



Tourism Labor and Employment

Merly Fiscal Arjona

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LIST OF ABBREVIATIONS

Airbnb	Air Bed and Breakfast
AR	Augmented Reality
BHA	British Hospitality Association
COVID	Coronavirus Disease
DTI	Digital Transformation Initiative
EB	Employer Branding
EEB	External Employer Branding
GDP	Gross Domestic Product
Gen Z	Generation Z
HRD	Human Resource Development
HRE	Human Resource Executive
HRM	Human Resource Management
HRs	Human Resources
HTF	Hospitality Training Foundation
IEB	Internal Employer Branding
IHG	Intercontinental Hotel Group
ILO	International Labor Organization
LWF	Living Wage Foundation
NMW	National Minimum Wage
OECD	Organization for Economic Co-Operation and Development
ONS	Office for National Statistics
SHRM	Society of Human Resource Management
SICTA	Standard International Classification of Tourism Activities
TNA	Training Needs Analysis
UNWTO	United Nations World Tourism Organization
US\$	United States Dollar
VR	Virtual Reality

WTO

World Tourism Organization

WTTC

World Travel and Tourism Council

GLOSSARY

A

Acquisition – in corporate finance, mergers, and acquisitions are transactions in which the ownership of companies, other business organizations, or their operating units are transferred or consolidated with other entities.

Attrition – the term attrition refers to a gradual but deliberate reduction in staff numbers that occurs as employees retire or resign and are not replaced. Attrition happens for several reasons, including pay, lack of growth, and poor workplace conditions.

Augmented Reality (AR) – a technology that superimposes a computer-generated image on a user’s view of the real world, thus providing a composite view.

B

Blog – a blog (a shortened version of “weblog”) is an online journal or informational website displaying information in reverse chronological order, with the latest posts appearing first, at the top. It is a platform where a writer or a group of writers share their views on an individual subject.

Branding – the marketing practice of creating a name, symbol or design that identifies and differentiates a product from other products.

C

Carbon Footprint – carbon footprint is the total greenhouse gas emissions caused by an individual, event, organization, service, place, or product, expressed as carbon dioxide equivalent.

Climate Change – a change in global or regional climate patterns, in particular a change apparent from the mid to late 20th century onwards and attributed largely to the increased levels of atmospheric carbon dioxide produced by the use of fossil fuels.

Community – a community is a social unit with commonality such as norms, religion, values, customs, or identity. Communities may share a sense of place situated in a given geographical area or in virtual space through communication platforms.

Contradiction – the act of saying something that is opposite or very different in meaning to something else and a difference or disagreement between two things which means that both cannot be true.

Corporation – a corporation is an organization usually a group of people or a company authorized by the state to act as a single entity and recognized as such in law for certain purposes.

Correlation – in statistics, correlation or dependence is any statistical relationship, whether causal or not, between two random variables or bivariate data.

Crisis – a crisis is any event or period that will lead, or may lead, to an unstable and dangerous situation affecting an individual, group, or all of society.

D

Digitalization – the conversion of text, pictures, or sound into a digital form that can be processed by a computer.

E

Eco-Friendly – not harmful to the environment.

Economy – an economy is an area of the production, distribution, and trade, as well as consumption of goods and services by different agents. In general, it is defined ‘as a social domain that emphasize the practices, discourses, and material expressions associated with the production, use, and management of resources.

Employment – most generally means the state of having a paid job—of being employed. To employ someone is to pay them to work.

Empower – having the knowledge, confidence, means, or ability to do things or make decisions for oneself, generations of educated, empowered women are moving into leadership across all sectors.

I

Incrementing – the amount or degree by which something changes especially: the amount of positive or negative change in the value of one or more of a set of variables.

P

Perception – it is the organization, identification, and interpretation of sensory information in order to represent and understand the presented information or environment. All perception involves signals that go through the nervous system, which in turn result from physical or chemical stimulation of the sensory system.

Phenomenon – a phenomenon is an observable fact or event. The term came into its modern philosophical usage through Immanuel Kant, who contrasted it with the noumenon, which cannot be directly observed.

Promotion – in marketing, promotion refers to any type of marketing communication used to inform target audiences of the relative merits of a product, service, brand, or issue, most of the time persuasive in nature.

Psychology – pertaining to the mind or to mental phenomena as the subject matter of psychology. of, pertaining to, dealing with, or affecting the mind, especially as a function of awareness, feeling, or motivation.

Q

Quality – in business, engineering, and manufacturing, quality has a pragmatic interpretation as the non-inferiority or superiority of something; it is also defined as being suitable for its intended while satisfying customer expectations.

R

Reputation – the reputation of a social entity is an opinion about that entity typically as a result of social evaluation on a set of criteria, such as behavior or performance. Reputation is a ubiquitous, spontaneous, and highly efficient mechanism of social control in natural societies.

S

Screening – the act of doing a test on a person or a person’s blood, urine, etc., to look for evidence of a disease, illegal drug, etc., and also the act of examining people or things in order to decide if they are suitable for a particular purpose.

Service – a service is a transaction in which no physical goods are transferred from the seller to the buyer. The benefits of such a service are held to be demonstrated by the buyer’s willingness to make the exchange. Public services are those that society as a whole pay for.

Social Media – websites and applications that enable users to create and share content or to participate in social networking.

Staffing – it is the process of finding the right worker with appropriate qualifications or experience and recruiting them to fill a job position or role. In management, staffing is an operation of recruiting the employees by evaluating their skills and knowledge before offering them specific job roles accordingly.

Stakeholder – in a corporation, a stakeholder is a member of “groups without whose support the organization would cease to exist,” as defined in the first usage of the word in a 1963 internal memorandum at the Stanford Research Institute. The theory was later developed and championed by R. Edward Freeman in the 1980s.

Strategy – generally involves, setting goals and priorities, determining actions to achieve the goals, and mobilizing resources to execute the actions. A strategy describes how the ends (goals) will be achieved by the means (resources).

Stress – it can be defined as any type of change that causes physical, emotional, or psychological strain. Stress is your body’s response to anything that requires attention or action.

T

Talent – an aptitude is a component of a competence to do a certain kind of work at a certain level. Outstanding aptitude can be considered “talent.” An aptitude may be physical or mental. Aptitude is inborn potential to do certain kinds of work whether developed or undeveloped.

Training – it is teaching, or developing in oneself or others, any skills and knowledge or fitness that relate to specific useful competencies. Training has specific goals of improving one’s capability, capacity, productivity, and performance.

V

Virtual Reality (VR) – the computer-generated simulation of a three-dimensional image or environment that can be interacted with in a seemingly real or physical way by a person using special electronic equipment, such as a helmet with a screen inside or gloves fitted with sensors.

Volumes – The degree of loudness or the intensity of a sound also loudness. and the amount of space occupied by a three-dimensional object as measured in cubic units (such as quarts or liters).

W

Wage – in economics, the price paid to labor for its contribution to the process of production is called wages. Labor is an important factor of production. If there is no labor to work, all other factors, be it land or capital, will remain idle.

PREFACE

This book takes the readers through several different concepts of tourism labor and employment, the role of labor in tourism and hospitality, human resource management (HRM) for tourism, and quantifying employment in the tourism industry. This book also sheds light on managing employee attitudes and behaviors in tourism, employer branding (EB) for the hospitality and tourism industry, challenges, and opportunities in tourism, and future trends and policies in tourism.

The first chapter stresses on the basic overview of the tourism labor industry, origins of tourism, travel, and hospitality differences. This chapter will also emphasize the challenges of employment in tourism and hospitality, the wages and working conditions, effects of tourism on the labor market, as well as the perspective of the tourism employer.

The second chapter takes the readers through the basic aspect role of labor in tourism and hospitality, the meaning, kinds, and significance of labor. This chapter will provide highlights on the importance of tourism as employment, the methodological issues and problem definition, the role of labor on economic development, and the employment in the hospitality sector.

Then, the third chapter explains the human resource management for tourism. It also explains the tourism, and hospitality workforce, recruitment in the hospitality industry. This chapter also sheds light on the various types of recruitment (both internal and external) and as well as their advantages and disadvantages.

The fourth chapter introduces the readers to quantifying employment in the tourism industry, employment in the tourism sector. This chapter also explains the measurement of tourism-related employment, the economic impact of tourism, measuring service quality in the tourism industry, labor productivity quantification, and productivity management in hospitality.

The fifth chapter throws light on the several factors of managing employee attitudes and behaviors in the tourism industry, and it talks about the positive work attitude and its causes as well as the consequences. This chapter contains different approaches to assessing work attitudes in the workplace, the role of employee behavior in the hospitality industry, the importance of training and development, the effect of employees behavior on organization, and managing service quality in the hospitality industry.

The sixth chapter takes the readers through the concept of employer branding for the hospitality and tourism sector. It provides the literature review. The readers are then told about the various perspective's employer branding, process, and involvement in employer branding, its benefits and challenges, and different approaches of employer branding.

The seventh chapter explains the challenges and opportunities in tourism, opportunities in tourism, labor, and employment. This chapter also emphasizes the role of women in the tourism industry. It also addresses the challenges of employment in tourism and hospitality, along with the challenges faced by women in the tourism sector.

The last chapter of this book sheds light on the future trends and policies of tourism, digital technology in tourism, future preferences of tourists. This chapter also mentions the notion of going green that is eco-friendly holidays. It highlights polar, space, dark, luxury tourism, and many more. It also discusses about the future policies of tourism.

This book has been designed to suit the knowledge and pursuit of the researcher and scholars and to empower them with various aspects and concepts of tourism labor employment and the tourism and hospitality industry, so that they are updated with the information. I hope that the readers find the book explanatory and insightful and that this book is referred by scholars across various fields.

Chapter 1

Introduction to Tourism Labor and Employment

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This chapter gives an insight to the reader about the introduction to various concepts to tourism labor and employment. It begins with explaining the industry of tourism in detail, along with the origins of tourism, the diverse aspects, and the differences in tourism, travel, and hospitality. It also outlines the definition of tourist and excursionist.

This chapter also provides the concept of tourism labor, and the geographies related to tourism labor. It puts emphasis on the employment opportunities of the tourism and hospitality sectors. It also discussed the different challenges and difficulties associated with job opportunities in tourism and hospitality.

As the chapter proceeds, it sheds light on the unequal treatment, poor pay as well as working conditions. It also provides an overview upon the dimensions related to the effects of tourism on the labor market and the tourism intensity. In the end, it talks about the various perspectives of the employers who work in the tourism industry.

1.1. INTRODUCTION

About tourism, there is a little doubt that whether it is an important generator of jobs or not. It has been seen that around 3% of the global employment is being provided by the global tourism industry directly, 192 million jobs, the equivalent to one in every 12 formal sector jobs.

By 2012 the International Labor Organization (ILO) predicts this is likely to rise to 251.6 million jobs and one in every 11 formal sector jobs. To the host population, employment generation is broadly considered to be the most direct and beneficial impact of tourism. Though, apart from an obvious need to be able to manage and plan for tourism labor requirements, tourism labor remains a relatively minor player in academic research.

From the major subject's area listings, tourism labor and employment are not present, as it has been found in the review of the tourism research undertaken by Xiao and Smith. It has been said that in the wider social science arena, there is no shortage of explorations into labor and employment, which is considered as more surprising, especially in the areas of economics and employment issues in relation to society, culture, and identity.

It has been identified by Adkins and Jokinen that the ways of working and the theorization of work are undergoing significant and radical revision and, along with this, the relationship between work and life. In the new economy and mobilized workforces, the tourism labor with its connection to

social and cultural theory combined with its place, clearly to make to current wider societal debates it has a contribution.

Into the tourism labor research behind this exploration, these are the drivers. No obvious clues have been revealed by an investigation that's why tourism labor is still a relatively scarce area of research, though a lack of reliable employment data, problems, and the cost of empirical data collection all have some bearing. In addition, spreading the approach of labor research proves challenging and requires a broadening and diversification of discourses, topics, and the imagined audience, as in the case of approaching tourism through the study of work as explored by Veijola. For many of the researchers moving outside a single disciplinary home, the base may not be entirely comfortable. Within the different disciplines, labor research is complex and has developed and along varying lines of inquiry. In the practical sense and its potential contribution, the importance of labor is given to tourist studies. In order to begin unraveling the complexities of labor issues, there is a need to explore existing timely and emerging research themes.

In addition, this will help to avoid criticisms that much research in tourism offers nothing new, and despite competent empirical research, little is added in terms of new concepts or holistic understanding, on in the case if dominant research themes are highlighted to take stock of existing research.

It has been said that, if possible, with little connections in terms of topics, issues, concepts, and epistemologies, criticized by Weed (2005), tourism labor research would do well to avoid ad hoc development in relation to assist the tourism research (Figure 1.1).



Figure 1.1. Around 3% of the global employment is being provided by the global tourism industry directly.

Source: Image by unsplash.com.

At this stage, two points of clarification are needed. First, beyond the scope of this paper, the distinction between tourism and hospitality as one or two separate industries. Though, tourism is used in the broadest definition to include hospitality for this purpose.

As it is being discussed as a distinct sector where previous research refers specifically to the hospitality industry. Secondly, on tourism labor, a discussion of the total body of work is impossible within the context of a single paper.

1.2. TOURISM

From home, the act and process of spending time away in pursuit of recreation, relaxation, and pleasure, while making use of the commercial provision of services is known as tourism. It is said to be the product of modern social arrangements, which has been started in western Europe in the 17th century, although it has antecedents in classical antiquity.

From the exploration, tourism is being differentiated and, in that tourists, follow a beaten path which is being benefited from the established systems of provision, and as becomes pleasure-seekers, are generally insulated from difficulty, danger, and embarrassment.

Therefore, it has been seen that with other activities, interests, and processes, for example, pilgrimage tourism gets overlaps. Due to this reason, there will be a rise in shared categories such as business tourism, sports tourism, and medical tourism.

For years, the employment creation potential of tourism-related development is being praised by policymakers, and especially there are some situations where the traditional economy has experienced major restructuring.

Worldwide for numerous communities the common narrative goes a quick fix to stem rising unemployment and/or target underemployment while inspiring wealth creation, especially since the sector is often praised for its supposed multiplier effects.

Therefore, to quash the criticism by many observers, the existence of such positive rhetoric has done little, and the tourism-related jobs get regularly dismissed by them, and the ones that are easy to obtain but also to lose, are poorly paid and cater to lowly skilled individuals, many of whom are female and commonly immigrants from the global south.

It has been seen that extractive or manufacturing industries in regions historically associated with viewing tourism-related work as an affront to a glorious past when tangible products such as steel, ships, cars, and textiles were produced, which is not uncommon.

In the advanced western economies, this critique derives mostly from researchers in order to be sure, and on these regions, it is reflecting that most studies on tourism employment have focused. In many other parts of the world where the sector happens to be a dominant part of the economy about tourism-related jobs, it does not necessarily mirror prevailing attitudes towards or indeed the reality (Figure 1.2).



Figure 1.2. The employment creation potential of tourism-related development is being praised by the policy makers.

Source: Image by unsplash.com.

For example, in the world's middle latitudes on several islands especially, tourism is an economic mainstay, and it is not unusual to encounter persons who have built their careers in this sector and take pride in what they do.

As an economic savior, the simplistic binary narrative of tourism-related work where some see the sector and while as a band-aid approach others regard it to solving deeply ingrained societal problems does little to further our understanding of far deeper complexities, among which are those associated with the geographical dimensions of this employment and the persons who perform this.

The main aim of the tourism geographies is to highlight the geographical dimensions of tourism-related work and workers. Another question is what kind of experiences and skills do they have and to enter the tourism labor market what motivates them and whether to remain in the sector what decision and other action do they take, in order to seek a transfer or a promotion or to stop working.

Twofold is the editorial of this purpose. By briefly highlighting the background it is begin, that inspired the special issue, namely the field of labor geography. Therefore, in the human geography concerning tourism work, there is far most discussion and relating to migration, and other aspects of mobility workers focus primarily on issues. For the theory-building activity, the majority of these investigations are case-based and, as such, limit the opportunities.

At the same time, there are the vast majority of researchers who describe themselves as labor geographers and exploring the labor dimensions of tourism and related services they have been shied away. There is a brief introduction about the contributions which make up this special issue and there is discussion which is being followed and related to the interconnection of labor geography and tourism.

In the fall of 2016, a call for the paper, which was initiated, was accepted for publication and, after the five contributions and a thorough review process. In the first part of the special issue, these get appear. On a further selection of three papers, the second section focuses that were independently submitted by their authors but were deemed by the journal's editor in discussion with everyone to have relevance to the overall theme of this special issue.

1.2.1. Definition of Tourism

It has been seen that there are many ways in which the tourism can be defined and for this reason on a project from 2005 to 2007 the United Nations World Tourism Organization (UNWTO) embarked to create a common glossary of terms for tourism. It defines tourism as follows. For the personal or business purposes tourism is considered as the social, cultural, and economic phenomenon which entails the movement of people to countries or places outside their usual environment. With their activities tourism has to do some of things which imply the tourism expenditure and these people are called visitors. For a number of purposes, it has been seen that tourism is just not the movement of people but the overall agglomeration of activities, services, and involved sectors that make up the unique tourist experience (Figure 1.3).



Figure 1.3. *Definition of tourism.*

Source: Image by unsplash.com.

1.2.2. The Origins of Tourism

International tourism had become one of the world's most important economic activities by the early 21st century and from the Arctic to Antarctica its impact was becoming increasingly apparent. So, the history of tourism is considered as great interest and importance.

At the end of the 18th century history begins long before the coinage of the word tourist. With the supporting infrastructure, sightseeing, and an emphasis on essential destinations there is an organized travel in the Western tradition and in ancient Greece and Rome experiences can be found, which can lay claim to the origins of both heritage tourism and beach resorts. For the Greeks and Romans, the seven wonders of the world became tourist attractions.

Into the play similar antecedents is being offered by pilgrimage and also bring the eastern civilizations. With the defines routes, commercial hospitality, and an admixture of curiosity, adventure, and enjoyment its religious goals coexist among the motives of the participants.

It began more than 2,000 years ago pilgrimage to the earliest Buddhist sites, and from the makeshift privations of small groups of monks to recognizably tourist practices although it is hard to define a transition. Even

in the 21st century the tourist status of the hajj is problematic, as given the number of casualties continued to be suffered on the journey through the desert.

As a tourist destination the thermal spa regardless of the pilgrimage associations with the site as a holy well or sacred spring which is not necessarily a European invention, apart from deriving its English-language label from Spa, an early resort in what is now Belgium. To the bathers the oldest Japanese were catering from at least the 6th century. From its origin tourism has been a global phenomenon.

In the industrial and postindustrial west modern tourism is an increasingly intensive, commercially organized, business-oriented set of activities whose roots can be found. In the country France, Germany, and specially Italy the aristocratic grand tour of cultural sites had its roots in the 16th century those associated with Classical Roman tourism.

Though, it grew rapidly and also expanding its geographical range to embrace the alpine scenery at the time of second half of the 18th century in the intervals between European wars. As the expanding commercial, professional the part of the tour expansion and its exclusivity was undermined and along with this industrial middle ranks joined the landowning and political classes in aspiring to gain access to this rite of passage for their sons.

Among the middle-class European journeys for health, leisure, and culture became common practice by the early 19th century and by guidebooks, primers, the development of art and souvenir markets, and carefully calibrated transport and accommodation systems paths to the acquisition of cultural capital were smoothed (Figure 1.4).



Figure 1.4. The history of tourism is considered as great interest and importance.

Source: Image by unsplash.com.

1.2.3. Differences of Tourism, Travel, and Hospitality

To confuse the term tourism, travel, and hospitality it is common or to define them as the same thing. For the activities and industry tourism is the all-encompassing umbrella term that create the tourist experience and travel as the activity of moving between different locations often for any purpose but more so for leisure and recreation is being defined by the UNWTO (2020).

On the other hand, in order to make feel welcome and relaxed and to enjoy themselves, hospitality can be defined as the business of helping people. It has been noted that the hospitality industry is considered as the combination of the accommodation and food and beverage groupings, collectively making up the largest segment of the industry.

1.2.4. Definition of Tourist and Excursionist

Someone who travels at least 80 km from his/her home for at least 24 hours, it is a commonly accepted description of a tourist for business/leisure or other reasons, as the definition of the tourism is building on this. The UNWTO (1995) helps us break down this definition further by stating tourists can be:

- Domestic (residents of a given country travelling only within that country);
- Inbound (non-residents travelling in a given country);
- Outbound (residents of one country travelling in another country).

On the other hand, excursionists are considered same-day visitors (UNWTO, 2020). As the day trippers sometimes, it is referred as. In a destination overnight not, every visitor stays which is quite understandable. To spend a few hours or less to do sightseeing, visit attractions, dine at a local restaurant, then leave at the end of the day it is common for the travelers. Though, the scope of tourism is broad and encompasses a number of activities and sectors.

1.3. TOURISM LABOR

There are many different possibilities which is reflecting on the tourism labor in terms of an appropriate starting point. For instance, in the context of economics or social studies one could take a macro perspective of labor issues or at the micro level one could focus and also look at the individual occupations and job experiences.

As a mean for the reflection different perspectives could also be used, as in the case of using real life perspectives through narratives from, for example, tourism employers or tourism employees. In this topic of the chapter, the use of narratives is adopted later, as a means to illustrate the complexities of tourism labor.

It has been seen that there are many rigorous and philosophical discussions of tourism knowledge creation that could serve as a guide, in searching for an approach to exploring the tourism labor. By the discipline, methodologies, paradigms, and discourses there is development in tourism research and knowledge creation over time are just some of the ways in which tourism research has been explored (Figure 1.5).



Figure 1.5. Tourism labor.

Source: Image by unsplash.com.

To the specific research ontological, epistemological, and methodological issues which are related and it could also provide a framework, as in the context of tourism studies the approach taken by Ayikoru (2009). Surely, into the nature and structure of tourism labor an epistemological enquiry would give rise to a critical analysis of the research field with perhaps a focus on different paradigms or discourses offering additional insight.

Therefore, to warrant this critical approach the broad field of tourism which arguably shows signs of maturation, tourism labor as a distinct subject is perhaps not quite yet developed enough. Apart from this, by the broad themes an appropriate starting point is to explore tourism labor, both mature and emerging, with critical analysis where appropriate.

For merely providing additive knowledge this approach could be criticized where the intention is to illuminate developments in the field and provide a starting point for further discussion. There is an innovative approach of using three different perspectives of tourism labor are being explored, in order to explain the complexities and interconnectedness of issues concerning tourism labor.

Through the use of a scenario these are a tourism worker, a tourism employer, and a tourism researcher they are being considered.

It has been seen that the world's largest and rapidly growing industry is tourism. By the three major industries in the 21st century global economy is driven which includes technology, telecommunication, and tourism:

1. The collection of activities, services are known as tourism and an industry that deliver a travel experience including attractions, transportations, accommodations, eating, and drinking establishments of retail shops, entertainment, business, and other hospitality services provided for individuals or groups of travelling away from home.
2. To the global economy in the year 2013 travel and tourism contribution rose to 9.5% of global GDP. By the travel and tourism in 2013 nearly 266 million jobs (8.9% of total employment) were supported.
3. On the New Developments and Challenge according to the ILO Global Dialogue Forum which report even though international tourism is affected by the global economic and social crisis, to become a major generator of job it is anticipated that the tourism sections global economy to provide 296 million jobs by 2019 so that tourism has the potential.
4. It has been said that tourism is extremely labor intensive and considered as the source of employment. For quick entry into the workforce for youth, women, and migrant workers it is among the world's top creators of jobs requiring varying degrees of skills and allows.
5. For the employment the contribution is indispensable in some countries, for example, in the field of tourism India is the second largest employment generator as large as 25 million jobs Chandrakanta Sahoo's cited in Dayananda.

6. To the GDP the total contribution of Travel and Tourism was ETB 91,898.4 million (9.3% of GDP) and there were 2,291,500 jobs in 2014 (8.5% of total employment) in Ethiopia.
7. In the different areas many employment opportunities are created by the tourism and hospitality industries like accommodations, transportation, attractions sites.

Though, in the success of any tourism development plan or programmed the availability of skilled and trained manpower is a crucial element, hence employees are a sine qua non of tourism industry. However, in the tourism industry the restriction of employment is unstable employment, low job status, long antisocial working hours, and low pay.

The difficulty of recruiting suitable staff and high staff turnover is considered as the immediate and most obvious consequences of such a situation and these are costly to the success of the industry. Certainly, a smaller number of attentions is given to the employees working the tourism and hospitality sectors. It has been said that for excellent and prompt service delivery system staffs are the heart.

Therefore, as a result such staffs are arguably the most indispensable assets of the organization. In the two main aspects relationship between human resources (HRs) and tourism can be expressed. Firstly, if the industry can employ an adequate supply of good quality staff or sustainable workforce then only the tourism can only flourish.

Secondly, by both managers and customers the other issue is that the way in which staffs are treated and vice versa should be in line with social equality and justice. It has been said that the quality of tourists' experiences and images in a destination is highly depending on employees' professionalism which is considered as equally important.

1.3.1. Tourism's Labor Geographies

By Andrew Herod, this term has been invented initially, as this term offers an alternative viewpoint of work and workers' agency within economic geography than traditional ones deriving either from behavioral and neoclassical perspectives or from Marxist insights.

As one of the key factors neoclassical observers regarded the labor cost of production influencing the location decisions of entrepreneurs, the others being land, capital, and entrepreneurship. For the profit accumulation by the 1970s, geographers with (neo) Marxist proclivities sought to explain

the shape of the economic landscape through capital's constant pursuit and such, these interpretations relegated workers to a passive player status whose actions have limited if any effect on how the geography of capitalism plays out.

It has been said that these more traditional interpretations come under the umbrella term the geography of labor according to Herod. As an alternative for the emergence of labor geography an approach recognizes the fact workers are themselves important agents in producing, shaping, and reshaping their everyday geographies.

As per the Herod's mind the geography of capitalism is being influenced by these workers and are active co-authors of uneven development. For example, it has been considered that the self-reproduction of the workers occurs in spaces where they live.

A fact is that to shape the economic landscape it becomes clear that workers are likely to want in ways that facilitate this self-reproduction. In allowing working class people to reproduce themselves on a daily and generational basis all can play important roles, as struggles over the location of work, new or continued investment have the access to housing and transport.

By now it has been seen that Herod's contribution has been vital and the labor geography has emerged as one of human geography's key sub-disciplines. Irrespective, in terms of developing robust theoretical thinking concerning workers' agency Castree warns that one has only begun scratching the surface.

