. Nonetheless, it remains generally true that there is a gender-based income disparity across all segments of the hotel, catering and tourism industry.

The major problems and constraints facing human resources development in the tourism sector can be summarized as:

a. Shortage of qualified manpower, particularly at the managerial level, which poses a major obstacle to the overall development of the tourism sector;
b. Shortage of qualified and experienced teaching staff;
c. Shortage of training materials and facilities;
d. Lack of strategies and policies for human resources development in the tourism sector;
e. Difficulty in keeping pace with rapidly changing technological innovations and dynamic changes in the global marketplace;
f. Complexity of the multidisciplinary nature of tourism studies;
g. Gap between the training capacity of training/educational institutes and the actual need of the industry;
h. Shortage of higher-level programmes for management development.

To maximize the socio-economic benefits of tourism in the future and overcome obstacles in the development of human resources in tourism, the following recommendations can be made:

- To support sustained and quality growth in tourism, all efforts regarding human resources development should be customer oriented;
- To maximize the creation of lasting and high quality jobs, governments, industry, workers representatives, education and training organizations should co-operate
to better assess the future needs for and of skilled labour, find ways to avoid a growing shortage of skilled labour in certain occupations and more generally to promote the image of employment in the tourism industry;

- To increase the productivity and competitiveness of the sector, the qualifications of employees should be enhanced in coherence with market needs and the level of development of the country; new skills required by the industry should be integrated in the tourism curriculum of the future (communication and problem solving skills, information and communication technologies, sustainability or management skills);

- To help enterprises, in particular small ones, with capacity building in human resources development, best practices should be disseminated (for example, in the area of career promotion schemes, recognition of vocational training, foreign workers programmes) and networks associating large enterprises, small ones, workers representatives and local authorities should be encouraged;

- To better handle exogenous factors, like major geopolitical events, human resources should be recognized as an essential factor to deal with crisis issues, and adequate training should be provided;

- To improve the understanding of the functioning of the tourism labour market and support policy and business initiatives, governments, the industry and international organizations should further develop instruments to measure quantitative and qualitative information related to human resources in tourism; specific analysis should be undertaken at international level (for example, in the area of mobility, careers development, seasonality or return on investment in training).

- To contribute to monitor progresses in these areas, international co-operation should also be further strengthened in this field.
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**WTTC Human Resource Task Force White Paper**

[www.unescap.org/tctd/water/committee/committee5e_ann.htm](http://www.unescap.org/tctd/water/committee/committee5e_ann.htm)

**Unpublished Sources**