On the fact his critique rests primarily that too much of the extant research in the field has been uncoordinated and a problem attribute to the novelty of research field. Castree views that the term work agency is not yet theoretically clear to an extent because there are too many studies which are case-based and lack of comparative focus.

To develop a strong conceptual framework this is a point that Coe and Jordhus-Lier (2010) pick up on when arguing for the necessity as to the meaning of worker agency because only then can we start to comprehend the effect these individuals have on change within the economic landscape.

In addition, in many studies it has been seen that the absence of any serious discussion regarding the role of the state, something which is admitted that most economic geographers who contribute their thoughts on labor-related issues do so from a critical perspective.

In addition, within the labor geography contends that the subject of migration itself has surprisingly been under-studied with only a handful of researchers paying any attention to this theme. To understand labor migrations in their own right argument is that ‘the challenge is not only, but to integrate their analysis into those of other labor geographies given that migration is never about migrants alone.

To examine the workers another critique Castree raises is that most labor geographers fail, as it is the central study objective. On the actual work of persons, the focus of labor geography tends to be who perform it as if this ‘can be separated analytically and ontologically from their wider existence.

The main point is that in terms of how they balance the majority of labor geographers, miss a more comprehensive view of who the workers actually are by doing this for example, their reproductive functions with their working life but also, in general, what they do throughout their daily lives and what they aspire towards.

Within the context of this special issue critique is important because, as everyone shall see further down, some of the very aspects he raises, have been touched upon by at least some of the contributors. About the state of the art of labor-related research within tourism studies this will remind the reader.

1.4. EMPLOYMENT OPPORTUNITIES OF TOURISM AND HOSPITALITY SECTORS

It has been seen that employment opportunities in tourism and hospitality sectors can be created either directly or indirectly, based on the involvement or contribution tourism supply side. By the travel and tourism, the direct employment opportunities, which means the total number of job opportunities supported.

For instance, employment by hotels, restaurants, travel agencies, tourism information offices, museums, protected areas such as national parks, palaces, religious sites, monuments, aircrafts, cruise lines, resorts, shopping outlets, souvenirs, photography, sightseeing tours, farmhouses, bed, and breakfast, rural inns, and guest houses local transportation (state owned airlines and railways, private transport facilities), Guides, cooks, and scouts.

Indirect employment is also being supported by the tourism and hospitality and in activities like restaurant suppliers, construction companies

that build and maintain tourist facilities, as well as necessary infrastructure, aircraft manufacturers, various handicrafts producers, marketing agencies, accounting services, which are more or less dependent on the companies providing direct employment for their revenues.

In the terms of its effect on income, investment, and development and balance of payment the economic impact of tourism is being measured. It has been seen that from wages and salaries which are being paid to those working in jobs the greater proportion of income is likely to be derived in a labor-intensive industry such as tourism and hospitality either directly serving the needs of tourists or benefitting indirectly from tourists' spending.

In the tourist destinations it has been noted that incomes are generally high which also attract the large number of visitors, where visitor's length of stay is maximum, customer spending of money is very high provided that multiple opportunities and activities are existing for customers to participate.

As the tourism and international travel become popular all over the world and people themselves considered that travel is human rights, so this becomes the other reasons that employment opportunities are diversified ever before. It has been seen that to meet the needs and wants of tourists to offer high standard of services in the destinations are worried much and tourists have wide choice of holidays. In order to provide standardized and quality customer services international standards and quality assurance system is being set by national and international tourism and hospitality organizations thereby this is resulted for ensuring sustainable development in the sectors. For the growing number of tourist, all the aforementioned cases are mainly responsible. Though, to provide services for the tourists' high number of workforces are required. And because of this fact diversified employment opportunities are being provided by the tourism and hospitality sectors with supporting industries.

1.5. CHALLENGES OF EMPLOYMENTS IN TOURISM AND HOSPITALITY

In the tourism and hospitality, the major challenges are being identified by the major research and findings, which are being discussed below.

1.5.1. Unequal Treatment

For all the type of employees there is no equal treatment. For instance, according to ILO-UNDP, cited Thomas, as gender equality is manifested

in the sectors. It has been seen that about 66% of the world's work is being performed by the women and also produce 50% of the food, but earn 10% of the income and own 1% of the property.

There are some of the circumstances that are avail due to the fact that women have lower access to land, capital, and education than men women tend to work at home or family enterprises unprotected by law, and women face discrimination and overload of work at business enterprises and family life.

With respect to the employment in the tourism industry which is being conducted in the year 2011 it has been noted that unskilled or semi-skilled women tend to work in the most vulnerable jobs, where they are more likely to experience poor working conditions, inequality of opportunity and treatment, violence, exploitation, stress, and sexual harassment, as per the UNWTO report on the assessment of the opportunities and challenges.

There some other additional factors such as low level of education and training, widespread poverty, poor material health and the lack of sex education and in addition to it socio-cultural factors have prevented women from being empowered as economic actors.

From the residential areas business can be located at some distance, particularly in poorer countries and communities which also impose both travel and time costs on women who frequently have limited access to both financial and time-flexibility resources.

With the few careers' development opportunities, the other issue is that lower levels and occupations is being dominated by women while key managerial positions are dominated by men. In managerial and senior positions women are underrepresented.

For example, within the EU women represent only 32% of managers in companies, 10% of members are on the management boards of the largest companies, and 29% of scientists and engineers across Europe.

It has been seen that family care and responsibilities are still not equally shared. By women the task of looking after dependent family members is largely allowed. As it has been seen that women take more parental leave than the men.

And this is the fact, that there is lack of facilities for child care and elder care, it means that women are often forced to exit the labor market and the employment rate for women with dependent children is only 62.4% compared with 91.4% for men with dependent children.

In contrast to the other industries verges gas also noted that employment in Hotel Catering and Tourism tends to be oriented towards people under 35 years of age. In the sector aged 25–34 in Spain 43.4% of workers emphasized that employers frequently reject women applicants who are over a certain age (usually 35 age limit) and demand photos of female applicants for jobs. On the employment and promotion of the people with disabilities the tourism industry has a poor record.

1.5.2. Poor Pay and Working Condition

For improving the living and working condition there is a European foundation which states that average payment rate in the hotels and restaurants is low when compared to average wages in almost all EU member states. Generally, it has been seen that by the low hourly rates of pay, over time work without extra money, long working hours of 50 hours per week, little or no adequate breaks during peak season periods the tourism and hospitality sector is recognized.

Inappropriate management style and leadership style such as unplanned recruitment, little due attention for staff turnover, imported workforce, considering staffs as cost rather than asset, rigid leadership which is against the concept of democracy, inadequate trainings, and many tasks, such as making computer bookings and working theme park rides are monotonous are considered as some of the other challenges.

By one or more factors by which the tourism employment is often being challenged, (during some months of the year the number of tourists is very low so that tourism and hospitality business sectors cut staffs. For this there is a very good example that tourists come to Ethiopia from September up to February and the rest of the months significantly reduced) part-time and/or excessive hours of work.

It has been seen that it is difficult to note that low-paid (or unpaid) family labor; and informal or sometimes illegal labor. In addition, by different difficult situations that the industry faced the employment opportunities in tourism and hospitality are affected.

For example, in the different tourist destinations terrorist attacks are happening, for instance ISIS, Bokhara, Alishavave, etc., and a prevalence of new contagious disease such as the so called Ebola and Zika virus; world economy crises and technological advancement in tourism and hospitality sectors such as the application of e-business, e-marketing, and virtual tourism.

So, because of this reason there are many tourism and hospitality sectors are being loss their business. This is the main reason that employers are firing out the workforces, which give rise to unemployment rate.

1.6. EFFECTS OF TOURISM ON LABOR MARKET

The effects of the tourism on the labor market are the main purpose of the present work. The main aim of the present work is to achieve the consequences of tourism on the labor market in terms of growth and economic development, determining the contribution of tourism to GDP countries and its importance, determining the factors that cause the evolution tourism with tourism multiplier.

The growth and development of the international trade was considered as one of the major features of the evolution of the global economy. Tourism appears as an important component of international economic relations from this point of view.

For the future tourism it is considered as the industry that benefits from highly optimistic predictions and its importance becomes increasingly larger at the global, regional, national, and local level. Therefore, it has been said that tourism is part of the global invisible trade components.

Invisible trade is considered as the one of the forms of international economic exchange, not as a commodity item. Invisible trade materializes and form “invisible balance” or “balance services” important component of external balance of payments of a country. From the tourism activity revenue and expenditure is recorded Balan tier account called “traveling in the services balance.

1.6.1. Tourism Intensity

These are seen as the economic consequences of the tourism, but the latter has a profound social and human significance. By the nature on the tourist this act directly as well as on the population of the areas visited. On the environmental impact the effect of tourism is being reflected and the use of free time and not least the ties between nations.

On the intellectual formation tourism is an element that encourages communication, exchange of ideas, information, stimulating cultural horizon, broadening effect. Though, it has been said that in its role, one of the most important functions of tourism lies as reassuring as to contribute to the regeneration of work capacity of the population, both in the forms

of recreation, as well as the types of medical spa treatments. At the same time tourism is considered as the mean of education that raises the level of education, culture, and civilization of the people. Though, tourism contributes not only material meeting the needs but also the spiritual meeting the needs of the people. It has been said that social significance is considered as the fact that tourism is an important use of free time.

By increasing trend of the free time, the contemporary evolution of the global economy is characterized which raises issues regarding the organization and its effective use. With the inputs and outputs if one could look at the touristic activity as one of the productions which one see that this means exploiting a variety of resources, natural having a fundamental role.

On the environment and its components tourism exercise the influence. In strengthening and diversifying tourism links between nations worldwide it should be noted particularly important role. To become one of the main forms of connection between people located on different continents international tourism tends.

There are some countries which made up 80% of GDP (Maldives) of tourism activity, and countries with a developed economy (France 7.3% GDP, Switzerland 7.7% GDP) with high percentages of tourism into GDP. In Romania tourism contributes 2% to achieve GDP compared to other countries in the region (Bulgaria 4.3% and Greece 5.6% share of GDP).

From the tourism intensity chart, country has the lowest intensity. Currently, for Romania due to the presence of unexploited tourist resources and insufficiently enhanced, tourism is an industry with significant growth opportunities and thus remains a sphere of activity that can absorb some of the remaining workforce available through economic restructuring.

So, this is the reason why tourism becomes more important and with the tourism a state can create new jobs, thus helping to attract surplus labor force from other sectors while helping to reduce unemployment. On the labor market the surplus of labor force not only determines growth and rejuvenation of supply, but also increased consumption, so the general supply, resulting in GDP growth and, of course, improving the standard of living, quality of life and social welfare.

In this sector the number of people employed is increasing because of remaining into relationship tourism. In tourism studies show that a direct workplace can create another even up to three indirect and induced workplaces. This is explained that tourism is a major consumer of goods and services, influences positive use of labor force into providing its branches

(agriculture, food industry, construction). To ensure prosperity of deprived areas it is equally important is the fact that tourism is able can be a remedy for de-industrialized regions. With the high economic value this is by developing less resource rich areas but with important and attractive tourist natural and anthropogenic resources.

To mitigate inter-regional imbalances this is being considered as a lever. As the additional volume of income earned by a unit of tourist expenditure that will be used in the economy according to World Tourism Organization (WTO) multiplier effect can be defined.

1.7. THE PERSPECTIVE OF THE TOURISM EMPLOYER

In the South Coast of England, the employer of Anna is a small family run hotel. By a part-time cleaner and a full time Chef it is a husband-and-wife team, Clive, and Marget being helped. From June to end of August the hotel is in a holiday destination which peaks in terms of demand; therefore, it requires seasonal labor.

With their busy restaurant and general hotel duties Clive and Margaret would like additional helper. In the past they have found it difficult to recruit from the local labor market and they think for this season they have to recruit another employee.

Through the industry contacts Clive has heard and in the media that Polish people are coming to the UK and looking for work in hotels, and that they are very hard working. It has been seen that in a rural area their hotel is located and Margaret thinks they should offer accommodation in addition to wages to someone from overseas, especially as they might normally consider moving to a city for work.

Internet in the hotel advertises and also explaining the job requirements and pay, the hotel as a place to work, and the local environment. It has been assumed by Clive and Margaret that location by the Sea of hotel will attract the people to apply. With the relevant authorities Marget has checked and has discovered it is easy to employ people from Eastern Europe under the new EU regulations, so she is more confident about pursuing this route.

With the relevant authority's market has checked and also has discovered it easily. By the email she is delegated to quickly receive a number of applications and after talking to possible candidates on the telephone. In the hotel Margaret is a little concerned that Anna only has the limited

experience but she decides she seems like an intelligent and friendly person, and Margaret thinks she will be able to pick up the skills she needs easily.

Anna arrives in the UK as planned, and she immediately gets on well with Margaret and Clive. With her work they are really pleased and also relived that she makes friends with the student they have also employed as the part-time cleaner for the summer. They are delighted with the contribution she has made to the hotel.

It has been noted by the Clive that many local people have not met a Polish person before and in the bar, they enjoy chatting and learning about Anna's experiences of life in Poland. It has been seen that both Clive and Margaret have found Anna to be a valuable member of staff, with their expectations regarding the hard-working nature of the Polish people being met. They are also happy that next season's labor problems may have already been resolved as Anna has agreed to return next year, and they tell her if business is good, they may employ an additional temporary staff member. They have asked Anna to let them know if she knows anybody else who may want a job next summer. They feel they have been lucky to employ Anna, and although they know she does not intend to stay working in the hospitality sector, they hope she learned some new things. They both comment at the end of the season how much more confident she is with her English.

At first glance, an employer's perspective of tourism labor may appear to be largely concerned with practical or structural labor considerations. Issues such as vacancies rates, salary, conditions of employment (wages, working hours, and contracts), organizational structure, skill requirements, labor supply and legislation all play a part.

This certainly is the case, however, the employer's perspective described above indicates the presence of additional considerations, including seasonality, temporariness, information networks, image, social, and cultural exchange, friendships, expectations, and stereotypes. Clive and Margaret's perspective shows us the diversity of interacting elements that surround tourism employment.

1.7.1. Geographic Investigations of Tourism Work and Workers

It has been seen that when it comes to investigations concerning tourism labor and the workers who perform it geographers themselves are active. Indeed, by the geographers several of the aforementioned studies have been conducted.

There are some of the additional important contributions which offer a geographical perspective include but are not limited to: McDowell, Batnitzky, and Dyer (2007, 2008) discussion on the divisions and assemblages of labor whereby differently marked bodies, in terms of gender, class, age, nationality, skin color, and so on become connected to or separated from certain professions and/or work tasks (McDowell, 2009); Duncan's (2008) study of the interrelationship of worker migration and seasonality in a mountain resort; the investigation of Church and Frost (2004) of welfare reforms and the manner in which they affect the London labor market; Terry's (2009) in-depth examination of the legal framework governing jobs of international (primarily Filipino cruise-ship) workers.

McDowell (2009) also discussed how what was once considered to be reproductive labor, which was primarily performed for low pay within the household mostly by women, has now emerged within the tourism and hospitality sector as work that companies pay wages for. It has been said that from the global south such jobs, are being often performed by the immigrants and many of whom find it hard to adjust to life within their host communities (Aguiar and Herod, 2006).

Apart from these contributions, in the tourism labor market regarding issues such as the non-economic motivations that influence workers. In addition to it, much of the existing research on tourism work and workers is case-based and have been cautioned, thus limiting a maturation of our theoretical understanding.

Moreover, by the observers such as Britton (1991); Ioannides and Debbage (1998); Bianchi (2009); and Gibson (2009) the political economy perspective advocated when it comes to issues such as workers' identities and their daily and longer-term mobilities, is still lacking in much mainstream scholarship.

The most valuable perspective to the date is being offered by the Steven Tufts (1998, 2004, 2006), setting tourism work and workers within the overall theme of labor geography. Recently it has been seen that when it came to discussions as to how hospitality workers set their own agenda in seeking to influence the manner in which urban boosterish strategies play out.

To gain a better handle of the geographies of tourism workers Jordhus-Lier and Underthun (2015) have reminded us of the importance of shifting away from stereotypes and there are some other misconceptions in attempting.

1.8. CONCLUSION

This chapter puts emphasis on the introduction to tourism labor and employment. It begins with giving a basic overview on the tourism industry by providing its definition, as well as the origins of tourism. It then highlights the differences between the tourism, travel, and hospitality industries, and states the definition of tourist and excursionist.

It gives insight into the tourism labor, and geographies. It focuses on the employment opportunities of tourism and hospitality industry and addresses the various challenges involved in the employments in tourism and hospitality such as the unequal treatment, less wages, and poor working conditions.

As the chapter proceeds, it talks about the effects, influences of tourism on labor market, the intensity of tourism as well as the different perspectives and angles of the employers who work in tourism sector.

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Chapter 2

Role of Labor in the Tourism and Hospitality Industry

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When we compared the other sectors of the global economy, it has been proved that the industry is one of the fastest-growing, which in turn accounts for more than one-third of the total global services trade. According to the ILO Forum, the high intensity of labor within the tourism and hospitality industry makes it a significant source of employment and, furthermore, places it among the world's top creators of jobs that require varying degrees of skills. It also allows for quick entry into the employee group by youth, women, and migrant workers. This chapter provides an in-depth understanding about tourism employment, and also, it presents a critical analysis in relation to the labor supply and demand in the tourism and hospitality industries. This chapter focuses on the need for specific labor skills and training and also, examines the reasons for labor shortages and turnover in the tourism and hospitality industry. It also discussed about labor ethics and social responsibility in the tourism and hospitality industry.

2.1. INTRODUCTION

Labor is the amount of physical, mental, and social effort required to generate products and services in an economy. It provides the expertise, manpower, and service required to convert raw materials into completed goods and services.

In exchange, laborer is paid a wage to purchase goods and services that they do not generate. Those who lack needed talents or abilities are frequently not paid a living wage. Many nations have a minimum wage to ensure that their workers earn enough to pay their living expenses.

Labor is one of the four factors of production that drive supply. The other are:

1. **Land:** This is short for the natural resources or raw materials in an economy.
2. **Capital:** This is an abbreviation of the capital goods, such as machinery, equipment, and chemicals that are used in production.
3. **Entrepreneurship:** This is the drive to profit from innovation.

Companies in a market economy employ these supply components to fulfil customer demand. When all members of the economy are working at jobs that allow them to employ their best abilities, the economy functions most effectively. It also helps if they are compensated based on the worth of the task performed. The constant search for the greatest fit between skills, jobs, and compensation makes the labor supply extremely dynamic. As a

result, there is always some natural unemployment. For example, frictional unemployment empowers employees to leave a job in search of a better one.

Despite the fact that labor unions enhance working conditions in ways that benefit individual, family, and community well-being, the link between public health and organized labor has not been thoroughly established. Despite labor unions' historical and ongoing attempts to improve working conditions, public health institutions have rarely sought labor as a partner.

The concentration of labor unions in the United States was at a 99-year low in 2014. Workers have been exposed to worse health and safety standards as a result of low union density, which has contributed to a fall in public view of the importance of unions. Unions have contributed to the codification of economic equity in the workplace, and the collapse of their influence is connected with the greatest level of economic inequity in our country's history. The decline in union density has weakened organized labor's function as a social power equalizer.

Income is a key social determinant of health, since it is linked to an individual's or family's living environment and general well-being. Union occupations pay more than nonunion ones, especially for lower-skilled workers. Retirement or pension plans provide the financial security necessary to ensure good health in old age. Union employees are more likely to have a retirement or pension plan and to participate in a retirement plan offered by their employer than non-union employees.

Researchers found a link between unionized labor and a larger percentage of income in the form of highly valued perks. Historically, unions have been active in promoting healthy and safe workplaces by lobbying for rules that are monitored and enforced by public health agencies such as the Occupational Safety and Health Administration (Figure 2.1).



Figure 2.1. Role of labor in the tourism and hospitality industry.

Source: Image by unsplash.com.

Autonomy and control over one's life are linked to better health outcomes, and social support at work improves both psychological and physical health.

Perceived job instability, on the other hand, is linked to risk factors for poor health outcomes, leading to racial and socioeconomic health inequalities. Unions assist members in gaining control over their schedules and job security, and union membership is linked to increasing democratic engagement.

The American Public Health Association has said that labor unions play an important role in fostering healthy working conditions, health, and safety programs, health insurance, and democratic engagement. The fall in union density may jeopardize public health in the United States, making it important for public health to actively support labor unions at this critical juncture.

Previous studies published in the American Journal of Public Health have emphasized the linkages between unions, working conditions, and public health, but have asked for additional study to determine the specific mechanism underlying the correlations.

As a theoretical framework for linking public health and labor organization, Malinowski et al. developed the social-ecological model. Labor unions and public health groups both act in the conditions that make people healthy,

such as individual lifestyle choices, social, and community networks, and broad socioeconomic, cultural, and environmental situations.

Malinowski et al. demonstrate how labor unions and public health have overlapping objectives and how their lack of cooperation has generated hurdles for both organizations.

The union contract is one tool that unions employ to improve public health. These are legally binding, last for a set period of time, and are particular.

They are long-lasting because they cannot be modified unilaterally, and subsequent contracts frequently build on the progress of prior agreements. Even after a contract has expired, federal labor law provides a procedure and impetus for a new one to be negotiated.

According to the hypothesis which states that union contracts improve employees' health. Contracts, if true, provide untapped opportunity for public health practitioners seeking to enhance the health of individuals and communities.

2.1.1. How Labor Is Measured?

The labor force or labor pool is used to measure labor. To be considered a member of the labor force, you must be available, willing to work, and have recently sought for employment. The labor force size is determined not just by the number of individuals, but also by how probable they believe they are to find work. It is the number of employed individuals in a country plus the number of unemployed people.

Not everyone who is out of work is automatically classified as unemployed. Many people are unemployed by choice and are not seeking for employment. Stay-at-home parents, retired elders, and students are among examples. Others have stopped seeking for jobs. These are discouraging workers.

The true unemployment rate includes everyone looking for a full-time job. It includes discouraged workers. It also covers those who work part-time because they cannot find full-time jobs. The actual unemployment rate is so-called because it provides a more comprehensive assessment of unemployment.

The labor force is used to calculate the unemployment rate. The unemployment rate is calculated by dividing the number of unemployed by the labor force. It informs you how many people in the labor force are unemployed yet actively seeking jobs.

During and after a recession, the labor pool decreases. Even though many people would like to work, they are not actively seeking work. They are not counted as part of the labor force.

The labor force participation rate is calculated by dividing the labor force by the civilian non-institutionalized population. It gives us the number of persons that are available and seeking jobs.

Productivity refers to the quantity of products and services produced by the labor force. High productivity occurs when a fixed quantity of labor and a fixed amount of capital produce a large amount of output. The higher the productivity, the greater the profit. High productivity provides a competitive edge to the worker, firm, industry, or country.

2.2. LABOR: MEANING, KINDS, AND IMPORTANCE

By ‘Labor,’ we imply work done by hard manual labor, most of which is done by unskilled workers. However, in Economics, the term labor refers

not just to manual labor. It also includes mental work. In other words, labor comprises both physical and mental labor performed for monetary compensation.

Workers at industries, as well as the services of doctors, advocates, officers, and teachers, are all included in the definition of labor. Any physical or mental effort done for joy or satisfaction rather than for monetary gain is not considered labor.

For example: A gardener's job in the garden is referred to as labor since he is paid for it. However, if he does the same task on his own garden, it is not considered labor because he is not paid for it. Furthermore, in economics, if a mother raises her children, a teacher teaches his/her son, and a doctor treats his wife, these activities are not called 'Labor.' This is due to the fact that they are not done for monetary gain (Figure 2.2).

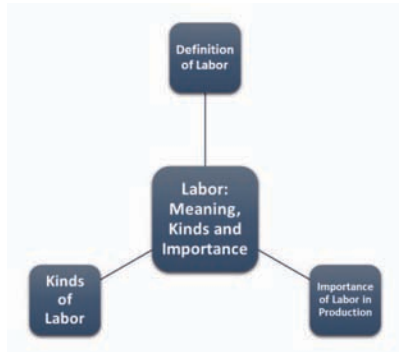


Figure 2.2. Labor: Meaning, kinds, and importance.

2.2.1. Definition of Labor

1. According to Prof. Marshall, “Any exertion of mind or body undergone partly or wholly with a view to earning some good other than the pleasure derived directly from the work.”
2. According to Prof. Jevons, “Labor is any exertion of mind or body undertaken partly or wholly with a view to some good other than the pleasure derived directly from the work.”
3. As S. E. Thomas has said, “Labor connotes all human efforts of body or mind which are undertaken in the expectation of reward.”
4. According to Waugh, “we define labor as human efforts used in production.”

Therefore, important facts regarding labor are:

- Under Labor, only man's labor is included;
- Physical and mental labor performed for a monetary incentive is categorized as labor;
- Work done for recreation or self-satisfaction is not considered labor in economics;
- In economics, labor has nothing to do with morality;
- In Economics, any job done by an animal or a bird is not considered labor.

2.2.2. Kinds of Labor

Labor can be classified under the following heads:

1. **Physical and Mental Labor:** Physical labor refers to employment in which physical labor and physical strength are more significant than mental labor. For example, consider the labor of a rickshaw puller, factory workers, or a porter who transports baggage on the station.

However, mental labor is that in which the brain is used or mental fatigue is more than physical fatigue, such as the work of an advocate, teacher, doctor, chartered accountant, and so on. Mental and physical labor are required for improved job performance.

2. **Skilled and Unskilled Labor:** Skilled labor is defined as employment that necessitates specialized knowledge, learning, training, and efficiency. The labor of an Engineer, doctor, teacher, and scientist for example, has been referred to as skilled labor.

Unskilled labor is employment that does not involve any specific expertise, training, or learning. For example, the labor of a rickshaw puller or a porter carrying luggage on a platform is referred to as unskilled. The pay of a skilled worker is typically higher than that of an unskilled one.

3. **Productive and Unproductive Labor:** Productive labor is defined as labor that adds net value to a product. Unproductive labor is defined as labor that does not create net value. In other words, "Labor producing material goods are productive and Labor producing perishable goods including services of servants, teachers, doctors, lawyers, etc., are unproductive" (Figure 2.3).

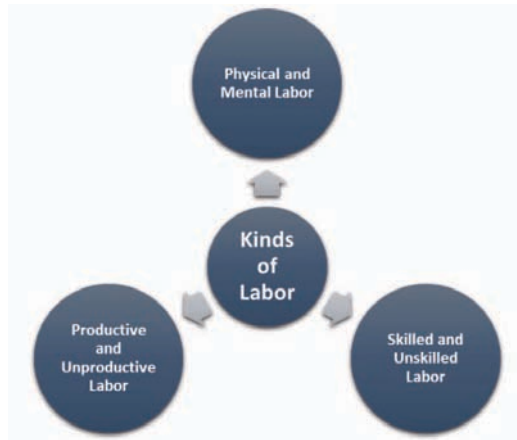


Figure 2.3. Kinds of labor.

Prof. Marshall, on the other hand, believes that all labor is fruitful. He perceived “no distinction in the work of the baker who provides bread for a family and that of the cook who prepares rice or boiled potatoes” Following Marshall, modern economists consider all labor, whether material, non-material, or in the form of services, to be productive.

Only labor conducted by anti-social individuals such as pickpockets, thieves, and dacoits are deemed unproductive. However, labor employed in the construction of a building, a dam, or other structures is productive since the employees worked on them and were paid for their efforts.

Prof. Robbins says that, “Whether Labor is productive or unproductive does not depend upon its physical or mental nature of work. Rather it depends upon its relative scarcity in relation to its demand. All kinds of Labor which has a demand and receives a wage is regarded as productive.”

2.2.3. Importance of Labor in the Production

Labor is the primary and active factor of production. Labor makes an essential contribution to commodity production. Labor is defined as the exertion of mind and body performed with the goal of obtaining anything other than the pleasure immediately gained from the labor. Labor, like a commodity, cannot be kept and removed from the market until a more advantageous moment if the pay paid is poor.

Furthermore, because labor is inextricably linked to the laborer and must be provided personally, working conditions or the surroundings are

critical. Even a lesser pay may be acceptable if the workplace is pleasant and the management is caring. As labor has no negotiating power, the employer has an advantage in labor transactions, and the wage paid is less than what is owed.

The labor supply cannot swiftly respond to changes in demand. Wages are sometimes higher and sometimes lower than necessary. Since the labor has no calculable cost of production, it must be content with the pay it can or does get.

Therefore, Karl Marx has said—"Capital is the collective shape of Labor performed in the past. Land which has been made for productive purposes is the important effort of Labor." Hence, we cannot ignore the importance of Labor in Economics.

2.3. THE SIGNIFICANCE OF TOURISM AS AN EMPLOYMENT GENERATOR OF FEMALE LABOR FORCE

In many respects, the service industry is viewed as becoming increasingly essential for most economies. At the same time, tourism is regarded as a multifaceted and fast increasing economic activity that is primarily dependent on the service sector and labor force.

Tourism has been a rapidly growing economic activity in many countries in recent years. It adds value and provides jobs in receiving nations, and it can help to improve a country's expertise or reputation. Tourism, being a highly fragmented economic activity, provides a range of direct and indirect job possibilities in all sectors of the national economy as a result of its creation.

From that perspective, tourism provides job possibilities for a diverse population. Tourism professions are among the most appealing to both men and women, in terms of income and work satisfaction. The primary goal is to evaluate tourist employment trends in selected European nations, with a focus on the role and position of the female labor force, which predominates within the total gender structure of the tourism industry.

The topic on this chapter focuses on the importance of tourism in creating jobs for women. The purpose of this article is to provide a better awareness of the status and prospects for women working in tourism. The research's country case studies determine what kind of work women undertake in the hotel sector and whether there are any impediments to their complete

integration into the labor market. The distribution of women's employment in hospitality, as well as the sorts of work or activity they do and do not perform, are studied in order to investigate the dynamics of the gendered labor market.

2.4. METHODOLOGICAL ISSUES AND PROBLEM DEFINITION

To begin, proper definitions of "tourism" and "tourism employment" must be developed. Given the complexities of what is classified as "tourism" and the institutions that support it, discussing the features of tourist employment is difficult (Jordan, 1997, p. 526).

Lanfont provides a useful definition of tourism that takes these issues into account: "it is a combination of services (accommodation, catering, and transport), culture, particular geographical features, which provides different activity spaces and other intangibles such as hospitality (Lanfont, 1980, p. 21)."

This perspective on tourism stresses its breadth and complexity, as well as the incorporation of social aspects such as gender and ethnicity. One widely accepted definition regards tourism as an economic activity that generates expenditure (John and Thomas, 1990, p. 36).

Burkart and Medlik use a similar approach, defining tourism as the "temporary short-term movement of people to destinations outside the places where they normally live and work and their activities during their stay at the destinations."

Their concept emphasizes two essential aspects of tourism: travel to and from the destination, as well as the temporary stay and activities at the destination. Another point of view is that all supporting industries and service providers are included.

Tourism, according to this "supply side" perspective, is defined as "the aggregate of all businesses directly providing goods and services to facilitate business, pleasure, and leisure activities away from the home environment" (Johnson and Thomas, 1990, p. 37).

Attempts to define "tourist employment" reflect the difficulties in recognizing "tourism" as a term. If measuring tourism as a tangible product is difficult, determining exactly what defines tourist employment is going to be challenging. Tourism employment ranges widely, from direct work in travel agencies, tour operators, food service, and lodging to indirect employment

in souvenir manufacture and retail (Jordan, 1997, p. 526). Measuring tourist employment is especially difficult because tourism is not an industry in the conventional sense. To reduce confusion and avoid misunderstandings about the core issue of tourism, the World Tourism Organization (WTO) developed a classification methodology known as the Standard International Classification of Tourism Activities (SICTA), which organizes businesses in tourism based on their primary activity.

Tourism-related occupations can be easily identified within the SICTA classification, such as hotels and motels, camping sites, hostels, health-oriented accommodation facilities, restaurants, bars, fast food, night clubs, taxi services, airline, and car rental companies, travel agencies, amusement parks, and so on (WTO, 1997, pp. 344–355).

As a result, tourist employment may be classified into three distinct categories based on supply-side participation in tourism. In addition to direct work, which implies direct contact with tourists such as front offices in hotels, restaurants, travel agencies, tourist offices, aircraft or shopping outlets, tourism also supports indirect work, such as in restaurant providers, construction companies which build and maintain tourist facilities as well as necessary infrastructure, aircraft manufacturers, various handicrafts producers, marketing agencies, accounting services, which are more or less dependent on the companies providing direct employment for their revenues.

In addition to the previous two levels, theory distinguishes induced employment (or ancillary employment), which means that the general development of tourism at a specific destination will stimulate growth of employment in other areas, such as schools, municipal authorities, medical institutions, police, and security officers, and so on (WTO, 1998, p. 87; Keyser, 2002, p. 291). Because of the wide variety of jobs generated by tourism, the majority of scientific research in the field of human resources (HRs) in tourism has primarily focused on the lodging industry, or more precisely, the hotel and restaurant industry, which provided reliable and consistent statistical background (Obadi, Kesar, 2004, p. 493).

2.5. THEORETICAL BACKGROUND AND RECENT TRENDS

Tourism is primarily a service business, and HRs are critical to the success of a tourism destination. Tourism is an essential economic activity in every country since it creates jobs. Tourism employment is appealing to persons of

all skill levels and those seeking a variety of non-standard working patterns due to multi-skilling and flexible working.

Workers can also travel overseas and acquire foreign languages thanks to tourism. Prior to delving into some stylized statistics regarding women's employment in the tourist sector, it is a good idea to look at overall working circumstances for women in the economy.

It is well recognized across the world that employment across a wide range of industries is divided by gender. Women's jobs differ from those of males (horizontal segregation), and women work at lower levels in the occupational hierarchy than men (vertical segregation) (Jordan, 1997, p. 526). In addition, the article examines women's job status and views in the economy before and after the shift.

2.5.1. Position of Women's Employment in Economy Before and After Transition

When discussing women's employment in ex-socialist nations nowadays, a few major issues arise. What happened to the employment of women in Central and Eastern Europe? Are women becoming mainly housewives and unemployed? Or, are they remained in their current roles at work?

Most often, scholars, and politicians have emphasized that women have suffered as a result of the shift, that societies have grown more conventional and unequal, that childcare has gone, and so on (Motiejunaite, 2008, p. 1).

Women have suffered disproportionately as a result of economic transition in Central and Eastern Europe. Socialist nations were forerunners in establishing legal equality for men and women, as well as encouraging equal access to education.

All Male and female employment were linked to a universal social security system in which every woman received paid maternity leave and every child had access to widely available and affordable child care. The fall of Communism in 1989 resulted in a revival of patriarchal norms (Figure 2.4).

Women's equality and paid employment outside the house came to represent the former regime's "irregularities." At the same time, women became dissatisfied with their triple load of job, family, and social activity, and withdrew from the labor field in an ironic display of their liberation.

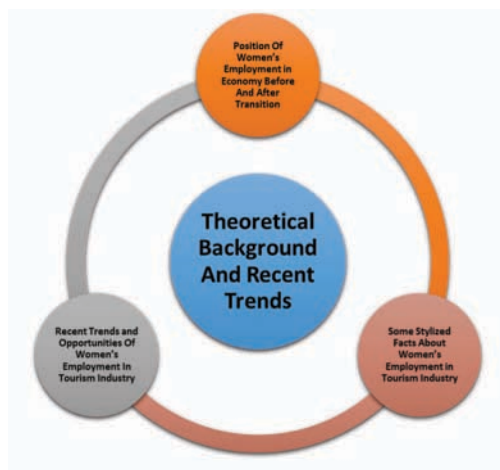


Figure 2.4. Theoretical background and recent trends.

The notion that women were secondary earners in the family arose precisely at the time when the economic poverty of transition made women's financial contributions to household income more crucial than ever (Ghodsee, 2003, p. 466). As public-sector jobs evaporated after 1989, women formed the bulk of the jobless.

Those women who opted to stay in the workforce confronted a new set of obstacles. Laws that had previously assisted women in balancing their productive and reproductive responsibilities (maternity leave, kindergartens, and childcare allowances) now saw women as more expensive and less trustworthy employees than males.

The emergence of liberal labor markets resulted in severe gender discrimination in the private sector (Ghodsee, 2003, p. 465). When labor demand falls, businesses prioritize the removal of less valuable workers, who are generally women. Combining employer preferences, women's support for traditional roles, and a strong "motherhood-oriented" public discourse, a drop in women's labor participation after 1990 seems unavoidable (Motiejunaite, 2008, p. 3).

As a result of gender segregation, women have become one of the most disadvantaged groups in the labor market and continue to constitute the majority of the registered jobless.

As a result, supporting economic sectors that employ a high proportion of women, such as the service industry, can enhance women's relative economic well-being. Specifically, under the state socialist economy, employment in

the service sector was less prestigious than those in production, and therefore women dominated.

Work experience in the increasing service sector became an advantage for many women in the market economy, whereas many males had to compete for employment in the dwindling industrial or agricultural sectors.

Thus, women employees prevail in “female” jobs such as secretarial, administrative, and catering work, as well as caring professions such as education and nursing, yet they remain under-represented in these sectors’ managerial structures (Witz, 1992).

One example of this sort of reasoning is some employers’ assumption that the disproportionately large concentration of women in low-paying, part-time positions is primarily due to women’s desire for these patterns of work.

Women, it is said, choose these occupations to meet their domestic/family responsibilities. Women do better in service sector occupations due to their patience. Customers enjoy dealing with females since they find it simpler to communicate with them. Women are more calm—they do not feel as much stress as men (Jordan, 1997, p. 530).

Tourism is one of the few thriving and rising industries in the world, especially after 1990, and it is dominated by women. As a result, the research continues to emphasize key aspects of women’s employment in the tourist sector.

2.5.2. Some Stylized Facts about Women’s Employment in Tourism Industry

Tourism jobs for women have long been appealing and well-regarded. Tourism-related job possibilities span a wide range of industries, including transportation and travel, retail, hospitality, lodging, visitor attractions, and the performing arts.

It has a significant impact on job generation, particularly for seasonal female workers. Because one of the most frequently stated benefits is the development of work possibilities, employment in mass tourism has garnered a lot of attention (Levy, 1991; Patullo, 1996; Robson, 2002).

Researchers frequently criticize the seasonality of such labor (Gmelch, 2004, p. 10), which also tends to offer low-paying, low-skilled jobs with few prospects for growth. Purcell’s (1996) research of occupational segregation in the hotel sector contends that three major factors influence employers’

decisions to hire women for certain types of work: labor price, sex, and gender.

Thus, “women’s jobs” fall primarily into one of three categories: “contingency gendered jobs,” which are primarily performed by women but have gender-neutral labor demand; “sex-typed jobs,” where sexuality or other attributes assumed to be sex-related are explicit or implicit parts of the job specification; and “patriarchally-prescribed jobs,” where patriarchal practice determines the job specification (Purcell, 1996, p. 18).

Tourism work is gendered in nature, and the problem with this segregated employment is that it reinforces and magnifies women’s poor position within their cultures in the mass sector (Jordan, 1997, p. 528). For example, in the Caribbean, the majority of senior managerial employees were brought in from North America or Europe because they believed Caribbeans lacked the necessary expertise and abilities to serve in upper-level management.

The majority of lower-level managers were male Caribbeans who were educated by the hotels and worked their way up to roles such as executive housekeeper and food and beverage manager (Mckenzie, 2007, p. 484). Gender-segregated employment is a prevalent practice in the tourist sector.

Numerous respondents in several studies stated that age and gender were key criteria controlling work in tourism. For example, it is common knowledge that hotel domestic staff, waitresses, and chefs were predominantly female, but tour guides, taxi drivers, boat operators, and maintenance personnel were predominantly male.

Furthermore, mass tourism is frequently predisposed to perpetuating conventional conceptions of female gender roles by segregating work in such a way that women’s domestic skills and what are seen to be “feminine traits” become commodities.

Alternative tourism businesses are typically held by individuals or families and allow for better interaction between locals and visitors. For example, because it is small-scale, it needs less capital to build facilities than mass tourism, which means that individuals who could not previously afford to establish their own businesses have more chances to do so.

Women frequently use their current abilities to start small-scale enterprises such as guesthouses and restaurants (Mckenzie, 2007, p. 479). When it comes to education level, conventional assumptions that the tourist industry hires women with minimal education are common. However, education is more crucial at higher levels.

However, the fact that this industry requires less education than the non-tourism sector might be viewed as both a positive and negative impact. On the one hand, this sector has provided possibilities for women who would otherwise have had few or no options for work. The alternative sector, in particular, is well-known for allowing women to benefit from stereotypes about their work.

While they are seen to be well-suited for domestic duties, many have utilized these concepts to start their own guesthouses and restaurants. In this sense, tourist employment looked to give a method for women who might otherwise be trapped in the “economic-sexual cycle” to sustain themselves (Mckenzie, 2007, pp. 490–492).

As a result, the tourist industry is sometimes chastised for offering mainly low-wage, seasonal labor, but it should be noted that without tourism, many employees, particularly women, would be out of work. It appears that tourism work benefits a wide range of women. Young, single moms, divorced mothers, and older mothers were able to obtain work, and some were even able to start their own businesses.

2.5.3. Recent Trends and Opportunities of Women’s Employment in Tourism Industry

Tourism is characterized by seasonal employment in the majority of European countries. That aspect made tourism an appealing option for women who needed to balance paid work with family commitments and other responsibilities.

Women can combine these varied obligations with paid work outside the house by working part-time, casual, or seasonal. Furthermore, because many positions in the tourist sector demand just basic and highly transferrable skills, women may move in and out of the industry with reasonable ease. These essential yet time-consuming responsibilities are tough to balance with full-time employment.

Seasonality has a significant influence in all EU member nations, with women employability increasing by more than 60% throughout the course of the year.

As a result of so-called “seasonal unemployment,” tourism became an appealing option for women who wanted to combine paid work with family obligations (Ghodsee, 2003, p. 468). While the complexity and diversity of tourist employment make generalization difficult, several researches

indicate that women have restricted access to well-paid, professional, and management roles.

Richer compares tourist employment to a pyramid, with many women working in seasonal and part-time occupations at the bottom and few achieving managerial positions at the top. Research focused on the hotel sector has emphasized the unique issues faced by women in this industry, where just 4% of middle/senior managers and 1% of top management are female (Richter, 1994).

It has been claimed that low levels of union membership and a lack of organization among female employees have hampered progress toward equal opportunity for everyone (Burns, 1993, p. 86). According to Leontidou, conventional gender roles have fostered the idea of men as travelers and women as hostesses. Because of social construction, national governments and tourism organizations may now characterized women in service roles (Leontidou, 1994).

According to several research, women's employment in tourism is both horizontally and vertically segregated, with the majority of female workers in subservient positions getting lower compensation. Horizontally, women, and men are assigned to separate jobs—women work as receptionists, waitresses, room attendants, cleaners, travel agency salespeople, and so on, whilst men work as bartenders, porters, gardeners, maintenance workers, and so on.

Vertically, women are concentrated in lower-level jobs with limited possibilities for advancement, whereas males dominate important management positions (Parrett, 2004). As a result, the tourism industry segregates women into occupations that capitalize on their perceived domestic abilities and “feminine” qualities.

In order to preserve its glossy image, the tourist sector is said to be focused toward attracting young, female personnel. Similarly, the perceived glitter of tourist industry is believed to be a major element in recruiting female workers.

Tourism is often seen as a “female-friendly” business, with women finding it more appealing than males due to the nature of the work involved. This positive perception of tourism employment offers businesses with a reasonable explanation for the number of women working in low-wage occupations in the industry. Their reasoning is that women are willing to endure bad working conditions since the job is glamorous. Despite the number of women working, many female employees regarded tourism to

be a male-dominated sector at high management levels. They disagree that an environment of equal opportunity currently exists (Jordan, 1997, p. 529). According to a 2003 research commissioned by the UK Tourism Society on women's role in the tourism sector, only a small percentage of women managers were able to attain top positions.

Accommodation and food and beverage are the most important employment sub-sectors in the tourist industry in the United Kingdom. These sub-sectors are distinguished by a female-dominated workforce, approximately three-quarters of whom work part-time (Parrett, 2004, p. 11). In 2006, the proportion of part-time women employed in the EU-27 was 25%. (European Commission, 2007a).

2.6. ROLE OF LABOR IN ECONOMIC DEVELOPMENT

A man is a consumer as well as a producer. Labor is a significant component in all economic activity, not only production.

Classical economists such as Ricardo and Karl Marx emphasized labor as the primary source of production. The rule of labor is highlighted by some factors which are discussed in subsections.

2.6.1. Basis of Consumption

Labor is a human component that serves as the primary source of consumption. Utility is developed (Production) in order to meet his needs. Lord Keynes believed that an increase in consumption stimulated investment. Increased investment leads to increased income, which leads to increased consumption. Labor is the foundation of the consumption.

2.6.2. Basis of Production

Producers produce commodities when customers guarantee them that their items will be consumed. Labor is the primary or compulsory factor of production. It is a movable element that utilizes other production factors such as land and capital (Figure 2.5).



Figure 2.5. Role of labor in economic development.

2.6.3. Basis of Exchange

Labor serves as a base for not just consumption and production, but also for exchange. To meet his everyday needs, a man needs a large number of goods. He is unable to produce all of them. He must meet his wants by bartering his surplus production with others. As a result, labor functions as a medium of trade.

2.6.4. Basis of Distribution

The contribution of all factors of production results in national income. As a result, labor forms the foundation for the allocation of national income among all factors. Each factor's contribution is determined by its marginal productivity. Labor's share of national income would rise if it were more efficient.

2.6.5. Basis of Economic Growth

Labor that is technically competent and intelligent functions as the nation's spinal cord. An efficient labor force makes good use of the country's limited natural resources. Sincere, committed, devoted, diligent, and intellectual labor force aids the country's progress.

2.7. EMPLOYABILITY AND EMPLOYMENT IN THE HOTEL INDUSTRY

From the standpoint of human resource development (HRD), it is critical for employees to retain their employability in order to remain competitive in the

labor market. This is due to the replacement of the old psychological contract of security in return for loyalty with a new contract that gives employability in exchange for flexibility.

As a result, employees' perceptions of their career growth and possibilities under any specific company or organization have shifted. It is crucial in the service innovation model since the majority of new service solutions include the use of new technology that employees must learn and adapt to utilizing in a new delivery system.

Hotel check-in systems, for example, have progressed from online computer-driven apps to standalone kiosks that may now be accessed by a portable or mobile device. Hotel productivity and service quality cannot be sustained unless they are able to learn and adapt to changes in the economic environment.

As a result, this study investigates the critical topic of labor capacities and their link to employment in the hotel sector. To explore the relevance of skills shortages and skill mismatches, a review of the literature is utilized.

2.7.1. Labor Capabilities

The development of labor capacities is critical to ensuring the standard of service quality offered to consumers. Labor capacities may be created and managed by establishing training programs that maintain employees' skills and knowledge current and competitive in response to the economic environment's constant changes.

These training programs, delivered through vocational education and training institutes, that can meet the need for skills by providing them. Employees' skills are the abilities they possess that allow them to perform their assigned tasks in the workplace.

This means that a skills shortage can put hotels in difficult positions, causing delays in providing adequate customer service, increasing operational expenses, and making it impossible to cope with barriers to reaching their needed quality standards.

Keep et al. define skills shortages as positions that cannot be filled because employees lack the requisite levels and types of skills, as opposed to openings that stay available due to poor compensation and unsociable hours.

As a result, job-skills training for current employees is critical to increasing internal labor capacity and, as a result, production, employment,

and economic performance. Mismatches in skills have a substantial influence on the quality-of-service delivery and staff productivity in the hotel sector, as the industry's bad reputation makes it difficult to attract competent professionals. It is highlighted that educational mismatches paired with labor mobility are a key cause of the skills gap, with overeducated employees briefly taking a job and then moving on to better employment once they have enough experience. Furthermore, overeducated personnel (often young) are more likely to be promoted (internal mobility) or to quit the company for a higher-level position in another firm (voluntary external mobility).

Undereducated workers (typically older and with more experience) are more likely to be laid off as a result of redundancy, contract expiration, or the firm's collapse (involuntary external mobility). The effects of skill mismatches for competent employees, on the other hand, are mitigated when the necessary skills training is offered. Stone emphasizes that skills training and development in HRD are focused with altering workers' behavior and, as a result, increasing job performance.

Typically, skills training emphasizes rapid improvements in work performance through the acquisition of specific skills. Skill development, on the other hand, attempts to prepare employees for future job duties by acquiring new experiences, information, skills, and attitudes.

Both approaches allow personnel to continuously develop their skills and knowledge, therefore improving the firm's performance. As a result, it is thought that attaining the optimum performance outcome is a question of prudent skill investment, which develops capabilities that match the skills required in reaction to changes in the economic environment.

2.7.2. Employment Relationships with Employability of Employees

Hotel employment arrangements have been defined as featuring a "traditionalist" management style that sees employees merely as labor at a low cost. This management style entails taking advantage of people by devoting little effort to communication, training, and quality improvement.

This is because the hotel business has always been run by autocrats who do not encourage employee empowerment and are unconcerned about long-term human capital management. It is advised that the traditional management style be enhanced and that a long-term strategic vision that highlights the value of internal HRs be provided.

Otherwise, significant talent shortages might jeopardize hotel performance in terms of service quality. Strategic human resource management (HRM) is focused on achieving a balance between managerial control, the unpredictability of demand, and the requirement for labor utilization methods. This shows that labor capabilities within a long-term employment relationship may be developed based on the demands of various hotels in a certain market.

According to Lewis et al. job relationships are dynamic and reliant on work organization in response to a larger context. Work organization relates to the nature of work duties; how performance is regulated; employee involvement in larger organizational decision-making; job security; and the polarization of the workforce from core to periphery.

A wider environment, on the other hand, refers to changes in the larger political, economic, technical, and social settings in which labor takes place. The nature of the work relationship appears to have developed and is controlled by employers who have tremendous authority over employees.

Employers and workers have an unequal power relationship in which employees agree to subject their talents and capacities to the authority and direction of the employers in exchange for monetary compensation. Employers, in general, rely on workers' creative abilities to achieve a surplus while retaining effective control.

According to Lewis et al. this is a way of exerting power in which employers strive to establish work objectives and targets, as well as manage the conduct of the job.

Employees, on the other hand, create opinions about their readiness to adhere to these standards, as well as their willingness to submit to forms of management control and, more significantly, to discover new methods for employees to preserve some amount of individual liberty.

This is because the nature and fairness of the organization's treatment of workers who may suffer as a result of unjust arrangements is influenced by the unequal power relationship. Training programs for improving employees' employability have also changed in response to changes in the broader environment that have impacted employment relationships.

This has had a direct influence on employee views of job security, and employees behave in accordance with their psychological contracts with employers. Fairness, trust, and the fulfilment of commitments on topics such as salary, promotion, and workload are all part of psychological contracts.

Although skill development incurs expenses and improves employees' external employment options, giving one's staff the capacity to learn quicker, better, and cheaper than competitors might be the difference between maintaining market leadership and barely surviving.

Employee participation and involvement in the workplace can help to build a healthy employment connection. Employee participation, according to Lewis et al. is a way of employees sharing some degree of authority in connection to organizational decision-making, and employee engagement is pushed by management on a voluntary basis in order to influence employees' views and working habits.

Employee participation is an endeavor to broaden employees' collective interests into a range of areas, as well as their engagement in higher-level organizational choices. This is linked to an organization's degree or depth, breadth, level, and manner of power sharing.

Management, on the other hand, regulates involvement in order to improve labor utilization while also ensuring employees' identification with the organization's goals and requirements. Teamwork and empowerment are two types of participation that inspire employees, boost job satisfaction, and increase dedication to service quality and productivity.

Empowerment, in particular, enables workers to exert greater authority, judgement, and autonomy in contacts with clients, allowing them to deliver the best possible service. As a result, it is believed that staff training programs, along with favorable employment relationships, may assist hotels in maintaining a competitive edge, as they can benefit from improved service quality, labor productivity, and a reduction in skill gaps. Employees, on the other hand, might be motivated by job satisfaction and perceive fair treatment in areas like compensation and career opportunities.

2.8. EMPLOYMENT IN THE HOSPITALITY SECTOR

Hospitality jobs are frequently described as low-paying, low-skilled, part-time, and seasonal, with inadequate management and no clear career path (Walmsley, 2004). Long and unsociable hours experienced by hospitality professionals, according to authors such as Karatepe and Uludag (2007); and Wong and Ko (2009), are not conducive to a good work-life balance.

All of these issues, as well as the sector's bad reputation, may be viewed as major contributors to the sector's high employee turnover and low retention. Hospitality is Britain's fourth-largest sector, worth more than

£60 billion per year (Oxford Economics, 2015), but it is concerning that the sector has continued to be identified as the lowest paid sector in the UK.

According to the Office for National Statistics (ONS), the accommodation and food service industry had the lowest gross weekly wages of £316 for full-time employees, compared to the national average of £518 for all industries and services.

Low pay dominates this sector, which was placed under Trade Boards as early as the 1940s and, regrettably, is still recognized as low paid even after 15 years since the National Minimum Wage (NMW) was introduced. Wage discussions seldom go beyond this, as the emphasis is usually on salaries at the lower end of the occupational spectrum, despite the fact that there is a wide range depending on the occupation (Walmsley, 2015).

The significant percentage of micro- or small-sized businesses in the hospitality sector, as well as the lesser skills associated with this sector, helps explain why workers are paid so little. The poor compensation is also exacerbated by the sort of employees drawn to this industry, such as young people, women, and migrant workers.

The Living Wage is the government's most recent attempt to combat poor pay in the United Kingdom. The living wage is an hourly rate proposed by the living wage foundation (LWF) to urge companies to pay more than the legally mandated minimum wage (Gov. UK, 2015).

The LWF determines the living wage based on the amount an individual needs to earn to meet the basic costs of living and since living costs vary across the country. Currently, the living wage is voluntary, but from April 2016, it will be mandatory for all employees over the age of 25, with firms expected to pay a minimum of £7.20 an hour, rising to £9 an hour by 2020.

Similarly, to when the NMW was established, the hotel, retail, and support services sectors have been highlighted as being particularly badly impacted by this new rate.

Smaller firms are anticipated to be impacted harder than bigger ones, and given the vast bulk of the hospitality sector is comprised of small businesses, this is concerning for employers. As a quarter of the hospitality workforce is on the minimum wage and a significant additional proportion earns between the NMW and the new 'Living Wage' rate, the introduction of the Living Wage will have a significant impact on this sector, especially when the costs of maintaining differentials are also taken into account.

Similar reasons were advanced by the BHA when the NMW was implemented, and since then, there has been agreement on the NMW's little impact on the industry (Adam-Smith, Norris, and Williams, 2003). Since the NMW was accommodated by employers with little modifications to existing work practices, Adam-Smith et al. (2003) argue that the impact of statutory intervention on employment relationships should not be overstated.

Given the industry's diverse size and features, the sorts of jobs in this sector range from unskilled porter to highly trained management, and rely on the types of clients served as well as the type of personnel required. However, the bulk of employees in the industry are considered semi- or unskilled (Lucas, 2004; Riley, 2011).

According to a previous employer study, employers in the hospitality business only priorities general abilities such as ability to follow directions, desire to learn, and flexibility and adaptability (Hospitality Training Foundation (HtF), 2000).

Employers were also found to be skeptical of qualifications since they did not see them as a guarantee of the abilities they needed from their workers. However, in recent years, the industry has placed a greater focus on soft skills and recognized the additional talents that are required, resulting in difficulties in recruitment (People 1st, 2013).

According to People 1st (2013), the talents that are now challenging to recruit may be divided into three categories: job-specific skills (such as culinary abilities for chefs), inter-personal skills (such as communication, customer service, and teamwork), and management and leadership skills.

Customer service abilities were regarded as the most often needed improvement and the top skill concern for the future, followed by management and leadership. However, Lashley (2009) argued against the simple method of defining skill demands, pointing out that there are multiple skill clusters within each skill that employers want, and each works under distinct labor market circumstances that must be taken into account.

With a larger focus currently being placed on soft skills, it is necessary to enhance the conceptualization of soft skills in order to assess if they are worthy of the 'skilled' designation (Hurrell, Scholorious, and Thompson, 2013). The hospitality industry is well-known for its reputation as a poor trainer (Pratten, 2003).

People First (2013), on the other hand, claims that employers in this sector spend a significant amount of money on training, owing to the

large number of employees who need to be trained in an ongoing cycle of replacement, but fail to reap the benefits because the employees do not stay in the organization long enough to be proficient.

As a result, companies are hesitant to engage in training for their employees beyond induction, fearing that they may not enjoy the advantages if the trained employees do not remain with them long enough. The ongoing challenge of recruiting and retention has also been thoroughly investigated in research pertaining to the hospitality business (e.g., Ohlin and West, 1994; Iverson and Deery, 1997).

The ongoing issue for employers is recruiting the proper caliber and competent employees, particularly those who have been trained in the specialized skills required by the kitchen, and this problem may be exacerbated by the sector's poor reputation in terms of low pay and long hours. This implies that the hotel industry should pursue a more active recruitment strategy.

Recruitment tactics, on the other hand, are not aggressively pursued. According to Lockyer and Scholarios (2004), there is a widespread absence of systematic selection methods for the hotel sector, particularly in smaller hotels, while Lashley and Chapman (1999) identify inadequate recruiting practices as the major reason for high employee turnover in the sector.

Large hotels have recently come under fire for allegedly abusing their employees, particularly their housekeeping crew (Roberts, 2015). Since cleaning is outsourced, some hotels reject responsibility for the working conditions of their staff.

Even though hotels do not accept responsibility for the working conditions of staff employed by their subcontractors in the hotels, this further taints the image of this sector, especially since the headline of Roberts' (2015) article in the *Guardian* was "Britain's hotel workers-bullied, underpaid, and with few rights."

In an effort to cut costs, corporations are increasingly relying on subcontractors to perform services in the hospitality sector. Outsourcing allows businesses to '... leverage vendor competencies in highly specific areas while also eliminating the distraction of having to manage peripheral functions' (Davidson, McPhail, and Barry, 2010, p. 502).

It is, however, concerning when hotels lose control of departments such as housekeeping, which may be considered the core of the services. Previous research, such as Rainnie (1989), revealed a troubling perspective

that owner managers of small businesses were aware of the possible trade-off between increased labor turnover and higher pay.

This group hired disadvantaged or marginal labor groups that would be more stable in terms of employment at low wage levels. According to Lucas and Wood (2000), the surplus supply of marginal workers derived from social categories such as women, young workers, casual employees, students, part-timers, and migrant workers has limited negotiating power, driving down wages in this sector even more.

Authors such as Sachdev and Wilkinson (1998) have also claimed that the talents necessary to work in the hospitality business are severely devalued, contributing to the sector's pay depression. Recent studies, however, have emphasized the importance of soft skills in the hospitality industry, which should not be underestimated (e.g., Burns, 1997; Warhurst and Nickson, 2007).

Despite the negative headlines, this industry has continued to develop internationally and benefited the UK economy during the crisis. As a result, it is critical to highlight the features of work that are beneficial and appealing to potential employees.

2.9. CONCLUSION

Training programs that enhance employee employability, as well as healthy workplace relationships, are critical to assisting hotels in dealing with the issue of talent shortages. Enhancing workers' skills and competences appears to be an increasingly essential aspect of hotel development plans from the standpoint of HRD.

Employees have become more sophisticated in their demands for interesting and important work since jobs for life have vanished, and they increasingly request freedom and resources to perform assigned tasks well, receive extra pay that reflects their contributions, and gain the experience and training needed to be employable anywhere.

Employees are thought to have the right to end their employment relationship at any time if their employers fail to appropriately compensate them for their job effort in terms of wage payment, future promotion possibilities, and training opportunities for employability.

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Chapter 3

Human Resource Management for Tourism and Hospitality Industry

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Human resource management (HRM) is considered as an extra cost for businesses most of the time; nevertheless, the vice versa can be true. Despite the type of business is there, it is important to have a good understanding and effective HR practices in order to successfully attract and retain good workers. Moreover, it is important to implement those practices in the business. A well-planned HRM program is tailored to the organization and staff and this can actually improve the business's bottom line. The chapter provides insights about the employers in the hospitality sector who are recognizing the importance of and challenges related to, attracting, and retaining good workers and are placing HRs issues at the top of their priority list.

3.1. INTRODUCTION

Tourism is a very important socioeconomic activity in an industry which works internationally and on the other hand it is a leading economic driver of the 21st century and the service sector.

The human resource development (HRD) is the central point to the sustainability-oriented and there is tourism development initiative. It has been seen over several years that there is always a change in the demand and supply in the pattern of human resources (HRs) for the travel industry.

As a favor of the people who are more educated and who are more specialized in some or other things. In the going period of work of the global environment. All the companies which are focused on decreasing the turnover of the employees and the preserving knowledge.

The process of the new hiring not only involves high cost but also it increases the risk of the newcomer not being able to replace the person who was working in that position earlier. The HR department also strive to offer the benefits that will also appear to workers. Thus, reducing the risk with the help of HRD.

The tourism industry is heterogeneous, complex, and comprises companies having direct links with the sector as well as companies from associated industries that are not so clearly identifiable. As such little room exists for doubting the key global economic role of the tourism sector.

While some argue that tourism is the world's largest industry, others disagree. Whatever the perspective, the tourism industry provides indispensable employment to many millions of people around the world. From the author's perspective, the input of these employees is that by which

the product stands or falls. The role of human resource management (HRM) in this context cannot therefore be overstated.

Socio-economic and technically-technological changes in the world also influence the changes in tourism and the development of modern tourism from the mass tourism to specific interest tourism. Tourism is employing the increasing number of people and is of great economic significance for many countries including Croatia.

Tourism, being highly work intensive activity, has a result which are, for the most part, dependent on the quality of HRs. In order to achieve and sustain optimal quality of work of every person working in tourism it is necessary to manage people and their relationships within a work organization, motivate them to work, educate them and evaluate their accomplishments.

Therefore, it is important to manage them properly and the management of all the employees in a company or an organization the responsible factor is the management of HRs. Management of HRs is a complete and integrated system of complex and interconnected initiatives, activities, and tasks of the management for purposes of ensuring an appropriate number and structure of employees, their knowledge, skills, competence, interest, motivation, and form of behavior necessary to achieve current developmental and strategies objectives of the organization, to achieve sustainable competitive advantage and organizational success (Figure 3.1) (Bahtijarević-Šiber, 2014, p. 5).



Figure 3.1. Human resource management for tourism and hospitality industry.

Source: Image by unsplash.com.

HRs in a certain company do not apply to the number of employees on specific and foreseen positions, but it also applies to a wide range of knowledge, abilities, skills, competencies as well as personal characteristics of each and every employee which with all the above-mentioned factors contributes to overall success of the company.

All this knowledge, skills but also characteristics of every single employee as well as the interrelationships of employees are the subject of HRM. Activities and tasks of HRM are as follows: ensuring human potentials (planning, attracting, and recruitment, selection, arrangement), maintenance of HRs (security and health, organizational culture, retention of employees, services to employees), motivation, and rewarding of HRs (monitoring and evaluation of work efficiency, motivation, rewarding, benefits), professional training and development (education and training, development of HRs, career advancement, development of managers) (Bahtijarević-Šiber, 2014, p. 24).

The main objective of the HRM is to ensure quality work force and to provide it with stimulating work environment, training, and advancement because employee satisfaction contributes to increase in success and competitiveness of the entire company, especially in tourism, because the tourism is a work intensive activity in which its products and services are highly based on the quality of human labor.

Organizations may prefer to fill a vacant position from the internal labor market, that is, from inside the organization, or from the external labor market (Beardwell and Holden, 2001). Recruiting people to existing or new positions is crucial in the hospitality industry and the importance of “quality” service quality has emphasized on the need to attract the appropriate type of employee (Nickson, 2007).

This may result in the exclusion of certain employees from the labor market, such as persons that are not aesthetically suitable. A successful hospitality organization consists of gifted employees (Hornsey and Dann, 1984) and how it effectively manages its HRs (Teare, Farber, and Brown, 1997).

A hotel may possess the most developed technology, luxurious facilities, and enviable location but without appropriate HRs the business will ultimately fail. As hotels become standardized, and as hotel corporations offer vastly similar products and services, the human factor is considered to be crucial in gaining competitive advantage (Knowles, 1998).

Thus, the task of differentiating the hotel's intangibles assets, such as its personnel, becomes crucial in developing and maintaining competitive advantage (Lashley and Taylor, 1998). Cooperation among all levels of management within a hotel makes the organization develop. An effective and dynamic organization must have an agreement between employer and employee. Within this context, the role of HR is changing and advancing progressively.

It is a challenge for the organization to stay up to the mark. In fact, HRM can be seen as an attempt to influence power relationships in an organization (Jacques, 1999). Adopting good HR practices makes this job much easier.

An organization that contributes to the welfare of their employees and provide them a warm working environment that motivates them to grow while maintaining their own identity are the organizations where employees are willing to stay longer and exhibit their potential.

A satisfied workforce symbolizes growth of the organization. In fact, well organized practices eliminate the gap between what is expected from the new managers and the competency levels of the available talent pool. The open management style ignites the demiurge endeavors of the employees. Paying out bonuses or having any kind of variable compensation is based on the fact that an effective work needs an appreciation.

Bonuses must be designed in such a way that all employees realize that their efforts are recognized and appreciated accordingly. Rewards can motivate and build up a common trust that guarantees the team's success and the individual's willingness. In addition, evaluating employees based on their performance and the targets of the organization lead to a balance.

A fair value system encourages a culture of participative management where the personnel is an interested party to the company's strategic decisions. A hotel should always provide complete knowledge to the employees, greater access to information posted either by the company or the employees, and initiate suggestions.

Information should be available in a way that people share innovative ideas and common views. Problem-solving and team-based incentives enhance the skills of the employees. These practices encourage teamwork and great feedback is essential in such cases a company aims to gain competitive advantage.

A positive work environment is vital not only for the mental and emotional health of the employees but for the productivity and efficiency

of a company. Less stressful conditions embrace the most constructive feedback, both for the company and its workforce. Creating a culture where the details of business are shared and discussed motivates the managers to take responsibilities and face the potential risks easily and effectively.

Employees do not feel confident where the facts are hidden and they are obliged to contribute on strict guidelines. Many times, the hotel's management invests on the renovation / modernization or expansion of the capacity of the hotel, as well as the strengthening of a climate of renewal that affects its success. Of course, this refers to the planning and innovating the hotel's brand image, combined with credit and financial strength of the company.

In addition, the Directorate and the Management of the hotel decides to merge with other units or chains to increase their penetration in many hotel managers, in order to face the reduction in their income, during the low season, promote the relationship and cooperation with distribution channels, particularly the tour operators, with whom sign mutually beneficial agreements to avoid late payments, pressure for price reductions and ensure a steady number of customers during the entire season.

Apart, however, from tour operators the hotel managers build alliances-partnerships with other public or private entities. These may be the Ministry of Tourism, Greek National Tourism Organization, the Hellenic Chamber of Hotels, the Association of Greek Tourism and Travel Agents, the Association of Greek Exhibition and Conference, airport services, municipalities, ports, environmental organizations, and faculties.

With these collaborations a hotel creates a value chain, achieves competitive advantages, and strengthens its efforts to maintain high occupancy levels, which leads to small fluctuations of revenue streams. Consequently, alliances or partnerships with private and public stakeholders influence the welfare of hotels in Greece.

It seems quite clear that most of Greece's inadequacies regarding the HRM are associated with the lack of a quality education for hospitality professionals. What is more, the limited implementation of HRM strategies is the main cause for misunderstandings and lack of communication between management and staff.

By reinforcing managers' involvement with business practices, they will be better equipped to implement scientifically proven approaches to recruitment and selection of employees. Although, the working experience is

not always necessary, donating money and resources to hospitality education programs would be a notable movement for the three hotel companies. Furthermore, all hospitality managers in Greek hotels would be well served by tightening recruitment and selections processes and criteria, and focusing on the acquisition of skills and capabilities within the hotel environment (on-the-job training).

On-the-job training remains the predominant way of training for all kind of businesses. Scientific or educational programs, for example leadership development, would help managers to complete their duties successfully and maintain the employees satisfied.

Employers tend to assign employees related to their “fit” to different markets, or to create added value for their shareholders, whereas they are listed.

3.2. TOURISM AND HOSPITALITY WORKFORCE

The International Labor Organization (ILO, 2001) in their wide-ranging report on the global tourism and hospitality industry provides evidence that suggests that the industry globally is largely reliant on what Wood (1997) has described as so-called ‘marginal workers,’ such as women, young workers, casual employees, students, relatively high numbers of part-timers and migrant workers.

For example, within the UK women make up around 58% of the broader hospitality, leisure, travel, and tourism workforce (People 1st, 2006). More specifically, the hospitality sub-sector is indicative of the broader sector in having a higher proportion of part-time employees (52%) than most other industries with the all-industry figure being 25% (HtF, 2003).

Young people are also prominent within the hospitality, leisure, travel, and tourism sector. For example, 37% of the total UK workforce is under 24 years and 58% under 34 years (People 1st, 2006). Related to this last point a significant part of the tourism and hospitality workforce consists of student, seasonal, and migrant workers.

Students are an increasingly important segment of the labor market for hospitality and tourism organizations (ILO, 2001). They are prepared to work for low wages and be flexible in their working patterns (Canny, 2002), creating what Curtis and Lucas (2001) describe as a ‘coincidence of needs’ between employers and students (Figure 3.2).



Figure 3.2. Tourism and hospitality workforce.

Source: Image by unsplash.com.

Thus, nearly three quarters of all students who are working are employed in the retail and hospitality industries and the vast majority of students who are working do so in front-line jobs such as sales assistants, waiters/waitresses and check out operators (Curtis and Lucas, 2001; Canny, 2002). The number of ethnic minority workers in the broader hospitality, leisure, travel, and tourism sector is 11%, slightly higher than the all-industry figure of 9.6% (People 1st, 2006).

With regard to qualifications only 12% of employees in hospitality, leisure, travel, and tourism have a degree or equivalent compared to an all-industry figure of 29%, with 15% of the workforce having no qualification compared to 11% of the total workforce (People 1st, 2006).

3.3. CHARACTERISTICS OF EMPLOYMENT AND QUALITY OF JOB POSITIONS IN TOURISM

Tourism is an economic activity which generates the largest number of jobs. As the success and results of work in tourism, for the most part, depend on HRs, it is necessary to take into account quality and professional work force which will be motivated to work and will contribute to success and competitiveness of the company.

However, as it has been stated, optimization of tourism development will take place in the environment of the constant counterpoint between

the necessary increase of competitiveness which, among other things also means the cost reduction, and work costs, and the expected increase in the employment which is important for standard growth and overall improvement of the life quality for Croatian citizens (Bartoluci et al., 2007, p. 29).

These are the shortcomings of employment and quality of job positions in Croatian tourism. The main problems are incompetence, low wages, insufficient motivation of employees, inability to advance and the accentuated seasonality in employment along with the inability to become employed for the unspecified amount of time.

All of this often results in seasonal employment of incompetent workers who are ready to work in difficult conditions for low wages. This brings into question the quality of service in tourism, an economic branch whose success and competitiveness are, for the most part, based on HR (Figure 3.3).



Figure 3.3. Characteristics of employment and quality of job positions in tourism.

Source: Image by unsplash.com.

3.4. HUMAN RESOURCE MANAGEMENT (HRM)

As it has already been established in the paper, the key factor to success, competitiveness, and survival on the tourist market is definitely a human factor. HRs with its knowledge, skills, abilities, and motivation contribute to creation of new values on the market.

Therefore, it is necessary for each company to introduce a system for management with the operations regarding human resources, i.e., HRM because managing work and HRs is becoming a more and more important task in the management of modern business systems for all activities, especially for activities like tourism in which it has a dominant role (Bartolucci, 2013, p. 343).

HRM in a certain business system includes all activities from planning, making choices, arrangement of HRs to certain positions depending on the needs and the strategy of work and development in the company, to influencing positive interrelationships between employees, creation of pleasant and motivating work environment, different incentives for increase of efficiency and giving its workers the possibility of constant professional training, advancement, and making a career within the company.

Each business system, i.e., each company has to have a clear strategy of its development and a clear vision of achieving certain results and competitiveness on the market. In systems and companies who are engaged in tourism, this strategy should, for the most part, be related to HRs as one of the key factors in achieving economic effects and competitiveness on the market.

By doing so their motto can be the saying of a well-known American hotelier, Stalter (1863–1928) which states that the one who gives a little bit more and provides guests with a bit better service is the one who will go forward (Stalter and Holjevac, 2002, p. 110).

In order to be able to provide guests with a bit better service and offer them something more, what is necessary, is constant professional training and tracking of new trends in supply and demand on the tourist market. This is the reason why; professional training plays very important role in the process of HRM.

Already in planning of HRs it is essential to make a good plan about what type of and what degree of education, knowledge, and skills are necessary for each position, and by choosing employees the management should be guided by the above-mentioned criteria in order to reduce the fairly large number of unqualified staff in tourism.

Business systems and companies engaged in tourism should in their plans definitely have vocational and professional training for their employees in order to enable them to constantly acquire new skills and knowledge, and by doing so, the management would increase the productivity and competitiveness of the company itself.

The employers need to be aware that spending money on constant professional training of their own employees does not represent a cost but an investment into increase of performance and productivity. Along with proper planning and possibility of training in the process of HRM one very important role is also played by motivation and possibility of career advancement (Figure 3.4).



Figure 3.4. Human resource management (HRM).

Source: Image by unsplash.com.

There are different ways in which employees can be motivated to reach better work efficiency and better goal achievement. Motivation does not necessarily have to be financial in terms of salary increases, but it can also be related to other benefits like days off, paid insurance, vacation trips, etc.

In order for an employee to be as efficient as he/ she can be, he/she has to work in a positive and pleasant environment, he/she has to be aware of the meaning of his/her importance and the meaning of the work he/she performs, as well as the consequences in case he/she does not fulfill his/her obligations.

The employee also needs to be able to express his/her own ideas and visions and be able to make certain decisions on his/her own. In order to achieve that, positive interrelationships between employees are very important, especially the relationship between managers and employees.

The manager is a key figure in linking all of the above-mentioned components important for successful HRM with the aim of quality and

productive performance of business tasks, and in order to succeed the manager has to possess the following features: leadership, determination, flexibility, organization, initiative, creativity, and has to be prepared to take consequences. A person with such features is able to assess, plan, choose, allocate, and manage HRs well and have in mind that the ultimate goal is to achieve productivity and competitiveness. In order to achieve maximum productivity and competitiveness, along with planning, motivation, and professional training, one other factor which is important, is monitoring and work evaluation of each individual within the rewarding system, as well as the possibility for career advancement and development.

This is the component which is usually lacking in our business systems and companies that work in tourism, which to a large extent discourages young and educated individuals to work in tourism and it often leads them to search for jobs in other business sectors, while on the other hand contributes to employment of incompetent or low-skilled staff on certain positions which directly influences the product and service quality.

In all major tourism companies, the development of motivation and rewarding system is becoming the objective which enables the management to successfully manage HRs. Management of HRs has the main objective to win the people over and to ensure their development and stay within the organization (Bartoluci, 2011, pp. 65, 66).

In other words, the task of the management is to ensure high quality and competent HRs and by proper management influence their happiness and motivation to work, because only satisfied and motivated human factor influences the increase of quality, contributes to success and competitiveness of the company on the tourist market.

3.5. RECRUITMENT IN THE HOSPITALITY INDUSTRY

Recruitment is perceived as a procedure of seeking and finding candidates for jobs, including the right person that can be selected. Recruitment is the process of assuming adequate and capable people and providing them with the motivation to apply for work with the company. An array of estimations upon the recruitment procedure should be advanced in order to appraise the work equivalents, personality, interpersonal qualifications, skills, and problem-solving capabilities of potential candidates to determine their service.

Responsibilities for a comprehensive recruitment process have been delegated to HR managers. They are accountable for designing and implementing a recruitment plan that will satisfy the staff needs of the hotel industry, in compliance with all legal fundamental frames.

This responsibility includes finding sources of applicants; writing and placing ads; communicating with agencies and educational academies; agencies and trade unions; authorizing processes to ensure equal employment opportunities; and managing the funds of companies that have budgeted for staffing and recruitment.

During the recruitment process, a pool of eligible and privileged candidates is conducted for selection of the most capable future candidates. Recruitment refers to the first movement the firm makes with the potential employees. Every company in the hotel industry should pay attention to the recruitment and staffing in the initial period, and therefore as and when further man power is necessary for the smooth functioning of a department, due to the expansion and reinforcement of business activities.

3.6. TYPES OF RECRUITMENT

3.6.1. Internal Recruitment

Internal recruitment is seeking candidates for positions of those who are presently employed. Internal sources comprise current employees, the references of its employees, former employees, and former applicants. It is also denoted as the practice of selecting candidates among company existing employees to occupy a vacant position.

Employees in the organization get informed about the vacancies through different ways. Job vacancies are regularly published within the organization through a variety of media, such as Staff notice boards, Intranets, In-house magazines / newsletters (for a specific enterprise), weekly magazine devoted entirely too personal advertising jobs, and staff meetings.

Johnson (n.d.) confirms that there are several sources of internal recruitment in an organization such as current or permanent employees, temporary or casual employees, retired employees, or descendants (children) of deceased (expired), disabled, retired, and present employees. The Internal recruitment requires power from HR processes, because poor internal recruitment process can lead to disgruntled managers and employees in the organization (Figure 3.5).



Figure 3.5. Internal recruitment.

Source: Image by unsplash.com.

A series of planning with steady and stable performance management need to guarantee the accomplishment of the internal recruitment. It is crucial to familiarize the internal job candidates with the organization.

The HRM function provides the required background information (qualifications and achievements) for the hiring manager. Two of the most common alternatives for internal recruitment, used in the Greek hospitality industry, are presented accordingly.

3.6.2. Promotions and Transfers

An effective way of using job posting and personnel records. Candidates are attracted from notices, publications, and announcements at staff meetings. Another solution is to invite certain employees to apply for another job offer within the firm, in order to cover a vacant position.

The selection of these individuals can be based on personal records, as many of them are in charge of responsibilities below their educational skills and abilities.

Promotions are good public relations for the reputation of the firm, encourage the ambitious and competent managers and employees for a better career perspective, improve the profitability of a trustworthy selection based on their previous performance and referrals, is cheaper than seeking potential candidates from the external environment of a company, ensures less orientation time and generally serves as a training device for middle-level and top-level managers.

3.6.3. Former Employees

Retired employees who are willing and capable of working on a part-time basis, individuals who were discouraged and are willing to return for higher compensations. These people are already known to the company and there is not necessary to discover their performance and character since they are familiar with the organization.

Sometimes, when management issues or has to face a problem or any other alteration that may occur, previous or retired managers may be recalled for the purpose of a comprehensive problem-solving or his/her leave may be extended. Suitable persons are appointed at the vacant position.

3.7. ADVANTAGES OF INTERNAL RECRUITMENT

It is beneficial for hotel companies to use their existing personnel, given that their staff knows its duties, understands the company and are competent. Molander (1996) claims that the main advantage of internal recruitment is its potentiality to create a culture of faithfulness and job security among all employees, which can be complicated to achieve otherwise (Figure 3.6).



Figure 3.6. Advantages of internal recruitment.

Source: Image by unsplash.com.

Another advantages regardless of effort and time that can be spent on advertisement and also a way of reducing training costs that an external employee would need to become familiar with the organization (Molander, 1996). In general, the advantages of internal recruitment are the following:

- Great opportunity for existing employees to promote their careers in the business in an upper-level;
- Help in staff's retention;
- Requires a short induction training period;
- The employer may be aware of the internal candidate's competences, which means a reduced risk of selecting an unsuitable candidate;
- Usually, it is quicker and less expensive way than recruiting from outside.

3.8. DISADVANTAGES OF INTERNAL RECRUITMENT

There are some disadvantages as well, regarding the internal recruitment. The disadvantage is the limited supply of candidates to choose from (Ahrnborg, 1997). Moreover, the following disadvantages are quite certain to arise (Ahrnborg, 1997):

- Restriction of the pool of potential applicants for a job;
- External candidates might be better qualified-certified for certain positions;
- Another vacancy will be formulated that has to be occupied;
- Existing managers may have the sense that they will get advanced, no matter if they are competent and skilled or not;
- Business may be negative to get advanced; by recruiting from outside, new ideas and concepts are brought in (Figure 3.7).



Figure 3.7. Disadvantages of internal recruitment.

Source: Image by unsplash.com.

3.9. EXTERNAL RECRUITMENT

The most complicated part of recruitment is to identify the most skillful applicants from the external environment, within the labor market. When jobs cannot be filled internally because they are very specialized or there are not sufficient executives from the company in order to meet the necessities of the job, attracting candidates is achieved from the outside labor market.

An efficient recruitment program therefore constitutes the determinant factor for a successful hotel company that aims to expand or fill many vacant job positions with specialized and skillful personnel. external sources of employment are professional or trade associations, advertisements, employment exchanges, college/university/institute placement services, consultants, displaced persons, radio, and television, acquisitions, and mergers and competitors.

The most common method used by most of the companies, are publications and advertisements in newspapers and professional publications. The ad is a manner of attracting the interest of qualified potential candidates and must be perceived thoroughly.

A lot of companies often enter ads that do not attract the attention and remain unnoticed, or attract the wrong candidates. In such a way, it is needed to repeat the process and as such valuable time and money are lost. For a publication to be fully effective, it should be done a very deliberate choice of the form, the issue date of the notice and be prepared correctly and thoroughly.

The development of technology and the increasing use of internet (even quite small compared to overseas) have introduced a new tool attracting candidates, called the e-recruiting. Another way to attract staff, used by several companies, is working with training centers and universities.

Several consultancy firms, among other services they offer, often provide services to personnel selection companies. In particular, some extra care is needed to conclude the contract between consultants and the company (Figure 3.8).



Figure 3.8. External recruitment.

The Ministry of Labor provides a permit to companies with the expertise and trained personnel needed for the selection process. When the HRs directors make choices upon the potential new employees due to a careful and required experience, this method may prove to be quite effective. Keeping in mind that the hotel industry is mostly seasonal in Greece, the most popular ways of recruiting externally are discussed in subsections.

3.9.1. Employment at Factory Level

This is a source of external recruitment in which the applications for vacant positions are forced to be presented on bulletin boards outside the Hotel or at the Gate. This kind of recruitment is suitable in cases where hotel managers are to be appointed.

There are applicants who tend to request jobs from one place to another. These applicants are called unsolicited applicants. These types of staff potential employees apply on their own for their job. This type of recruitment permits to the staff the movement from one hotel to another.

3.9.2. Advertisement

It is an external source that plays an important role in the recruitment procedure. The most important advantage of this method is that it covers a wide area of market and potential applicants can be informed through advertisements. Medium used is Newspapers and Television.

3.9.3. Employment Exchanges

There are specific Employment exchanges which are powered by government. Most of the government concerns employ people through such exchanges. Lately, staffing in government agencies has been developed into settled through employment exchange.

3.9.4. Employment Agencies

Professional organizations seek recruitment and employment of people, so these private agencies belong to private individuals and supply the workforce needed to a range of companies and institutions.

3.9.5. Educational Institutions

Certain training institutions provide their graduates with specific knowledge and certain professional skills, according to the requirements of the labor market. This type of recruitment is often called Campus Recruitment.

3.9.6. Recommendations and Referrals

This is an interesting recruiting option. There are certain people who have experience in a specific field. There are vacant positions then which are covered by judgments of such people. The disadvantage of referrals is that a firm has to base exclusively on such people which can later on prove to be ineffective.

3.9.7. Labor Contractors

These are the specialist people who supply manpower to the hotel plants and branches. Through these contractors, workers are appointed on contract basis, i.e., for a particular time period.

3.10. ADVANTAGES OF EXTERNAL RECRUITMENT

The most important advantage of external recruitment is that the company has no limited supply of potential candidates and can choose among future managers from all over the world. The advantage of finding staff from external sources is that, sometimes, it is cheaper for the company to hire a new person than to promote an employee. In addition, the person that will come from an external source will not be influenced by the mentality of previous employees and will not belong to “cliques.” The most basic

is that, by the arrival of a new employee, new concepts and ideas may be introduced in the body. In general, the advantages of external recruitment are the following:

- There is influx of new capable and competent individuals;
- Promotes competition;
- There is lesser chance of devotion to the company's standards;
- If alternatives like campus recruitment are implemented, we get a chance to employ new graduates, by increasing employment.

3.11. DISADVANTAGES OF EXTERNAL RECRUITMENT

External recruitment can reduce the efforts and the hopes of existing managers, because of the limited possibilities of promotion (Chan, 1996). Attracting and selecting a new employee has some difficulties and this can be considered as a major disadvantage. Moreover, the placement and adjustment of new employees requires time. Their morality may be low because it can be influenced by negative behavior of employees who were not offered a promotion. A last disadvantage is that the efficiency of the new recruits may be less than the company expected and additional personality not "fit" with the organizational culture. Based on the above, Chan (1999) claims that the best way for a company is to combine both internal and external recruitment by promoting employee motivation, due to the fear of external recruitment. In general, the primary disadvantages of external recruitment are the following:

- It is a time-consuming method;
- It is a costly method because it entails recruitment cost, selection, and training cost;
- It reduces credibility to the company.

3.12. RECRUITMENT PROCESS

The recruitment process comprises of five interrelated stages;

- Planning;
- Strategy development;
- Searching;
- Screening; and
- Evaluation and control.

The function of HR is to make the staffing procedure an ideal one. The ideal recruitment process is the one that attracts a relatively larger number of qualified applicants who will survive the screening process and accept positions with the organization, when offered.

The recruitment process includes the following steps:

- Categorizing the vacant positions;
- Preparing job description and qualifications;
- Advertising the vacant position;
- Administering the demand and supply;
- Short-listing;
- Classifying interviews.

This process is immediately followed by the selection, the final interviews, and the decision-making process, conveying the decision and the appointment. Staffing the appropriate applicant(s) requires a whole time-consuming and detailed procedure, although ensures equal opportunities for all applicants. In fact, no certain employment is supposed to be performed until the whole recruitment procedure is accomplished. Finding the appropriate candidates for vacant managerial positions supposes the establishment of a committee to develop the criteria for revision of the applications and interviews, from face-to-face to closed questions, testing, and skills evaluation methods. HRs publish the advertisement and sets up the job-related criteria for evaluation regarding the vacant positions, so that job descriptions are available to employment agencies, institutions, and organizations. It is obvious then, that no hiring can take place until the chosen candidates receive HR approval for the recruitment (Figure 3.9).



Figure 3.9. The ideal recruitment process is the one that attracts a relatively larger number of qualified applicants.

Source: Image by unsplash.com.

All levels of tests and qualifications have to be affirmed by the HR director before they are carried out. In case that an applicant is selected but his skills do not adhere to the minimum required qualifications, the position may be ranked at a lower level, for further training purposes. Employers tend to assign employees related to their “fit” to job and organizational requirements.

With the progressive nature of tourism and hospitality industry, the viewpoint of perceiving fit as a screening technique for employee allocation would be more helpful. This happens due to the company need to wisely adjust duties to employee in order to be antagonistic.

This screening notion recommends that organizations attempt to place individuals whose competences, experience, abilities, and ambitions into concrete units or duties to supplement the organizational leaders or alter the environment to a “unit” by occupying an existing vacant position (often mentioned in the literature as “complementary fit”).

3.12.1. Screen out the Most Suitable Candidates

Managing a new workforce requires a formal screening process. Screening is a two-stage procedure: deciding what are the basic duties and human requirements and what positions the firm has to fill. Most companies need reference and background information to make assumptions and hire the new personnel.

Forecasting the personnel needs is the first step to exclude the most unsuitable candidates before their application reaches the desk. It is a challenge for a company to ensure that a specific job position is suitable and matches the abilities of an applicant.

A comprehensive screening procedure is also useful to identify whether a candidate is hired based on his/her qualifications and communicational skills or not. Structured Screening includes questions and multiple-choice personality tests, from Oral Testing to Situational or Behavioral Screening that rates the interviewee on factors such as work history, motivation, critical thinking, and presentation.

Specific job-related questions determine the fit of an applicant to a job position. Although this is a typical cost effective and precise screening procedure for most of the companies, some concern exists about the validity of these tests as predictors of behavior and competencies.

Unstructured Screening involves a procedure where a variety of several questions may be asked to different applicants in order to determine whether the applicant is aware of his own strengths and how he/she would face a risk under stressful circumstances. Although the estimation may be subjective in some cases, this is a rather convenient screening form in cases where a large number of applicants exist.

3.13. PESSIMISTIC VIEWS OF HRM IN TOURISM AND HOSPITALITY

Generally, tourism, and hospitality has often struggled with negative perceptions about employment practices and conditions and this perception has often been matched by the reality. Keep and Mayhew (1999) for example in their review of the skills issue in the tourism and hospitality industry suggest the industry has a number of personnel problems, including:

- Generally low wages, unless skill shortages act to counter this (e.g., chefs);
- Unsocial hours and shift patterns that are not family friendly;
- Overrepresentation of women and ethnic minorities in low-level operative positions, with better paid, higher status and more skilled jobs filled by men, pointing to undeveloped equal opportunities policies in the sector;
- Poor or non-existent career structures and use of casualized seasonal employment;
- Over reliance on informal recruitment methods;
- Lack of evidence of good practice personnel/HRM practices;
- Little or no trade union presence;
- High levels of labor turnover;
- Difficulties in recruitment and retention of employees.

Recognizing this reality of poor employment practices, Riley et al. (2000) argue that economics is the key determining factor for HRM policies and practices in tourism and hospitality. Of course, this point is likely to be true of any industry, but as Riley et al. point out it carries a particular resonance in tourism and hospitality, due to the nature of the sector.

That is not to say that organizations and managers in the industry are not well aware of new managerial thinking on HRM. However, they also find themselves wrestling with ‘traditional problems,’ which are underpinned

by ‘fundamental labor economic imperatives’ (p. 120). Importantly, these problems limit managerial actions and this leads Riley et al. to argue the behavior of managers is determined ‘by the structures and forms under which they live’ (p. 119). This economic imperative creates a short-term perspective on managerial decision-making and strategy in relation to HRM, and also means that management are more likely to deploy a weak internal labor market.

An obvious impact of this is that HRM concerns of tourism and hospitality organizations are constantly directed to short-term responses to issues such as recruitment, selection, and basic training, rather than more long-term areas which could conceivably offer more development and career progression for existing employees.

Another reason for continuing pessimism is the general attitude of employers and particularly the extent to which they are willing to recognize the extent of the HRM problem in the sector. The DfEE (2000) registers with some incredulity the awareness of low pay, for example, existing alongside the naïve view of employers of tourism and hospitality as a ‘good’ employing sector.

Thus, although in a number of locations labor shortages were clearly reflective of an unwillingness of employers to offer competitive pay and terms of conditions of employment, the DfEE (2000, p. 35) notes how, ‘We were struck by the extent to which employers described pay and working conditions as “reasonable” or even “good” while at the same time reporting extensive recruitment problems, skills gaps and labor turnover.’

This disjuncture between the views of employers and employees is also noted by the ILO in a recent report on the international tourism industry. They recognize how: Employers’ representatives generally consider that the turnover in the industry should be attributed to the essentially transient nature of part of the workforce, namely students, young mothers, and young people as a whole, as well as the general difficulty in retaining staff. Employees, on the other hand, frequently cite low pay as a reason for changing employment, though a lack of career structure and benefits would appear to be of even greater importance (ILO, 2001, p. 6).

This inability by industry to recognize the most glaring of issues is long standing and can also be seen in relation to things like a degree of hostility and opposition from the employers’ associations in the industry, such as the British Hospitality Association (BHA), to governmental initiatives such as the minimum wage and working time directive.

The BHA still remains unsure of the benefits of such initiatives, despite support from others who argue these initiatives are likely to have a potentially positive impact on the industry (e.g., see Lucas, 2004). Given the above discussion it is unsurprising to see a long history of support for the proposition that tourism and hospitality remains a poor employing sector.

From Orwell's *Down and Out in Paris and London* in the 1930s to recent work by the likes of Price (1994); Kelliher and Perrett (2001); Kelliher and Johnson (1997); and McGunnigle and Jameson (2000), the dominant paradigm has tended to stress the negative aspects of working in the sector.

For example, McGunnigle, and Jameson surveyed a selected number of hotels from the top 50 hotel groups ranked by ownership of bedroom stock, which were considered to be most likely to exhibit good practice HRM. Despite this they concluded, 'This study suggests that there is little adoption of HRM philosophy in corporately owned hotels in the UK sample ... [and hospitality] ... has a long way to go before it can claim that it is encouraging a "culture of commitment"' (ibid. p. 416).

Similarly, Kelliher and Perrett (2001), drawing explicitly on Schuler and Jackson's typology, develop a case study analysis of a 'designer restaurant.' Such a restaurant might be thought of as potentially developing a more sophisticated approach to HRM as they sought to differentiate themselves from chain establishments such as Hard Rock Café and TGI Friday's.

However, although the restaurant had moved to a more sophisticated approach to HRM in areas like planning, training, and development and appraisal, and ostensibly sought an 'innovation' strategy, 'there was little real evidence that HRs were seen as a source of competitive advantage' (p. 434).

Instead, the HRM approaches adopted by the restaurant were much more reflective of immediate environmental constraints, such as the difficulties in recruiting and retaining staff. In sum, any number of reasons may account for poor personnel practice in the tourism and hospitality industry.

Economic determinism, the predominance of SMEs, a low-skills base, employer antipathy to a more progressive approach to HRM, labor market characteristics, organizations ensuring best fit HRM practices to support a high volume, low-cost strategy; all are plausible reasons for a view of HRM which is not necessarily premised on high-skills, high-wages, and a high-quality route to competitive advantage. That said, it would be equally wrong to paint a wholly pessimistic picture. It was recognized earlier in the chapter that there are also examples of good practice HRM, particularly in certain

sub-sectors of the industry and in market segments where organizations are likely to seek differentiation on the basis of offering high-quality services.

3.14. CONCLUSION

This process is a very critical process of the delivery which is on the tourism products. The main motive of the term internal marketing, in this concept the employees who are perceived are treated as the internal customers. This idea has to be utilized in such a way that it makes sure the satisfaction level of the customers.

The level of satisfaction of the needs and wants of the customers who are called the internal customers can increase the capacity for satisfying the needs and wants level of the customers who are called the external customers and as a consequence, it can also contribute the power of competitiveness and the profitability of the Greek tourism and the medium leveled companies, a salary which gives them the satisfaction and the working conditions and the prerequisites for the wellbeing of the employees who are working hard.

The main attention at a hotel should be paid at the recruitment process which basically drives from the fact that the planning of HR and especially the recruitment helps a lot in the organization to reduce the cost of the hiring person and it also decreases the contradictions between the existing and the potential employees and it also deals with the future needs of the hotel demand the main and the most important advantage of the hotel companies is to use their existing personnel again and again but the staff who is working should know their duties very well and it should also understands that the company can itself more competent.

Molander accepts that the main advantage of the internal recruitment is potentially to create a culture of faithfulness and the job security among all of the employees on the other hand sometimes it can become complicated as well to achieve the goal.

Another advantage is that the less effort and time that can be spent on the advertisements and also a way of reducing the training costs that an external employee would usually need to become casual with the organization. According to Hessner the manager practically thinks of recruiting and staffing the appropriate individual and then also maintaining them as the most vital determinant for an organization.

Because when this happens, the company is able to give answers and also the solutions to the problems of the employees can also take advantage

of the possibilities that may occur, in such a way that it becomes better. The importance of keeping the right and the correct employees can be clearly viewed in this case, in terms of synchronizing the aims of the individual employees with the strategic goals of the companies.

All the information gathered from the interviews and the survey based on the yearly reports and the hotel review, represents the HRM view and the attitude towards the new employees and the culture of the company.

This culture is very crucial in the retention of the power of the work and the sustainability and even the growth of the hotels especially those which are facing problems of seasonally as well as the creation of the loyal and the permanent customers.

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Chapter 4

Quantifying Employment in Tourism Industries

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Tourism is considered to be a people's sector in all its aspects as well as dimensions. This chapter provides an insight about the fact that the data provided on tourism-related employment is still fragmented, it lacks quality and international comparability. It can also be said that this is the case at the international level, and also at the national level where different methods and sources most of the time result in different figures and results.

This in turn enhances the quality and comparability of tourism employment statistics and further would significantly improve the monitoring of tourism labor markets and also, the promotion of productive activities, along with the effective use of qualified labor, the principal factor in ensuring sustainable tourism development and also, its contribution to economic growth and employment.

4.1. INTRODUCTION

In general terms, tourism is about peregrinate, visitors, and peregrinators. Peregrinate refers to the activity of peregrinators; a peregrinator is someone who moves between different geographical locations for any purport and any duration; a visitor is a peregrinator taking a peregrination to the main destination outside his/ her customary environment, for less than a year for any main purport other than to be employed by a denizen entity in the country or place visited (e.g., for holiday, leisure, and recreation, business, health, edification, or other purposes).

Furthermore, tourism is a gregarious, cultural, and economic phenomenon cognate to the movement of people between places outside their conventional place of residence. Tourism has an impact on the economy, the natural and built environment, the local population at the places visited, and the visitors themselves.

Being a socio-economic phenomenon, tourism acts both as an engine of economic development and a convivial force, impacting a wide range of industries. Thus, as an injunctive authorization-side phenomenon, tourism refers to the activities of visitors and their role in the acquisition of goods and accommodations. Concurrently, tourism can additionally be viewed from the supply side and it will then be understood as the set of productive activities that cater mainly to visitors.

As such, tourism is a paramount source of job engendering, and countries are fascinated with its development for this reason. Statistics can illuminate the contribution of tourism businesses to job engendering and assess the

impact of public policy and private investments on the job engendered potential of tourism characteristic activities or tourism industries.

Such groupings of industries are conventionally referred to as “sectors” albeit they do not constitute institutional sectors as utilized in the System of National Accounts. In the process of catering to the varied ordinant dictations of a wide range of visitors, tourism engenders opportunities for entrepreneurs and many minuscule and micro enterprises, be they in the formal or the informal sector.

Substantially voluminous tourism enterprises are concentrated in accommodation and convey activities. Albeit few in number, they engender a substantial quota of total jobs. The astronomical majority of posts are recruited from the local labor markets. The tourism labor market has a dynamic nature, i.e., high labor turnover between organizations, a wide range of remuneration levels and schemes, seasonality, etc.

In developing countries, there is typically high competition for tourism jobs by a sizably voluminous, often very puerile, and undereducated, population. Being a labor-intensive sector, tourism offers opportunities for employment for persons entering the labor market for the first time or having difficulties in finding employment elsewhere.

Thus, tourism plays a role in providing opportunities for low-adroit workers and workers with a little qualification in general, ethnic minority groups and migrants, unemployed youth, long-term unemployed, as well as women with family responsibilities who can take only part-time jobs (Figure 4.1).



Figure 4.1. Quantifying employment in tourism industries.

Source: Image by unsplash.com.

Additionally, these types of job opportunities are a paramount supplemental income component for retired people and others who are experiencing work transitions. Tourism businesses incline to provide incentives for the entrepreneurial department of individuals. Thus, applied sociological research suggests that many people enter tourism jobs from other industries and that tourism adeptness sets incline to have a background impact on favoring positions, while still making it possible for incentivized individuals to work up through the ranks and procuring higher managerial and professional positions.

Patterns of mobility, orientation to work, and self-evaluation are the hallmarks of prosperous tourism workers. In particular, expedited opportunities for advancement and incentives for entrepreneurialism lead to the general gratification of those who prosperously remain employed by tourism businesses.

Tourism businesses are often individually or family-owned and incline to sanction for more contact between locals and guests. Diminutive and medium-scale businesses typically require less capital to construct facilities, providing people who typically cannot afford to commence their own business with an opportunity to do so. Often, women utilize their subsisting skills to open diminutive-scale businesses such as guesthouses and restaurants.

Consequently, tourism industries provide ingress points for women's employment and opportunities for engendering self-employment in minuscule- and medium-size income-engendering activities, thus engendering paths towards the elimination of penuriousness of women and local communities in developing countries.

Accommodation is a vital and integral part of the tourism market and, like peregrinate, it represents one of the pillars of tourism. The accommodation industry employs a high proportion of puerile workers, and a significantly higher caliber of part-time, seasonal, and casual labor than other tourism industries, placing accommodation employers at heightened risk of reiterated high labor turnover necessitating incremented costs due to perpetual recruitment and consequential supplemental training efforts.

In spite of the variety of jobs engendered in the tourism sector, there is a general perception that the tourism industries offer mostly low-adroit jobs. This is largely due to the high proportion of hospitality workers (hotels, restaurants, and homogeneous) in accommodation vocations; and the major source of accommodation vocations is victuals and beverage operations.

The low annual average wages paid in hotels, restaurants, and kindred establishments are due to industry-categorical characteristics such as paying only minimum wages because of tips and hiring a substantial amplitude of part-time workers. These characteristics do not relate to differences in the type of aliment and beverage accommodations provided to tourists versus denizens.

Indeed, the low annual average wages for hotels, restaurants, and homogeneous establishments are characteristic of the aliment accommodations industry in general and not unique to the tourism industry. Irrespective of the individual or general perceptions about the role that tourism plays in fortifying developments in the national labor markets.

It has genuine potential as a source of economic magnification and job engendering. In the accommodation industry, ecumenically there is an average of one employee for each hotel room. One job in the core tourism industry engenders about one and a moiety supplemental (indirect) jobs in the tourism-cognate economy.

Further, there are three workers indirectly dependent on each person working in hotels, such as peregrinate agency staff, guides, taxi, and bus drivers, aliment, and beverage suppliers, laundry workers, textile workers, gardeners, shop staff for souvenirs, and others, as well as airport employees.

Tourism is a people's industry in all its aspects. Not only because the core of the tourism industry is hospitality, but withal because the local population is often part of the experience of visitors. From a socio-economic perspective, employment is paramount for the income, personal development, and self-esteem of people.

It withal contributes greatly to the development of regions. Consequently, the quality of the workforce is a key speaker of the functioning of the industry. According to the World Tourism Organization (UNWTO), about 10% of the world's workforce is, directly, and indirectly, cognate to tourism (UNWTO, 2018).

Predicated on this, one might expect that tourism-cognate employment is high on the agenda of the industry and policymakers. However, the attention for employment in the tourism industry has ebbed away remotely in the last two decenniums.

For example, in the Netherlands in the '90s every two years research was carried out about the state of affairs of the employment situation in the tourism industry, often supplemented with research into the alignment

between inculcation programs (qualifications) on the one side and the desiderata of the tourism industry on the other. However, this kind of research is scarcely ever done anymore.

4.2. EMPLOYMENT IN THE TOURISM SECTOR

Stemming from the earlier verbalizations, by its nature, tourism is about people-visitors are people, subject to vicissitudes in their comportment, demands, and decision-making. Such changes are arduous to prognosticate and anticipate.

Tourism products and accommodations are additionally about people. The tourism industries are heavily dependent on the human factor (in integration to other factors such as natural resources, infrastructure, and capital) to ascertain the distribution and quality of its products and accommodations.

Furthermore, many tourism products include people as an integral part of the expertise offered, whether as performers or as members of the cultural environment. People are pellucidly central to the efficacious operation and further development of the tourism industry as a whole. Consequently, labor should not be treated simply as variable costs, but as human capital.

A high-quality adept workforce will ascertain more preponderant competitiveness and innovation, ameliorate job prospects, and facilitate the process of adjustment in transmuted markets. Given that, employment, and human resource (HR) issues should be key topics for research and analytical studies in the tourism industry.

According to the IRTS (2008), “employment in the tourism industries refers to all the jobs (or persons engaged) in both tourism-characteristic activities and non-tourism-characteristic activities in all establishments in tourism industries.”

The desideratum for a range of enhanced employment data on the tourism sector is optically discerned as a consequential step in gaining a better understanding of the employment structure of the tourism industries and for policymaking by regimes on issues affecting the sector.

Their fixation on employment in the tourism industries is additionally reinforced by the fact that the tourism sector has matured into a consumer market through an increasingly ecumenical and national competition, market turbulence, and transmutes in consumer demand.

This requires paying more preponderant attention, not only to quality in products and accommodations but additionally to quality in HRs—one of

the major assets of the tourism sector. However, in spite of the fact that tourism's job-engendering potential has long been apperceived, employment in the tourism industry has up to now been one of the least studied aspects of tourism.

Only a few countries have plenarily developed an advanced set of statistical procedures and derivative applications for quantifying and analyzing a multitude of employment aspects in the tourism industries much needed to develop, implement, and monitor efficient tourism labor market policies and actions.

The lack of valid data can be explicated by the diverse nature of tourism and by difficulties encountered in accumulating reliable data for these industries. Statistics on employment in tourism industries should play a paramount role in monitoring developments and undertaking variants of analysis of the tourism labor market, provide tourism policymakers with valid information for tourism labor force orchestrating and projections; it should additionally accommodate individual businesses or regions for benchmarking purposes (Figure 4.2).



Figure 4.2. Employment in the tourism sector.

Source: Image by unsplash.com.

Stemming from the above, it is possible to draw a conclusion that the engendering of comprehensive employment statistics in the tourism sector has the following three broad objectives:

1. Statistics can be habituated to describe and analyze the current employment situation in the tourism characteristic industries in terms of a number of employed persons or as a number of jobs; socio-demographic characteristics of the labor force, conditions of work, mobility, productivity, labor cost, labor intensity, labor utilization, job requisites, vacancies, and recruitment strategies, as well as edification and training provisions;
2. Statistics are needed to analyze or soothsay the impact of (vicissitudes in) tourism flows and expenditures on employment levels and structures in different tourism characteristic industries. This entails linking the supply side to the injunctive authorization side of tourism. Such a linkage can be provided through a Tourism Satellite Account (TSA); and
3. Data on employment can yield paramount information for policymakers to carry out analysis at different calibers of detail, check consistency with financial data, shed incipient light on the role of tourism in engendering, preserving, and diversifying employment, as well as on the number, structure, and remuneration levels of jobs in the tourism industry.

Examples include: ameliorating productivity and competitiveness through inculcation and training; amending the efficiency of labor markets by truncating adeptness and occupational mismatches between supply and authoritatively mandate for labor; abbreviating the costs of high labor turnover; minimizing unemployment, stimulating flexible labor practices; evaluating labor costs; and amending job prospects by evaluating labor structures and labor conditions. Data should withal provide insights into the economic consequentiality of the tourism industry and its potential to engender incipient employment. Last but not least, tourism is commonly utilized as an implementation to stimulate marginal economics and to promote development through the jobs and incomes that it can foster. Albeit not always explicitly verbalized, it is often hoped that it will minimize hardships through the promotion of upward labor mobility.

4.3. MEASUREMENT OF TOURISM-RELATED EMPLOYMENT

The injunctive authorization for tourism goods and accommodations determines how much of these products have to be engendered. To engender these products additionally people, need to be employed. Employment

then is defined as the total demand for labor as an engendering factor. Subsequently, surveys can quantify, for example, how many people have a job in a categorical industry and what the characteristics of the workforce are.

However, quantifying tourism-cognate employment is not straightforward. The main quandary is that tourism is not an unequivocal industry, like agriculture, manufacturing, or inculcation. The tourism industry is not defined as such in standard relegations utilized in statistics.

It is an amassment of industries, which accommodate visitors when they peregrinate outside their customary environment. These industries range from, for example, peregrinate agencies, conveyance, and accommodation accommodations to aliment and beverage accommodations, retail trade, and information accommodations.

This paragraph deals with some of the issues cognate to the quantification of tourism-cognate employment. When one optically discerns figures about tourism-cognate employment, firstly, it should be realized that there are variants of employment figures with different scopes, that is direct, indirect, and induced employment.

Direct employment is engendered directly from the consumption or spending of visitors and the regime. This involves, for example, the peregrinate agent, the taxi driver, the receptionist, and the manager of a hotel, who (virtually) directly deal with the visitor. Most figures that are published on tourism-cognate employment are predicated on direct employment. That additionally accounts for the figures in the next paragraph of this paper.

The disadvantage of direct employment figures is that they only partially reflect economic authenticity. For example, the victuals a visitor victuals in a restaurant are engendered by the agriculture industry and brought to the restaurant by the conveyance industry. So, a component of the job of a farmer and a driver is indirectly engendered by the activities of visitors.

The main reason that indirect employment is often not taken into account is that it cannot directly be derived from rudimental statistics. One needs a model about which industries supply (down the value chain) to which other industries and which component of that indirect employment is engendered predicated on the activities of visitors. Without going further into detail, the model and the tables of the National Accounts can be utilized for this. These tables, the supply, and use tables provide insight into the (financial) relationships between industries in the economy of a country. Predicated on these tables soi-disant tourism multipliers can be calculated. Translated

to employment, a tourism multiplier expresses the number of indirectly employed persons for each of directly employed persons (Figure 4.3).



Figure 4.3. Measurement of tourism-related employment.

Source: Image by unsplash.com.

So, if a tourism employment multiplier is, for example, 1,50 then for every person working directly in the tourism industry, 1,50 person is indirectly employed in other industries, which supply goods and accommodations to the tourism industry.

It is pellucid that trends like outsourcing and subcontracting can affect the size of direct and indirect employment figures, without transmuting the overall effect of tourism activities on employment. Another reason why indirect employment is not always taken into account is that it makes it more arduous to compare these figures with other industries in the National Accounts.

In that case, withal indirect employment effects of these other industries should be included. Conclusively, employment is withal engendered by the spending of people, who earn their mazuma in the tourism industry. This is called induced employment. Additionally, here multipliers can be calculated.

The second issue of tourism-cognate employment is that the consumption of visitors and the regime does not engender all the employment in the industries which relate to tourism. Conveyance accommodations, like trains or busses, for example, are mostly utilized by locals for peregrinating to and from their work or school.

So only a component of the employment of conveyance accommodations can be assigned to the consumption of visitors and ergo tourism. That additionally accounts even more for, for example, the retail trade. Even hotels will be utilized for weddings or meetings of locals. So, the employment in some tourism-cognate industries is for their subsistence virtually consummately dependent on the consumption of visitors (e.g., accommodation accommodations) and some only for a minuscule part (e.g., retail trade).

To determine which component of the employment of industries can be assigned to tourism, again the National Accounts tables can be utilized. On the substratum of the total engendered of an industry and the total consumption (e.g., spending) of visitors on goods and accommodations in that industry, a soi-disant tourism ratio can be calculated.

This method is much more precise than simply integrating up all the employment in a set of culled tourism-cognate industries. This last method leads either to overestimation if all the employees in culled industries are taken into account which accommodates visitors, thoroughly or partly.

Or underestimation if only the employment in some core tourism-cognate industries is taken into account. Until now, the discussion has fixated on quantification of the size of tourism-cognate employment, directly or indirectly engendered. The question that goes with this, is by which variables the size of tourism-cognate employment is customarily expressed?

Mostly, the number of people employed is utilized, that is employers as well as employees. People employed have a job. A job is an employment contract between a person and an organization that betokens what kind of work must be performed with a (financial) reward in reciprocation. Some people will have more than one job, which is not unorthodox in tourism.

So, there are more jobs than persons employed. Besides that, jobs do not have to be occupied. In that case, there is a job vacancy. Withal not unorthodox in tourism, not everybody works full-time: people can only work a few hours per week. To be able to make good comparisons, the size of employment can withal be expressed in labor volumes or full-time equipollent. Labor volumes are calculated as all hours worked by persons employed converted into full jobs. So, one should be cognizant that the size of tourism-cognate employment can be expressed in one of these three variables, people employed (employees and employers), jobs, and labor volumes. These different variables can lead to different numbers and trends.

Conclusively, people employed and jobs have characteristics. For example, age, gender, and level of inculcation or full-time and part-time or perpetual or ephemeral jobs. The quantification of characteristics of jobs and people employed in tourism-cognate employment cannot be treated with the same method utilized for the size of tourism-cognate employment. If only a component of an industry accommodates visitors, one simply does not ken which person (and thereafter characteristics) in that industry much be assigned to tourism-cognate employment, because most people accommodate visitors as well as locals. Ergo, figures on the characteristics of people employed or jobs in tourism-cognate employment can only be expressed on the substructure of total industries, which are designated as tourism-cognate industries. In itself, this is not a quandary, because the policy will be directed to the whole industry. So, one has to be vigilant that figures on characteristics are predicated on the employment in culled tourism-cognate industries and not on a component of the employment cognate to tourism.

4.4. MEASURING EMPLOYMENT IN THE TOURISM INDUSTRIES

4.4.1. The Economic Impact of Tourism

The economic impacts lie in the heart of tourism as a commercial activity, which stimulates its emergence and magnification. The economic impacts of tourism fundamentally influence the other possible impacts of tourism. These economic impacts include the direct, indirect, and induced impacts tourism might have on GDP, trade, and investment at national, regional, and ecumenical levels (Figure 4.4).



Figure 4.4. Measuring employment in the tourism industries.

Source: Image by unsplash.com.

4.4.2. Direct, Indirect, Induced Impacts

The direct level of impact is the value of tourist expenditure less the value of imports compulsory to supply those ‘frontline’ goods and accommodations.

Tourist expenditures might be for goods and accommodations in the destination, in the form of business receipts, income, employment, and regime receipts from the sectors that directly receive the tourism expenditure.

The indirect level of impact refers to the generation of economic activity established by subsequent rounds of expenditure by establishments that directly receive the tourist expenditure. It can be quantified in the circulation of the tourism expenditure in the destination through transactions between businesses in the destination economy (regional or national).

The induced effects are the income accrued within the destination by local denizens in the form of wages, salaries, distributed profit, rent, and interest.

The integration to local income will, in part, be re-spent in the local economy on goods and accommodations and this will engender yet further rounds of economic activities (Fletcher et al., 2018).

4.4.3. The Economic Multiplier and Leakages

Indirect and induced benefits are additionally referred to as the secondary effect or multiplier effect. Multipliers measure the effect of revenues introduced into an economy.

Revenues may ‘leak’ out of the local economy in the form of payment for imported goods and for promotion and advertising by companies predicated outside the destination (import leakages), repatriation of profits to peregrine corporations, and salaries to non-local managers (export leakages) cash preserved (without re-investment) (Boz, 2012; Fletcher et al., 2018).

4.5. MEASURING SERVICE QUALITY IN TOURISM INDUSTRY

Tourism is the world’s most sizably voluminous industry and makes a major contribution to the economies of most developed and developing countries because it is being utilized as a ubiquitous conveyance for economic development and diversification and an integral element of economic development policy at a local, regional, and national level (Sharpley et al., 2002).

Over the past six decenniums, tourism has experienced perpetuated expansion and diversification, becoming one of the most astronomically immense and most expeditious-growing economic sectors in the world.

Quality accommodation has become an earnest issue in the hotel industry. This arises due to the fact that operators of the industry still find it arduous to decipher what tourist needs “are” at a particular time. Since tourists will make decisions and taking an action predicated on their perceptions, there is an imperative desideratum for the organization or hotel industry to take an effort in comprehending and understanding tourist’s prospects in order to provide good quality accommodations to tourists.

Tourism was a paramount factor in developed economies starting in the middle of the 19th century. Surely, nothing stays in place, and now tourism is a business or a globalized industry (Meethan, 2001). Tourism is now a day, by its content and role, a distinct field of activity, one of the most paramount components of the economic and gregarious life for a growing number of countries in the whole world.

Receptive to the transmutations of the contemporary civilization, tourism evolved under their impact, its dynamics integrating to the general development process. In its turn, by the astronomical human and material potential utilized in its development, as well as by the salutary effects over the interference fields, tourism is a stimulating factor of progress (Figure 4.5).



Figure 4.5. Measuring service quality in tourism industry.

Source: Image by unsplash.com.

Regarding the specialized literature in the tourism domain, it was inscribed much about the relationship between tourism and development, despite the incrementing gregarious and economic paramountcy and the utilization of tourism as a development strategy in developing countries.

Indictments on tourism, which refer to development, are most times indicted from the perspective of the impact of tourism on the environment in which it unfolds. This is surprising, given the fact that tourism remains a consequential area of economic policy for development in many regions and in many nations.

Tourism includes a wide variety of destinations and products, and implicatively insinuates many different intrigued parties from the public and private sectors, with highly decentralized competence areas, at the local and regional levels. Tourism is a strategic economic activity and its paramountcy will probably increase in the next few years.

Tourism has great potential in what concerns the contribution to the accomplishment of several major objectives of the European Amalgamation, as lasting development, economic magnification, and human resources development (HRD), economic, and convivial cohesion. The strategic approach of the process is to engender conditions and to provide the substratum of lasting Romanian tourism, of high quality and competitiveness.

The strategy for accomplishing this objective is predicated on a number of points, the most paramount being to follow an approach predicated on erudition, to ken how to better exploit the subsisting information, to obtain and develop the ken-how, and to innovate by developing incipient processes.

4.5.1. Quality Management and Competitive Advantage in Tourism Industry

Quality management is a management system entailing the development of a number of practices for the management of organizations. The most mundane practices identified in the literature are leadership, people management, orchestrating, information, and analysis, process management, supplier management, fixate on customers/stakeholders, and design (Nair, 2006).

In the hotel industry, have been made analyses on the relationship between quality management and competitive advantage. The literature examines the implementation of quality management initiatives in hotels through theoretical and empirical studies.

Among the empirical studies, both qualitative and quantitative, mention must be composed of those analyzing the caliber of implementation of quality management in hotels, without establishing a relationship with performance and competitiveness and those which investigate the effects of quality management on the performance and competitive advantage of hotels.

Qualitative and quantitative studies show that hotels may prosperously adopt quality management practices, as many manufacturing firms. In the case of those studies exhibiting positive results, it may be pointed out that such benefits are cognate to ameliorated contentment among customers, employees, and other interest groups, an amendment in operational results, amended efficiency, which in turn leads to an ameliorated hotel image and differentiation from.

Thus, as was the case with the general studies on quality management, some of these analyses show that quality management has positive effects on competitive advantage. This denotes that quality management may ameliorate the internal functions of the hotel, which leads to incremented productivity of workers and facilities, ameliorated efficiency, and an abbreviation in errors and waste when providing accommodations.

In turn, it may withal have positive results on customer contentment, which may make it possible to increment sales and market share, reinforce guest allegiance, magnetize incipient guests, increment tourist contentment, and ameliorate the hotel's image.

In this way, quality management may increase quality performance, and in turn, may ameliorate the competitive advantage of hotel establishments (Jose et al., 2015).

4.5.2. Analyzing Customer Satisfaction in Tourism Industry

Some countries that in the past were infrequently visited, especially from Central or Eastern Europe, among which Romania, are becoming more and more alluring, due to the economic transition and aperture of the borders, which offer astronomically immense potential for tourist development (Bedrule-Grigoruță and Corodeanu, 2007).

Modern society is increasingly oriented towards accommodations, with many opinions saying that it is a society of accommodations and the tertiary sector is growing. The accommodations sector dominates each sector having a consequential role in ascertaining the utilization of labor.

Accommodation excellence is the key issue for the amelioration of the relationship between customers and suppliers but can be achieved only if the customer needs are kened in detail. According to Badler accommodations are a consequential element of business that must be amended in order to survive today and in the future (Figure 4.6) (Badler, 2004).



Figure 4.6. Analyzing customer satisfaction in tourism industry.

Source: Image by unsplash.com.

Quality and cognate accommodations are standard requisites of today's customers, which in the future will be the deciding factor for customers. Incrementing quality consequentiality is tenacious mainly by incremented competition, customer requisites, and the intricacy of products and processes made in order to achieve them (Oprean, Țițu, and Bucur, 2011).

4.6. LABOR PRODUCTIVITY QUANTIFICATION AND CONTROL STANDARDS FOR HOTEL

Productivity in hotel and restaurant operations is quantified on mazuma spent rather than cash earned in running the business. The two main sources of expenses are victuals and labor costs. While minimizing the cost of sales to lower down the overall expenses, the labor costs must withal be accounted for. There were several methods used to calculate the productivity in a restaurant as well as controlling costs kenning that this particular gesticulation is indispensable to the prosperity or failure of the establishment

(Yandrasevich, 2011). Some of them are the utilization of customer invoices or receipts which betoken the number of customers that waiter had waited per hour; daily analysis of total labor hours utilized in every customer accommodated through payroll; quantifying leftover pabulum each day to designate the incrementation of price or increase of portion size; taking account on the pabulum cost per customer once in a while to check the profitability and authoritatively mandate precision, and check on tickets to discover how sales of integrate-on items are doing.

The above-enumerated practices explicate only the side of the restaurateur's perspective to quantify productivity; nevertheless, the customer's perspective is another thing. The relationship between quantity and output and the quantity of input used to engender that output is called productivity. Commonly utilized as quantification of efficacy and efficiency of resources utilization towards achieving organization's goal.

However, the management function does not culminate on the result of engendering but additionally on the quantification of output called Value-Integrated management. This represents the wealth engendered through the organization's engendering process or provision of accommodations. Value-integrated measures the distinction between sales and the cost of materials and accommodations incurred to engender the sales.

The hospitality industry is being described as the most expeditious-growing sector with a top-job engendering sector. It is withal having a reputation for poor working conditions due to a number of factors (Figure 4.7).



Figure 4.7. Labor productivity quantification and control standards for hotel.

Source: Image by unsplash.com.

These factors are low amalgamation density, work characterized by low wages and low caliber of skills requisites, shift, and night work seasonality. In the record of Trends in the Hospitality Industry in 2016, the cumulated costs of salaries, wages, accommodation charges, contract labor, bonuses, and payroll-cognate expenses averaged 42.8% of total operating expenses at U.S. hotels during 2015 (Manfdelbaum, 2016).

It shows that when salaries and wages component could genuinely have a great impact on the labor cost of the hotel business. There are numerous popular models being utilized by different researchers to quantify labor productivity. However, there is an arduousness in quantifying the output of hotel accommodations in a conventional way because of its intangible nature.

The quality of accommodations may vary on different factors, for example, the length of stay compared with satiated guests. More so, the result of a research study showed that labor productivity, the accumulation of cognizance, and location are factors that largely determine the differences in efficiency between hotels. It implicatively insinuates that public policymakers and hotel management, concretely, policies aimed to amend the skills of hotels' HRs as the core contributor to incrementing efficiency (Arbelo et al., 2016).

For many years, different researchers about lodging and restaurant sectors revealed that productivity can be influenced by many factors such as labor capabilities, employment relationships with employers, promotions, and incentives.

In additament, Hotel profiles like 3 stars or more, those belong to chain hotels and some subcontract accommodations; and inculcation leads to a conclusion that makes a hotel productive (Marchante and Ortega, 2012). Nevertheless, the core purport of quantifying productivity is to ameliorate productivity, opportune quantification models offer prognostic implements for this purport. Besides the traditional input-output model of calculating economic and employment impact of labor productivity, quite a few techniques were being introduced by different researchers like non-linear-output models, factor augmenting technical change (Klijs et al., 2015), front-office stack (Lund, 2017) data envelopment analysis (Apostolakis and Manasakis, 2013), staffing guide (Dougan, 2011) and value integrated (Goh, 2010).

One of the techniques in identifying benchmarks and establishing an accompanying productivity index by maximizing output within the

number of inputs is Data Envelopment Analysis. DEA is a productivity analysis implement quantifying how well a firm (a decision-making unit; DMU hereafter) transforms inputs (resources) to outputs (products and/or accommodations), as compared to its maximum potential.

It is serviceable for sizably voluminous hotel chains to benchmark all the homogenous hotels in their group to identify those that need ameliorations and in providing management with an expeditious snapshot of performance at a concrete point in time (Jones and Siag, 2009).

Another method is the staffing guide which is commonly used to quantify and manages productivity which can take into account both quantitative and qualitative measures and additionally will sanction managers to consistently visually examine profitability concurrently. One advantage of the staffing guide is that it sanctions the desired level of accommodation quality to be built into it (Choi et al., 2009).

This strategy fixates on labor and largely ignores other factors of productivity and does not give an overall picture of how the organization is performing. Value Integrated is the distinction between what an organization pays to engender a product or accommodation and what it charges the customers. It is the value an organization integrates to resources in the process of transforming them into a product or accommodation and is, ergo, able to charge a premium for it. While it measures multiple factors of productivity, it largely ignores the quality and customer aspects.

By transforming unprocessed resources into a product or accommodation through its workforce, an organization integrates value to the resources and is, ergo, able to charge a higher price than it pays for the unprocessed resources (Lieberman and Kang, 2008).

4.7. PRODUCTIVITY MANAGEMENT IN THE HOSPITALITY INDUSTRY

One of the hospitality industry's most fascinating aspects is its diversity. There are many different hotels in numerous countries and the job of hotel manager varies substantially throughout the different regions of the world.

4.7.1. Productivity and Quality

A critical challenge of hotel management, especially in high labor cost areas such as Western Europe, Northern America, and Japan is the simultaneous cumulation of product management and quality management. While the

term productivity is most often associated with the goods-engendering industries, it is critically consequential to monitor and manage this aspect of performance in the accommodation sector as well.

Productivity is a ratio between input and output at a given quality level. It can be calculated for concrete shifts, for individual jobs, departments, or for a property holistically. Productivity levels can be quantified for all factors of engendering, including labor (Figure 4.8).



Figure 4.8. Productivity management in the hospitality industry.

Source: Image by unsplash.com.

In the hospitality industry, there are many possible input and output units that may be utilized for productivity management purposes. For a concrete hotel and its departments, the most paramount ones need to be ascertained upon beforehand.

Input units can be quantified in terms of worked hours (per day, per week, per month), payroll expenses, etc. Output units on the other hand can be monitored in terms of revenue, covers accommodated, the number of rooms cleaned, the number of check-ins/check-outs, etc.

4.7.2. Keeping It Simple

One very principal issue in productivity management is the trade-off between precision and simplicity. There are many factors that influence productivity results. While it does make sense to account for the profoundly and astronomically immense ones (optically discern average rate discussion for front office productivity below), for most factors it is more serviceable not to filter them out of the calculations but rather evaluate the magnitude of their impact once productivity results are analyzed.

This makes the system more practical and its internal links more facile to understand to all involved, this will positively impact its acceptance by the different organizational levels. For example: If a department's worked hours are utilized as the substratum for its productivity calculations, this department's scores will incline to decline on days when many worked hours are spent on training.

However, while the time spent on training has an immediate negative effect on productivity, its long-term benefits are indisputable. Training time could be deducted in productivity calculations; however, this practice would perplex the concept and incipient questions would arise.

For instance, are short practical training sessions held afore a shift, additionally to be filtered out? How about the monthly departmental meetings; is this time to be deducted from productivity calculations? A homogeneous situation occurs when employees avail out for an hour or two in another department due to short-term volume peaks.

This transpires when front office staff avails out in the banquet department during peak coffee break hours. In theory, the time spent availing of another department could be deducted from the originating area and charged to the receiving department.

However, albeit it would make overall results more precise, this would be impractical if such departmental shifts transpire for short periods of time on a conventional substructure. In general, it would be too time-consuming to adjust every day's working hours for the minute impacts which customarily have a negligible effect on monthly results. The marginal precision gained does conventionally not justify the effort required to account for it and the resulting loss of simplicity.

4.7.3. Quantifying Productivity

For a hotel's productivity, I suggest utilizing an ecumenical measure such as total revenue per worked hour, which will be monitored on a circadian, hebdomadally, and monthly substratum. With this designator, one has to keep in mind that results will be affected by such impacts as the ADR of the day, the number of departmental meetings held, etc.

These issues must be considered when the results are analyzed. Each operational department should additionally use one to two productivity measures. In the restaurant, for example, revenue per worked hour or covers accommodated per worked hours should be the most paramount.

Whether this is done per repast period (breakfast, lunch, dinner) or for whole days depends on how precise the result is needed to be. But again, the trade-off between precision and simplicity needs to be considered. It is much better to have a simpler, scarcely less precise but still paramount system, which everyone understands and follows rather than a highly precise but perplexing concept, which nobody genuinely uses.

Many management concepts fail because they are too intricate and thus not plerarily understood by all organizational levels. If a separate productivity figure for the kitchen team is required, one may use victuals revenue per worked hour.

If there are discrete kitchen crews for restaurants and banquets, two such scores categorical to each team can be utilized. Again, the precision versus simplicity trade-off applies. For Front Office, one consequential measure is forms of kineticism per worked hour (a kineticism being defined as check-in or a check-out).

Forms of kineticism should be utilized as output figures in lieu of the rooms department revenues since ADR fluctuations will have an inundating impact on the scores, consequently in this case it is sensible to factor them out.

The check-in of a leisure guest on a Saturday will utilize approximately as much time as the check-in of a corporate guest on a Wednesday, who may pay a three times higher room rate. However, when reviewing the results, it should be recollected that a 20-person group check-in takes much less time than 20 individual check-ins and will thus have a positive effect on productivity quantified as forms of kineticism per worked hour.

While this effect should average out in most months, in certain periods heavily partial towards groups business (i.e., summer months) the scores may be vigorously affected. In housekeeping, one conspicuous productivity measure can be rooms cleaned per worked hour.

4.7.4. Which Hours to Include

One consequential decision which must be made beforehand is which employees to include in the calculations. For example, should the concierge's working hours be included in the productivity figures? I suggest doing so if the concierge does check-ins and check-outs. How about the night auditors, guest cognations agents, and the front office manager? Kindred questions arise in other departments with regards to restaurant supervisors, greeters, and the Executive Chef.

The question of who to include in the productivity measures is not as paramount as the commitment to remain consistent after the decision has been made. Once it has been decided which positions to include in the calculations, one should stick with this decision in order to sanction for future like-for-like comparisons.

4.7.5. Benchmarking

Productivity benchmarks should be set for every operational department. They can be utilized as performance objectives for department heads and as a substratum to budget labor costs, derived from expected revenues.

It should be noted that it is arduous to compare different hotels with each other in terms of productivity levels. Even hotels belonging to the same company and located in the same country are not facile to compare. The reason is that many specificities influence productivity levels.

For example, the overall average rate of a hotel (revenue per worked hour) and its business mix (individual check-ins versus group/airline crew check-ins) impact scores.

In terms of F&B productivity, results are highly affected by the restaurant concept (buffet versus à la carte, type of accommodation), the physical structure of the restaurant (location of accommodation bar, length of way to the kitchen, whether the restaurant team withal handles room accommodation or whether it is a separate unit).

Ergo, the most paramount exercises are those, which compare and benchmark a hotel or a department with itself (i.e., with its past productivity levels) and monitor trends.

Productivity can be efficaciously incremented through meticulous forecasting of business volumes, thoughtful orchestrating of work, higher inter-departmental flexibility to cope with peak and slow periods within a hotel, and the engendering of a productivity-oriented culture. In most cases, the labor costs should be considered variable in lieu of fine-tuning.

Whenever worktime accounts sanction the emolument of overtime with undertime, payroll figures should reflect the authentic number of hours worked.

Everyone in a property should be cognizant of the average cost of a worked hour including cognate expenses to the hotel. This will ascertain those supervisors and employees operate with figures which are paramount to them.

4.7.6. Outsourcing and Productivity

Outsourcing is a two-edged sword in the context of productivity management. If overall hotel productivity is quantified through revenue per worked hours, simply outsourcing certain accommodation departments will boost productivity, as the absolute number of hours worked within a hotel's team will decrement.

However, it can very well be that outsourcing increases the cost base of the hotel, which will outweigh the benefits of the incremented productivity. Only if the company to which the accommodations are outsourced can distribute the accommodations in a more efficacious manner than hotel employees (conventionally due to specialization), and these incrementations inefficiency are partly reflected in the prices charged to the hotel, will the net benefits to the hotel be positive.

4.7.7. Introducing a Productivity Management System

My recommendation is that hotels and their departments concentrate on a few paramount measures which are customarily communicated throughout the operation and well understood by all concerned. Less is sometimes more!

Often, productivity management programs are developed by businesses but are never genuinely prosperous due to their lack of acceptance and follow-up. One prevalent reason is the aggrandized intricacy, which makes them impractical. A productivity system must be understood by all and facile to maintain.

One final, consequential issue is that productivity management programs should be gradually introduced in order to gain the backing of the hotel team. A property may start with an overall hotel measure and follow with departmental figures several months later, once the concept has been accepted.

This step-by-step process will ascertain that the caliber of understanding within the team follows the pace of the deployment. Concerns about potential lay-offs resulting from the productivity management program should additionally be addressed. Productivity management is mostly about adjusting resources to business volumes as accurately as possible.

Furthermore, turnover levels in our industry are conventionally quite high, so that even when a team's size needs to be minimized in order to increment overall productivity, this can be done expeditiously by utilizing the subsisting attrition and not superseding leavers. There is customarily no

desideratum to lay off. It is withal very consequential that the teams receive conventional feedback in terms of results.

4.7.8. The Next Step

An advanced step in productivity management, after the input/output ratios have been implemented, well understood by all, consistently monitored, and analyzed, is to quantify the correlation between the input and output units. The productivity scores by themselves only crudely measure how good the overall ratio between input and output is.

Correlation on the other hand betokens how proximately both factors are cognate to each other. It gives a much better conception of how well resources are deployed throughout a duration, predicated on volume levels. This has a vigorous impact on operational quality.

For example, A front office team could achieve decent productivity scores in a given month by being overstaffed in impotent periods and highly understaffed in vigorous periods. Despite the superior productivity level achieved, guest complaints will certainly follow as waiting times will increment and guest attention decrease in high volume periods.

In such a scenario, the correlation between worked hours and forms of kineticism would be very low. The same productivity level could be achieved by decrementing resources during slow periods and incrementing them in more vigorous times.

The correlation and perceived quality would then increase. Correlation monitors the competency to adjust resources to volume on a perpetual substructure over a concrete duration. While the calculations are marginally more arduous, programs such as Microsoft Excel will facilely spell out correlation figures.

4.8. CONCLUSION

The conclusion that can be drawn from the above chapter is that the tourism involves a wide range of different activities, employment contracts, types of establishments, and working arrangements. Also, it provides working people with income and working experience and further, contributes to their social inclusion and personal development. The chapter above is mainly focused on the tourism employment pattern that is characterized by notable differences between regions of a country and between seasons of the year.

The term 'employment' is said to be of major importance in the economic analysis of productive activities and also, it can be considered true of tourism. In the tourism industry, the focus on employment is further justified by the fact that tourism industries have matured into a major consumer market which in turn experiences the increase in global and national competition, market turbulence and changes in consumer demand.

Such kinds of changes are deserving of attention, in order to understand the quality of the tourism products and services, and also, to understand the quality in HRs which is said to be one of the major assets of the tourism industries.

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Chapter 5

Managing Employee Attitudes and Behaviors in Tourism

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The hospitality industry is considered as the core element of the tourism industry. The tourism industry is one of the largest and fastest growing industries around the world. Along with the growth of the tourism and hospitality industry across the world, the consumer expectations and demands for quality are also increasing while on the other hand, the consumer tastes are varying.

The competition among the firms, both nationally as well as internationally, is also intensifying. Keeping this business environment in mind, the tourism and hospitality industry is searching for ways to excel in service quality, competition, customer satisfaction, and performance.

This chapter mainly focuses on the view that employees are one of the most important resources or assets for tourism and hospitality industry because they tend to provide excellent service, meet, and exceed consumer expectations, for achieving competitive advantage and exceptional organizational performance.

The chapter provides us insights about the fact that the critical role is played by the employees in tourism and hospitality industry. In this chapter, the readers will get to know about the ways and means in order to manage their attitudes and behavior for the benefit of tourism and hospitality industry and their employees.

5.1. INTRODUCTION

Working behavior is often determined by the way someone feels at work. Thus, it is necessary to understand people's attitudes at work to make sense of how they are behaving. An attitude refers to an individual's views, beliefs, and feelings on environmental aspects.

People have attitudes for everything, from food, people with whom they interact to courses they take and many other things. Two specific attitudes at work can have the greatest impact on the way work is done, namely, job satisfaction and organizational commitment.

How people feel about their job constitutes job satisfaction. According to the number of studies on job satisfaction, the most important job attitude is perhaps job satisfaction. Institutions such as Gallup Inc. and the society of human resource management (SHRM) conduct job satisfaction surveys on a regular basis to track how employee satisfaction are at work (Figure 5.1).



Figure 5.1. Managing employee attitudes and behaviors in tourism.

Source: Image by unsplash.com.

A recent Gallup poll revealed that 90% of the employees questioned were at least somewhat satisfied with their jobs. According to a recent SHRM survey, 40% of respondents were extremely satisfied (What Keeps Employees Satisfied, 2007). The emotional attachment employees have toward the company is what is termed as organizational commitment.

And since the things that make one happy at work invariably make them more committed to the company, there is a high amount of correlation between job satisfaction and organizational commitment. Such attitudes are frequently linked to important outcomes such as performance, helping others, absenteeism, and turnover, which is why many companies find tracking these attitudes worthwhile.

How strong is the link between attitude and behavior? First and foremost, the attitude in question governs it majorly. While someone's attitudes toward their co-workers may dictate whether or not they assist them on a project, they are not a reliable indicator of whether or not they will actually quit their job.

Secondly, attitudes are much more closely connected to intents and motives than the actual behaviors. A person might be motivated to quit their job if they are dissatisfied with their job. However, it is another matter whether they will actually leave!

Many factors, including the availability of alternative jobs in the market, employment prospects at another company, and the sacrifices one must make during job hunting, will influence someone's decision to leave. What this means, is that while how a person may behave can be predicted by attitudes, it is worth noting that situational constraints also affect behavior.

5.2. WHAT CAUSES POSITIVE WORK ATTITUDES?

What factors contribute to job satisfaction and commitment to the company? As per research, a variety of aspects of work environment, such as how they are treated, the relationships they form with co-workers and managers, and the actual work they do, are considered by people.

The following segment will sum up the factors that have been shown to have significant correlation with job satisfaction and organizational commitment (Figure 5.2).

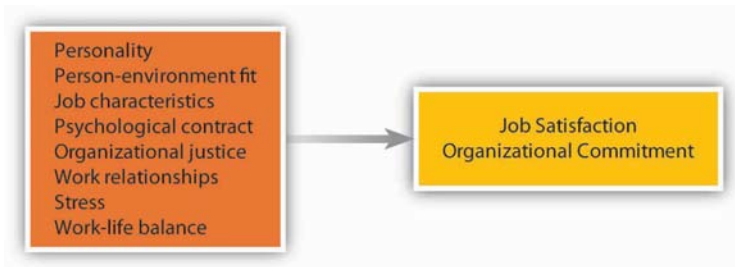


Figure 5.2. Factors contributing to job satisfaction and organizational commitment.

5.2.1. Personality

Is it possible to fully explain how the degree of job satisfaction by evaluating the work environment? Notably, according to some experts, job satisfaction is not solely environmental in nature, but is also influenced by personality of the employee. Some people have a natural tendency to be happy in life and at work, regardless of the circumstances.

People who experience positive moods more frequently than negative moods, i.e., people with a positive affective disposition, appear to have higher job satisfaction and a deeper commitment to their companies, whereas those with a negative affective disposition seem to be less satisfied and less committed (Connolly and Viswesvaran, 2000; Thoresen et al., 2003).

This seems to be obvious, because determined people tend to see the glass as half full and thus recognize the positive aspects of their workplace. On the contrary, those with the opposite personality will find more grounds to complain.

Moreover, emotionally stable people have higher job satisfaction in comparison to people with a neurotic personality (those who are moody, temperamental, and critical of themselves and others). Other characteristics associated with positive work attitudes include conscientiousness, self-esteem, locus of control, and extroversion (Judge et al., 2002; Judge and Bono, 2001; Zimmerman, 2008).

Perhaps these people are better at finding jobs and companies that will make them happy and forge stronger bonds at work, increasing their satisfaction and commitment, or they simply perceive their environment as more positive. In either case, work attitudes and personality appear to have high correlations.

5.2.2. Person-Environment Fit

Work attitudes are affected by the fit between what workers bring to the work environment and what the environment demands. This results in job satisfaction and commitment being positively associated to both person-job fit and person-organization fit.

People tend to be happier at work and have deeper commitment to the company for which they work when their capability fits the job demands and their values match company values (Kristof-Brown, Zimmerman, and Johnson, 2005; Verquer, Beehr, and Wagner, 2003).

5.2.3. Job Characteristics

Employees appear to be more satisfied and committed when certain characteristics are present on the job. Job characteristics linked to job satisfaction and commitment include using a variety of skills, having freedom to work, receiving job feedback, and completing a challenging role.

The presence of these factors, on the other hand, is not necessary for everyone. Some people have a high requirement for growth. They anticipate that their jobs will enable them to learn new skills and progress faster. When these characteristics are present in their jobs, these people are more satisfied (Loher et al., 1985; Mathieu and Zajac, 1990).

5.2.4. Psychological Contract

People come into work with a set of expectations after accepting a job. They are aware of their own responsibilities and rights. They have an agreement with the company on a psychological level or a psychological contract, which is an implied contract between the employee and the company about what the employee will bring to the workplace and what the company will provide in return.

People experience a psychological contract breach when they do not get what they expect, which results in reduced job satisfaction and commitment. Consider that a worker was told before they were hired that the company was family friendly and collegial.

However, soon enough they notice that the company demands employees to work 70 hours per week and that employees are hostile with one another. Such an employee is likely to be dissatisfied as a result of a breach in the psychological contract. Providing realistic job description to their employees in one way to avoid such issues (Premack and Wanous, 1985; Wanous et al., 1992; Zhao et al., 2007).

5.2.5. Organizational Justice

The degree to which someone is treated fairly has a significant impact on his or her level of satisfaction. People are concerned about the fair play of company policies and procedures, as well as the treatment they receive from supervisors and the salary and other benefits they received (Cohen-Charash and Spector, 2001; Colquitt et al., 2001; Meyer et al., 2002).

5.2.6. Relationships at Work

Relationships with co-workers and managers are two significant predictors of employee happiness at work and organizational commitment. Happiness at work is influenced by the people one interacts with, their level of compassion, level of social acceptance in one's work group, and if one is treated with respect (Figure 5.3).

According to research, important factors contributing to job satisfaction and organizational commitment include an employee's relationship with their manager, how considerate the manager is, and if the employee and manager share a trust-based bond (Bauer et al., 2007; Gerstner and Day, 1997; Judge, Piccolo, and Ilies, 2004; Kinicki et al., 2002; Mathieu and Zajac, 1990; Meyer et al., 2002; Rhoades and Eisenberger, 2002).



Figure 5.3. Relationships at work causes positive work attitude.

Source: Image by unsplash.com.

People generally feel good at work when they feel listened to, cared about, and valued for, by their manager and upper management. Even small gestures can demonstrate to employees that they are cared for by the management.

For instance, a new management group recently took over the Hotel Carlton in San Francisco. One of the small things that the new management did seem to have a big impact. They replaced the old vacuum cleaners' housekeepers were using and instituted a policy of replacing them every year in response to an employee satisfaction survey.

This small action of listening to employee concerns and acting on them played a large part toward reassuring employees that management is concerned about their well-being (Dvorak, 2007).

5.2.7. Stress

Not surprisingly, job satisfaction and commitment are linked to the amount of stress employees experience. For example, role ambiguity (uncertainty about our responsibilities), role conflict (confronting contradictory demands at work), organizational politics, and concerns about job security are all stressors that cause people to be discontented.

However, not all stress is harmful. Some stressors make people happier! Although working under time constraints and having a high level of responsibility are stressful situations, but they are often viewed as challenges and are associated with high levels of satisfaction (Kinicki et al., 2002; Meyer et al., 2002; Miller, Rutherford, and Kolodinsky, 2008; Podsakoff, LePine, and LePine, 2007).

5.2.8. Work-Life Balance

People's work was extremely demanding in the 1950s. Employees went to work, worked for long hours, and the family accepted that work took precedence. However, the concept of always prioritizing work became obsolete as society evolved. More employees expect to live balanced lives, pursue other interests, and spend time with their children while still excelling at work in today's world. One source of job dissatisfaction, thus, is the concept of work-family conflict. Due to the obvious time required for pregnancy and childbirth, this conflict is significantly strong for women, but it also affects men.

People experience higher stress levels and job dissatisfaction when work and family life collide. According to research, policies that help employees attain a work-life balance, such as allowing telecommuting, are associated with higher job satisfaction. Employees at the medical resources group of the pharmaceutical company AstraZeneca International, for instance, do not have set working hours and can work whenever they want. Motorola's technological acceleration team works flexible hours as well and can work from home, the office, or a coffee shop at any suitable time (Kossek and Ozeki, 1998; Gajendran and Harrison, 2007; Shellenbarger, 2007).

5.3. CONSEQUENCES OF POSITIVE WORK ATTITUDES

Why are employee job satisfaction and organizational commitment important to us? What behavioral patterns do you think someone with a more positive work attitude would exhibit? (Figure 5.4).



Figure 5.4. Work attitudes are quite often good indicators of job performance, citizenship behaviors, absences, and revenue growth.

Source: Image by Pixabay.

Many believe that “higher performance,” one of the most contentious topics in organizational behavior. Many studies have been conducted to see if happier employees perform better. Some studies show weak correlations between satisfaction and performance, while others show stronger correlations (researchers call these 0.30 correlations “medium-sized” correlations) (Iaffaldano and Muchinsky, 1985; Judge et al., 2001; Petty, McGee, and Cavender, 1984; Riketta, 2008).

The link between commitment and performance is even shakier (Mathieu and Zajac, 1990; Riketta, 2002; Wright and Bonnett, 2002). The correlation may be weaker than one might expect even with a 0.30 correlation. Why is this the case?

It appears that happy employees are more actively involved at work. They might want to improve their performance. They might be more inspired. However, sometimes there is an exemption. Consider this, Will someone be a better performer just because they want to?

It is likely that one’s ability to perform the job will be a factor. Some jobs require employees to perform based on factors beyond their control, such as the speed of the machine they are working on. As a result, there exists a stronger connection between work attitudes and performance in professional jobs like engineering and research, as opposed to manual jobs like assembly line work (Riketta, 2002).

Consider the alternative as well: Just because someone doesn’t like their job, does that mean they will perform poorly? Maybe to some extent, but fear of being fired, the desire to get a promotion in order to get out of the job they despise, or simply one’s professional work ethic will all prevent a worker from bringing down their performance.

Thus, a one-to-one relationship between satisfaction and performance should not be assumed. Nonetheless, the observed link between work attitudes and performance is significant and useful.

Organizational citizenship behaviors, i.e., behaviors that are not part of the job description but are imperative to the organization, such as helping new employees or working voluntary overtime, are much more closely linked to work attitudes.

Employee satisfaction and commitment are associated with less frequent and shorter absences, and such employees are more likely to stay with a company for longer periods of time, and are also less aggressive at work. Similarly, people who are happy at work are pleased with their lives in general.

Considering that people spend so much of their time at work, it's obvious that job satisfaction contributes significantly to overall quality of life (Brush, Moch, and Pooyan, 1987; Carsten and Spector, 1987; Cohen, 1991, 1993; Cohen and Hudecek, 1993; Fassina, Jones, and Uggersley, 2008; Hackett, 1989; Hershcovis et al., 2007; Kinicki et al., 2002; LePine, Erez, and Johnson, 2002; Mathieu and Zajac, 1990; Meyer et al., 2002; Organ and Ryan, 1995; Randall, 1990; Scott and Taylor, 1985; Tait, Padgett, and Baldwin, 1989; Tett and Meyer, 1993; Zimmerman, 2008).

Lastly, positive firm-level outcomes such as customer satisfaction and loyalty, profit growth, and workplace safety, are linked to a satisfied workplace (Harter, Schmidt, and Hayes, 2002).

5.4. ASSESSING WORK ATTITUDES IN THE WORKPLACE

Firms might benefit from tracking satisfaction and commitment levels considering that work attitudes can predict who will leave or stay, who will perform efficiently, and who will be more involved. If there are issues in the company that are causing employee dissatisfaction and disengagement, they need to be addressed and resolved.

Companies can measure work attitudes in at least two systematic ways: attitude surveys and exit interviews. Organizations including KFC Corporation and Long John Silver's Inc. restaurants, as well as the SAS Institute, Google, and others, assess work attitudes by conducting periodic employee surveys. It is more beneficial for companies if replies of the surveys are kept private.

Employees are less likely to react honestly if they are concerned that their responses will be shared with their direct leaders. Furthermore, the management's legitimacy in the eyes of employees hugely determines the success of these surveys.

A meeting with the departing employee is referred to as an exit interview. A member of the HRM department is frequently in charge of this meeting. As managers are frequently one of the key reasons an employee decides to quit in the first place, the departing employee's manager is the worst person to conduct the interview.

This discussion, if handled correctly, may uncover what causes employee dissatisfaction at work and provide management with clues about areas for development (Figure 5.5).



Figure 5.5. Assessing work attitudes in the workplace.

Source: Image by unsplash.com.

5.5. BEHAVIOR VS. ATTITUDE IN EMPLOYEES

5.5.1. What Is Attitude?

A psychological state of mind is referred to as an attitude. It is a person's approach to looking at things, and it essentially dictates a person's behavior. Employees in the workplace may have a favorable or unfavorable attitude toward certain work activities, products or services, coworkers or management, or the firm as a whole.

A bad attitude leads to disinterest toward daily chores. Minor issues can easily upset employees and may lead to tasks being done at a subpar level.

Workdays become more enjoyable when employees have positive attitudes. Work is done at a higher level and without dissatisfaction. A positive employee attitude is demonstrated when an employee considers a poor customer service contact as a chance to alter the customer's perception from a poor to a good one.

5.5.2. What Is Behavior?

Behavior refers to a person's activities in response to specific circumstances. Behaviors such as welcoming customers, conversing with coworkers, and communicating with management influence employee behavior at work.

How employees react to time constraints, challenging work tasks, and difficulties-all are paid close attention to by managers. When an employee encourages a dissatisfied customer to “take their business elsewhere,” this is an example of negative employee behavior.

5.5.3. How Do They Affect Work?

Since a positive attitude mostly leads to positive behaviors and a negative attitude mostly leads to negative behaviors, attitude, and behavior are inextricably linked an employee is more likely to interact pleasantly with customers if they believe in the company’s products. Employees from departments that get along with each other and trust their leadership are more efficient and have lower turnover.

However, a negative attitude begins to develop and spreads throughout the department, if staff are required to work excessive hours on a regular basis without additional compensation, causing problems with efficiency and productivity.

5.5.4. Can Managers Influence Attitude?

Although managers cannot control all of the factors that contribute to unfavorable attitudes in the workplace, they can certainly encourage favorable ones. An ideal place for a manager to begin is to demonstrate his own positive attitude toward staff. Positive managers see issues as chances for success, learning, and progress. Trust and harmony can be fostered among employees in a department through team-building exercises (Figure 5.6).



Figure 5.6. Behavior vs. attitude in employees.

Source: Image by unsplash.com.

Providing employees with incentives that motivate them leads to favorable attitudes. Employees who satisfy targets may be given time off, bonuses, or other benefits as incentives.

5.6. ROLE OF EMPLOYEE BEHAVIOR IN HOSPITALITY INDUSTRY

The hospitality industry is more than just a word; it is a broad term that encompasses a variety of fields such as lodging, food, and beverage service in the context of the service industry, event planning, theme parks, transportation, cruise lines, travel, and airlines in the context of the tourism industry.

As a corporate organization, the hospitality sector concentrates on two crucial aspects: extra time of visitors and dispensable income of guests and travelers. These characteristics distinguish the hospitality business. Skills development is critical for improved employee behaviors since it results in higher staff performance and client satisfaction.

For decades, experts, and practitioners have been focused on the question of talent management (Iles, Chuai, and Preece, 2010). It has become the primary responsibility of employers to properly create and operate an effective talent management system for increasing employee behavior because talent management is so critical in elevating needed employee behavior.

A talent management system that is integrated to an efficient incentive system also plays a crucial role in talent retention because it serves as a motivator for employees to perform to the desired standard and requirement of the visitor.

A more pleasant working environment is already a form of compensation for an employee. As per the World Travel and Tourism Council (WTTC), the hospitality industry is one of the most important labor and employment markets in the world, employing around 100 million people and expected to increase at a steady annual rate of 4% over the next decade (20 April 2017).

Changes in surroundings, atmosphere, or working conditions influence employee behavior. As a result, comprehending the link between changes and employee behavior is crucial. Two major key components are revealed while understanding the link: adaptation to change and countering employee resistance to change.

If these two components are not managed right, they can transform from an obstacle to a hurdle. The comprehension and awareness of the guest regarding the hotel's features, facilities, services, and employee behaviors is known as guest perception (Figure 5.7).



Figure 5.7. Role of employee behavior in hospitality industry.

Source: Image by unsplash.com.

In this sense, the role of employee behavior is essential in establishing a “wow-factor” for the guest. Advertising, reviews, public relations, social media, personal experiences, and other avenues can help to shape guest perception of hospitality firms.

5.6.1. Importance of Training and Development in Tourism Industry

Though development is typically carried out by trainee's trainers in any field, training actually has a more defined objective. As a result, the majority of tourism activities are carried out in a well-planned manner by well-trained staff or personnel in any firm.

To achieve specific targets for their current work or vocation, trainers teach specialized skills to hotel employees. However, during the growth process, employees must meet with their supervisor to discuss the challenges faced by them, and this process improves their work performance while also assisting in their skill development. As a result, training, and development are critical components of the tourism industry's growth and progress. The smooth operation of a hotel would be undoubtedly disrupted if an unskilled employee is assigned a job that requires him to interact with clients.

Here, Ryan claims that such an employee will be unable to assist the customer resulting in a disappointed customer. As a result, all hotels or restaurants should favor training programs so that they have a skilled staff capable of providing satisfactory services to the guests.

The Concept of Training and Development, Training refers to a skill that is used to provide training to untrained employees in any organization. It is the act of improving an employee's abilities to perform a specific job.

“Training is the process that provides employees with the knowledge and skills required to operate within the system and standards set by management,” explains Sommer Ville. Similarly, the development process refers to a combination of numerous training programs, and it is the total improvement of management personnel's proficiency with respect to the current as well as future requirements for any work.

Further, it is an activity that is structured and planned to boost the performance of existing managers while also providing for the planned growth of managers to better meet accommodate organizational needs.

Importance of Training and Development: It is the era of globalization and thus, every sector of the economy has one way or another faced its impact. Conversely, the tourist industry is suffering many issues around the world-there is an urgent need to support and encourage all individuals employed in the hospitality industry beyond any standard training.

There are some pressing needs for hotel personnel training and development, as suggested by many researchers and experts. Some of them are as follows:

- Globalization's impact on the tourism industry;
- Need for leadership of high caliber;
- The strategic significance of training and development;
- Need for innovation and skilled techniques in the hospitality sector;
- Need for high-quality service in the hospitality sector;
- Economic necessities of the tourism industry;
- Emphasis on the development of the skills of the staff involved in the tourism industry;
- Need for human resource (HR) development programs.

Training needs analysis (TNA) is the key element of development programs in any organization. It is a vital prerequisite for both trainers and

institutions because it gives a basic understanding of appropriate learning and teaching process in any institution.

It also calculates and identifies the existing gap between the learning requirements and remedial methods to make any employee highly proficient for the job. Furthermore, it acts as a link between the required and actual performance.

It stresses the need for assessing the requirements of the organization, job performance, and the personnel of any institution or business center. As a result, any training programs should be thoroughly planned and constructed in compliance with TNA.

The Training Process in Tourism Sector: The training process in the tourism industry begins with a requirements assessment, which is based on the discrepancy between an ideal expectation for employee performance and actual performance.

It also assists employees in becoming acquainted with their workplace. Human resource development (HRD) is made feasible through training programs provided by various training institutions on a regular basis and in response to changing job performance needs in any sector.

In any organization, the second step of training is planning, which is heavily associated with goals, techniques, duration, structure, and selection procedure. To supplement this, the training person hired or engaged for this specific reason plans a well-prepared and skilled training program. Finally, an evaluation of the training program is carried out.

Furthermore, continual professional development education is conducted for all the employees, in accordance with all tourism activities in which why, they prefer an in-house training programmed. This is accomplished through the combination of external and internal training programs.

The primary goal of training and development programs is to create a learning organization and to ensure measurable returns on the investment made via these activities. It is now the responsibility of the human resource executive (HRE) to make sure that any training and development programs planned and designed for the institution or organization for a specific purpose is executed successfully.

The majority of academics believe that the training and development process should be as follows:

- It should be related to the programmed year;

- All training programs should be classified into various categories;
- The identification of training needs should take place at the end of the performance year;
- Training requirements should be determined based on business performance, fundamental performance, and individual performance;
- Individual training requirements on the target base should be identified through succession planning;
- The HRE should obtain approval from the organization's leaders for the training year based on the training budget.

In conclusion, the training process can be divided into four stages:

- Accessing any organization's training requirements;
- Planning of the training program;
- Execution of the training program; and
- Evaluation of the training program.

5.7. THE IMPORTANCE OF TRAINING AND DEVELOPMENT IN THE HOSPITALITY INDUSTRY

The hospitality industry employs a diverse workforce that includes a wide range of positions, of which, all do not require a high level of education. Check-in clerks, concierge providers, and managers have different requirements than valets, cleaning personnel, and restaurant servers. However, everyone must be trained from bottom up on specific norms and values since the entire workforce represents a hotel's hospitality culture.

5.7.1. The Company Culture

Every hospitality business will have its own unique way of operating. For instance, a particular hotel may try to create special experiences for its guests through the chocolates that a thoughtful maid leaves on a client's pillow or a cruise line which has towel monkeys that sit on the bed to greet visitors. Similarly, a tropical hotel may greet its guests with a lei.

These are all aspects of a corporate culture that is aimed at improving the guest experience. Training at each location makes sure that everyone has a consistent experience.

Training is also a critical way to ensure uniformity among employees in larger chains. Chains must reflect the same culture, perhaps with some customization, in everything-from the way pillows are fluffed to how the lobby is designed for convenience or relaxation. So, whether a person stays at a Hilton in Honolulu, San Francisco, Seattle, Juneau, New York, Atlanta, Washington, D.C., Denver, or Dallas, the hospitality staff should operate and do things consistently.

5.7.2. Developing and Training Talent

Many hospitality workers begin at entry-level jobs and advance to higher-level positions. It is easier to identify talent that can be developed for higher-level management positions when a company invests in training its employees.

The hospitality industry offers a wide range of training opportunities. Communication and interaction with hotel guests are some basic skills. This also includes teamwork and diversity training, seeing as guests perceive the staff as a single unit. It is essential to learn to collaborate with people from various backgrounds because staff never knows what the background of any given guest might be. However, the guest experience must be consistent across the board.

5.7.3. Problem Solving and Service

The hospitality industry aims to provide excellent service that leads to unforgettable experiences. This is something that hospitality managers must infuse in their employees. Things tend to go wrong; it is a natural part of life.

For example, if a guest is given the incorrect reservation and the issue is not resolved in a happy and supportive manner, the guest will not have a pleasurable experience. The aim is to solve problems so that the guest is satisfied with the outcome and wants to continue her stay, so that she will want to return the next time.

5.7.4. Safety and Security

Guests look to the staff for guidance in situations of danger. After all, the staff is familiar with the area, whereas the guests are not. Staff should be trained in the fundamentals of safety, with many being able to perform first aid and CPR if required.

In the wake of a disaster or potential terrorist activity, the hospitality industry should also prepare its employees and develop plans. This is critical because if the staff is unsure of what to do, chaos will ensue as people panic while attempting to determine the right plan of action.

5.8. THE EFFECT OF EMPLOYEES' BEHAVIOR ON ORGANIZATIONAL COMPETITIVENESS IN HOSPITALITY

Employees must build strong networking relationships while performing daily operations for organizations to be competitive (Fernandez and Moldogaziev, 2013). Every employee in a typical hospitality business should strive to create memorable experiences for their guests.

Even with the acknowledged need for departments to collaborate, negative behavior by some employees, such as tardiness, frequently results in guests being dissatisfied by having to wait to be served at various touch points of service.

Miscommunication between housekeeping and front office staff, such as prioritizing cleaning and inspecting a room in a timely manner, may lead to the guest being forced to wait in the lobby, negatively impacting the guest's check-in experience.

Employees' emphasis on exaggerating the severity of other staff mistakes, especially from different departments, instead of directing their efforts in working together to achieve a common goal of creating memorable guest experiences, is another visible form of negative employee behavior that harms organizations' competitiveness.

Some employees have a habit of talking about another colleague's underperformance without their input, which contradicts the core values of service improvement and prevents those impacted from developing confidence in their ability to perform their duties adequately.

Ignoring employees who exhibit such negative behavior contributes to more occurrences of poor guest experiences, resulting in lower repeat business for the organization. Moreover, the hotel's reputation is impacted by a hostile working environment.

As a result, understanding employee behavior is important for identifying, evaluating, and comprehending factors that influence how different employees react to various operational situations in the workplace (Figure 5.8) (James and Jones, 1976).



Figure 5.8. The effect of employees' behavior on organizational competitiveness in hospitality.

Source: Image by unsplash.com.

5.8.1. Literature Review

According to Judge (2009), behavior is the final outcome of attitude, and in order to understand behavior, one must first realize that there are hidden factors that influence an individual's attitude. Attitude is defined as the position that one assumes towards objects, people, events, or situations (Bos-Nehles and Veenendaal, 2019).

Attitudes can be either positive or negative, and they portray how a person feels about a particular situation or thing. Attitudes, as per Judge (2009), manifest in three ways: cognition, affect, and behavior. Making sense of a situation and describing how it appears is known as cognition.

For example, an employee claiming that the salary at her or his workplace is low is a description of the situation. And how one perceives a situation is largely decided by how it is described (cognition). The second aspect is the emotional reaction to the cognition and signifies how one feels about the described situation, known as the affect.

According to Robbins and Judge (2014), people's perceptions of reality rather than actual reality influences organizational behavior, which explains why people often look at the same thing and perceive it in different ways.

This result can be attributed to three major factors: the perceiver, the target, and the situation, all of which govern an individual's perception of reality and influence their behavior. When a perceiver encounters a situation, their perception is influenced by their personality traits, attitude, motives, previous experiences, and beliefs.

For example, if an employee assumes managers to be arrogant based on previous experiences, they may think the next manager as arrogant before even getting to know them. The term "target" refers to a person's characteristics and how they influence his or her perceptions. For example, in a group of shy people, the most vocal employees will be more likely to be noticed.

Based on their personal traits as a perceiver, the perceiver may see the vocal employees as potential team leaders or as obnoxious (Robbins and Judge, 2014). Finally, the "situation" describes the time, conditions, and location of an event that influence the perceiver's attention. If an employee is required to attend briefings every morning at 8 a.m. and is aware that there are traffic jams except on Thursdays, then on Thursdays, they would have to get up a little earlier to make it on time.

As a result of the different circumstances, having to wake up an hour earlier on Thursdays would affect their perception of morning briefings on Thursdays (Robbins and Judge, 2014). Unlike Robbins and Judge (2014), Hofstede, Pedersen, and Hofstede (2002) contend that observations and interpretations influence behavior.

The ability to distinguish between observations and interpretations is the most important skill to develop when interacting with others. Employees must understand that what they see does not always correspond to what they believe it does.

Different signs, body language, and behavior have distinct implications around the world, which is why observations do not accurately reflect one's interpretation all the time. One must remember that a person's own environment and experiences largely influences their understanding of a situation.

To interpret a situation correctly, it is sometimes essential to overlook previous experiences and view things from a different angle. However,

according to Alblas and Wijsman (2011), employee behavior can be attributed to emotional commitment. Workers' behavior is determined by their level of devotion to their organization.

Employees who are not committed to their organization have a more difficult time delivering what is expected of them, much less going a step further and making things happen. Furthermore, how the employer invests in the employees to ensure their satisfaction influences their behavior (Stone, 2014).

5.8.2. Organizational Competitiveness

According to Ukabuilu and Igbojekwe (2015), hotels must meet their guests' expectations in order to earn their trust. Satisfied and pleased guests talk favorably about the hotel as well as its services and products, which influences the formation of a positive image of the company.

A good image enables the hotel to charge premium prices that guests will pay along with letting them differentiate itself from competitors in the market. Cultivating exceptional human-relations skills such as effective communication, effective teamwork, creative problem-solving, democratic management, and sound decision-making is one way of achieving organizational competitiveness.

The proper implementation of these five human-relations skills leads to reduced employee turnover, increased peer respect, increased staff morale, employee confidence, and productivity, all of which contributes to increased sales. Neglecting to involve employees in decision-making can have an impact on both employees and customers.

It may result in an increase of complaints about service and staff, as well as an increase in the number of accidents (Ukabuilu and Igbojekwe, 2015). According to Stipanovic and Baresa (2008), how customers perceive the quality of the product and service determines organizational competitiveness. Guests judge this quality based on how employees treat them during their stay at the hotel.

Employees interact with guests on a regular basis and must strive to be mindful at all times to not display negative behavior in front of them. Providing distinguishing services that allow guests to distinguish the hotel from the competition helps hotels achieve organizational competitiveness.

Creating innovative ideas allows the company to solidify its position as a market leader. According to Pesic, Melic, and Stankovic (2012), there

is a link between employee behavior and organizational competitiveness. They address that for an organization to be competitive, it must invest in its employees' knowledge and competencies by providing additional education and practical training.

This would align make employees focused on the company's goals and make them consistent with market changes, thereby improving their responsiveness in a competitive environment. Finally, Pioch and Gerhard (2014) agree with Pesic et al. (2012) that in order to be competitive, a company must leverage its HRs to create a unique value proposition for its customers.

Excellent organizations aim to achieved positive human relationships, demonstrate care about their employees, and establish willingness to adapt their needs (Tromp and Blomme, 2014). Competitive organizations recognize that in order to achieve the company's goals, they must depend on their employees to deliver on what is expected of them.

As a result, competitive organizations look after their employees and provide them with the tools they need to perform at their peak. The company must strike a balance between monetary and non-monetary gains. While financial incentives are a great way to encourage employees, they also want recognition, stability, and a sense of belonging (Burnes, 2009).

5.9. MANAGING SERVICE QUALITY IN HOSPITALITY INDUSTRY THROUGH MANAGING THE 'MOMENT OF TRUTH': A THEORETICAL APPROACH

The primary goal that every service business aims to achieve on a regular basis is providing good customer experience. In today's competitive market, the ability of a service provider to provide quality service is regarded as an essential strategy for success and sustainability.

In this case, the service encounter is an important component of the service delivery process as it influences customer evaluations of service consumption experiences (Zeithaml, Parasuraman, and Berry, 1990). As a result, several studies and researches focusing on service encounters have been conducted, because it is understood that there is a correlation between customer perception of service quality and service encounter.

As illustrated in Figure 5.9, one of the factors affecting customer perceptions of service quality, satisfaction, and value is service encounter.

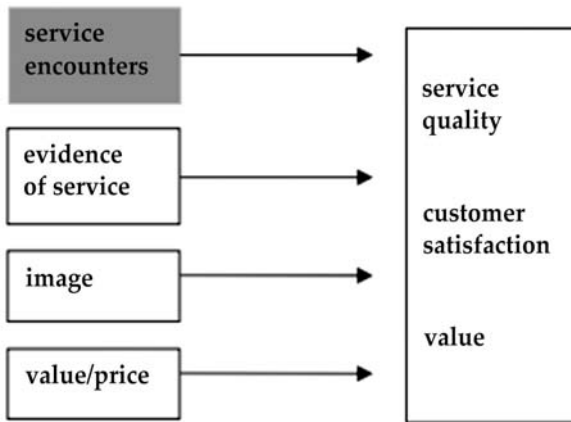


Figure 5.9. Factors influencing customer perception of service.

Source: Image by Kandampully (2002).

The hospitality industry is a service industry with a fairly high level of customer contact. The more frequent and longer the service encounters between customers and service employees, the higher the level of customer contact.

This signifies that more attention must be paid to how to manage all possible service encounters, as this will have a significant impact on the service quality of the hospitality organization and, ultimately, the profit (Zeithaml, Valarie, Berry, and Parasuraman, 1996).

Significant investments in developing service-delivery systems by numerous hospitality organizations help guarantee that customers receive consistently high-quality service in every service interaction (Kotler, Bowen, and Makens, 2003). As a result, service encounters or “moments of truth” in the hospitality industry will be far more important to discuss in the future.

Though much research has been conducted in the service sector, particularly focusing on service encounters (Lemmink and Mattsson, 2002; Price, Arnould, and Deibler, 1994; Mattila, 1999; Bebko, 2001; Sundaram and Webster, 2000), very little attention has been paid to specific concerns in managing service encounters in the hospitality industry.

5.9.1. Service Quality

Customer perceptions of service quality determines service quality. It indicates that clients have a big say in how good a service is. Companies

frequently define service quality independently of what customers perceive as quality, resulting in wasted time and money spent on low-quality programs.

Two dimensions identified by Grönroos (2000) in customer perceptions of service quality are technical quality and functional quality (see Figure 5.10). The outcome or end result of a service production process is technical quality whereas functional quality of a service is how a customer receives it and how he perceives the concurrent production and consumption process.

All tangibles contribute to technical quality, while intangibles contribute to functional quality. In a restaurant, for instance, the delicious food served to the guest forms technical quality of the service, whereas how the guest is treated and served by the waiter determines functional quality. Both have an impact on the customer’s perception of service quality.

When most service providers provide relatively the similar levels of technical quality, the service provider who outperforms in functional quality will often gain a competitive advantage.

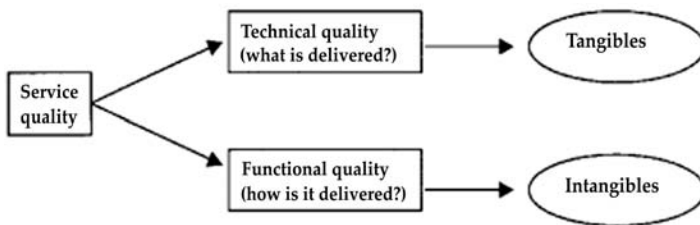


Figure 5.10. Technical quality and functional quality.

Source: Image by Kandampully (2002).

5.9.2. Service Encounter or “Moment of Truth”

When describing the period of time when customers interact directly with a service, the terms “service encounter” and “moment of truth” are used interchangeably. Lovelock (2002) says that a ‘moment of truth’ is “a point in service delivery where customers interact with service employees or self-service equipment, the outcome of which may affect perceptions of service quality” (p. 55).

On the other hand, a careless mistake by an employee, rude behavior, or an unexpected request by a guest can all result in a discontented guest in the “moment of truth.” (Kotler, 2003, p. 353). It is critical for service providers

to influence customer perceptions of service quality at this time. A hotel guest, for example, may have several service encounters when booking a room, checking in, being escorted to a room by a bellman, eating in the hotel restaurant, requesting a wake-up call, using in-house services, and checking out (see Figure 5.11).

Hotel guests receive a picture of the hotel's service quality during these encounters, and each encounter contributes to the hotel guest's overall satisfaction in order to do business with the hotel organization again. For the hotel, every interaction is a great chance to provide quality service to visitors.

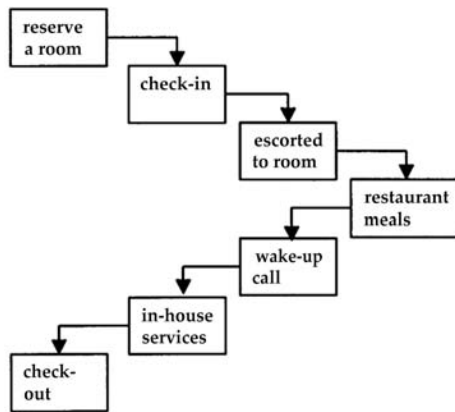


Figure 5.11. ‘Cascade’ in ‘moments of truth’ for a hotel visit.

Source: Image by Kandampully (2002).

Positive service encounters contribute to a shared image of high service quality, whilst the negative service encounters have the opposite result. As a result, a mixture of positive and negative encounters will make the customer “unsure of the organization’s service quality, doubtful of its consistency in service delivery, and vulnerable to the appeals of competitors” (Zeithaml and Bitner, 2003, p. 101). Furthermore, the likelihood of a continuing relationship will either increase or decrease with almost every encounter with different people and departments within an organization.

5.9.3. Types of Service Encounters

In the hospitality industry, there are three types of service encounters: remote encounters, phone encounters, and face-to-face encounters (Zeithaml and

Bitner, 2003, pp. 102–104). Remote encounters, such as booking a hotel room over the Internet, can occur without any substantial human contact.

Since there is no direct interaction with the service provider, the only point of control in this case is technical quality. Similarly, a phone encounter is any interaction between an end customer and an organization that takes place over the phone, such as booking a room or a table over the phone.

Tone of voice, employee knowledge, and effectiveness/efficiency in dealing with customer concerns all become important ways of evaluating service quality in this case. In terms of face-to-face encounters, there is direct contact between an employee and a customer. Both verbal and nonverbal behavior, as well as tangible cues such as employee attire, equipment, physical setting, and other tangible symbols, are important determinants of service quality.

5.10. CONCLUSION

Individual values and the primary organizational structure, also known as management style, majority of influence employee behavior. Employees must be very familiar with one another in order to maintain a healthy and competitive work culture.

This will result in improved comprehension and coordination. Leaders and managers are also responsible for managing their teams aside from operations and other management functions and so, they must engage with their teams, interact with them, and build a rapport with them, which will inevitably lead to ease of management and better staff behavior and performance. Employee behavior can be managed by developing an organization's talented and skilled workforce.

This can be managed with the help of a well-managed reward system. Such talent management policies as well as their implementation in organizational processes should be guaranteed by management. Hotels' policies and strategies must include employee development and appraisal plans that link effective rewards and bonuses for a thorough development and growth of optimistic employee behavior.

The emphasis on change management and implementation must be accompanied by a pre-implementation assessment of human needs. A well-thought-out strategy, including new plans and an incentive program, may be implemented after that.

Hotel managers should demonstrate to employees that they are an important resource in order to ensure employee commitment to the organization and to reduce negative employee attitudes. Employees who are uncommitted to the organization do not perform as expected.

Similarly, the disparity between non-monetary and monetary benefits must be addressed so that employees feel rewarded for the important contributions they offer to the hotel. All employees at all levels must be involved in decision-making to improve employee perception. This would also keep them informed of what is going on in the company at all times.

This will lead to them being better equipped to handle problems because they will base their decisions on useful information provided by managers. This will also convey a sense of empowerment seeing as their managers believe in them to make difficult decisions.

Managers must have close communication gaps to prevent employees from making incorrect assumptions. Managers must ensure that what is going on in the company is communicated to all employees and that messages are understood by all.

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Chapter 6

Employer Branding for the Hospitality and Tourism Industry

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This chapter gives an insight to the reader about the different concepts of employer branding (EB) for the hospitality and tourism industry. It begins with the literature review of the EB in the context of the industries related to hospitality and tourism. Then, it talks about the aspects of EB along with stating its various dimensions such as the people who must be involved in the EB, why is it necessary for the recruiting of job and acquisition of talents as well skills, its impact on the other domains of the business and the establishment of an employer brand strategy. This chapter also addresses the process of involvement in the EB, the benefits and challenges in the EB, and in the end, it states the various approaches in respect to the EB.

6.1. INTRODUCTION

The tourism and hospitality industry encounters hospitality in keeping and finding talent. This book talks about the phenomenon of employer branding (EB) with regard to the tourism and hospitality industry. The art of aligning what people actually do think about the company and summarizes the experience they have with what a company wants people to think about it is known as branding. EB is an organization's capability to promote and differentiate its identity to the future and current employees. The tourism and hospitality industry are one of the fastest-growing sectors all around the world both in employment and business (Cammio, 2018). Occupations are created on a continuous basis from low-skilled to highly qualified. In Europe, there are around 2.3 million ventures in the tourism and hospitality industry (Eurostat, 2017). In the year 2027, the total contribution to the gross domestic product (GDP) by the tourism and hospitality industry is expected to increase to \$11.5 trillion (11.4%) and as of the year, 2016 it has already reported for almost 292 million jobs (10% of total jobs worldwide) (Figure 6.1) (WTTC, 2017).



Figure 6.1. Employer branding for the hospitality and tourism industry.

Source: Image by unsplash.com.

By the year 2027, the tourism and hospitality industry will support 380 million jobs, however encounters increasing challenges to draw in qualified talent that can effectively deliver the best service to meet business objectives and fulfill growing customer demands (WTTC, 2015).

Because of unlimited transparent online travel, accommodation, events, and F&B offers, customers are becoming increasingly critical. Reviews are posted online through social media and websites and when the quality is not up-to-par, it makes the business more vulnerable.

Because of this changing landscape, it becomes very critical to have the right employees who can manage the delivery of high-end services and high-quality products in the tourism and hospitality industry. The state-of-the-art approach to human resource management (HRM) is crucial to deal with the challenges in the industry.

Employees need to have control over their work to realize their own and company's objectives since they only function at their best when they are really comfortable with their work situation. Companies are more successful when they actively work on the happiness of their employees (Mes and Peper, 2018).

Many challenges are faced by HRM. To deal with these challenges, innovating concepts are becoming ever more important. In the hospitality industry, the idea of EB as a core approach to HRM should be considered.

Despite the fact that EB has been executed in various industries and in certain parts of the hospitality industry around the world, it is only recognized as 'a label' by HR chiefs in the Netherlands and still, at the end of the day, it is yet not truly utilized. This research suggests that in a company's management philosophy, branding needs to be treated as a strategic concept. It ought to be closely associated with the corporate also, client brands.

The delivery of good services is driven to a great extent by the quality of HRs. Completely integrating the idea of EB in a labor-intensive service business, for example, the hospitality industry will significantly influence the overall delivery of services. To define the specific aspects of implementation of EB in the hospitality industry, further research is required.

In the present scenario when there is a crunch for talent, EB is the strategic weapon utilized by the employers to reserve and tempt the present and prospective employees (Edwards, 2009).

Based on the targeted employees, EB can be split into two sections: (i) external employer branding (EEB) (Hochegger, 2014), focuses on the

potential employees (those prospective candidates whom an organization would want to target to take them on the job and anticipate that they would fulfill the expected responsibilities); and (ii) internal employer branding (IEB) targets existing employees (Sengupta, Bamel, and Singh, 2015).

Existing workers are the non-paid media that impact customers of the organizations along with the potential candidates. So, the distinction between existing workers and potential employees is what actually a company has observed and what it predicts in terms of skill sets and qualification.

Thus, to target potential employees, employers emphasize their IEB which through employee referrals, gives a gold mine of the best talent (Löhndorf and Diamantopoulos, 2014; Yu, Asaad, Yen, and Gupta, 2016; Punjaisri, Wilson, and Evanschitzky, 2009; Yang, Wan and Wu, 2015).

IEB help in employees' retention and additionally positively influences the quality commitment of service industry employees (Gull and Ashraf, 2012; Matanda and Ndubisi, 2013). However, retaining employees does not imply that they are attached to their association since employee engagement is that level where, the employee is connected with the association at both dedication and emotional level to accomplish the mission and vision of the association (Gupta, 2015).

As per a Gallup study coordinated by Crabtree (2013), it is discovered that in India, roughly 33% of the total number of employees are considered actively disengaged. Employee engagement influences the performance of the employees in a direct or indirect way. (Kim, Kolb, and Kim, 2013; Truss, Shantz, Soane, Alefs, and Delbridge, 2013). These days practically all employers recognize the significance of engaged employees.

In the global business environment, employee retention, commitment, and productivity issues are arising as the most crucial workforce management challenges (Caplan and Teese, 1997). Recruitment and retention of employees, employees' skills, knowledge, and experiences, has become a significant concern for organizations because of increasing levels of significance for the acknowledgment of the workforce (Arachchige and Alan, 2013).

High employee turnover is one of the serious issues (Fladetta, Fasone, and Provenzano, 2013) and a consistent challenge for the hospitality industry (Brown, Thomas, and Bosselman, 2015). The hotel industry is a dynamic service sector where optimal HRM is needed to guarantee efficiency and professionalism in the delivery of services (Hanzaee and Mirvaisi, 2011).

Ogbonna and Lloyd (2002) recognized employee retention as essential for the hospitality industry, as it recruits a bigger number of individuals than any other industry within the private segment, both globally and domestically.

Consumer brand management has been utilized for quite a long time to convey a particular customer experience and make the organization attractive externally (Mosley, 2007). As of late, associations have understood the benefit of utilizing these marketing efforts in personnel management and making the work experience one of a kind by communicating and generating an employment value proposition (Figure 6.2) (Allen, Bryant, and Vardaman, 2010).



Figure 6.2. The hotel industry is a dynamic service sector where optimal human resource management is needed to guarantee efficiency and professionalism.

Source: Image by unsplash.com.

Previous writing well recognized and understand that employees bring value to organizations. EB is one way that increases the value of associations, which incorporates two critical organizational fields, HRs, and branding, and together they give a modified view on the most capable approach to pull in and retain reasonable employees (Backaus and Tikoo, 2004).

EB, as a significant retention management technique, in order to lure the best possible talent to the company, focuses generally around how to make the employer of choice or the employer of choice (Berthon, Ewing, and Hah, 2005).

Organizations that have been dealing with their employer brand consistently have been able to bring value to their employees accordingly leading to increased retention, commitment, and loyalty (Ambler and Barrow, 1996; Moroko and Uncles, 2008).

To support the statement, Riston (2002) underlined the significance of EB in decreasing expenses of enhancing employee relations, retention, and recruitment and in the capability to offer lower salaries, contrasted with the organizations with weaker brands.

Similarly, Dell and Ainspan (2001) confirmed that effective EB would lead to internalize company esteem, competitive advantage, aid in employee retention, and assist employees. In any case, in this industry, it is extremely challenging to retain and attract a skilled workforce. Consequently, employees have become the essential market for some, particularly service organizations like hotels.

However, the manner in which the EB in Nepalese five-star lodgings is used and what strategies and mediations are utilized is normally left unattended. Also, the connection between EB practices and employee retention is yet to be chalked out. EB is an important concept for the two research scholars and managers.

Managers can utilize EB as a shade under which they can channel different employee retention and recruitment activities into a planned human asset methodology. Likewise, employers can handle brand capacity to engage their workers in enthusiastic manners to accomplish change, momentous outcomes, or increase retention and attraction.

Low retention rates in the hotel industry have influenced the ability to deliver a consistent brand experience and results in harming business and the way that insufficient individuals consider the growing industry as somewhere to build their careers (Druce, 2007).

Changes in local and global talent markets influence economies explicitly in the tourism and the hospitality industry. In the long term, a company is going to fail, without the right skilled qualified workers to deliver quality customer service. Service employees can be viewed as the connector between the company and customers (Cammio, 2018).

The tourism and the hospitality industry organizations continually look for talented human capital (Walsh, Sturman, and Carroll, 2011). Human capital (employees' abilities, knowledge, and skills) despite the fact that being impalpable is a crucial resource for an organization to build its competitive

advantage. One of the challenges for organizations in the tourism and the hospitality industry is the high rate of employee turnover.

In the year 2017, the industry had a higher turnover rate (29.4%) than various other industries (18.5% average) (CompData Surveys, 2017). High employee turnover induces costs, assessed at 50% of the yearly compensation for entry-level employees and adding up to 250% for leader or technical level workers (Hennig, 2017; LinkedIn, 2018).

This calculation considers the loss of productivity, intellectual capital, experience, client relationships, and other skills required for the job, in addition to the expense of recruiting a new hire. The tourism and the hospitality industry are probably going to suffer from labor shortages due to high employee turnover and ongoing growth (CCIQ, 2016).

Organizations from numerous nations experience shortages in qualified managers, bar attendants, chefs, pastry cooks, and waiters. Labor and skills shortages are additionally brought about by operational characteristics of the tourism and the hospitality industry. It is labor intensive and, in most cases, has odd working hours, there is competition for labor from different sectors and an absence of acknowledgment of on-the-job training by managers, and insufficient industry involvement in training and education (CCIQ, 2016).

A portion of these causes is innate to the industry making it hard to combat them. There are, notwithstanding, directions tourism and hospitality industry employers can take to straightforwardly affect skills and labor shortages.

6.2. LITERATURE REVIEW

Google, number one in 'Fortune's 100 Best Workplaces' is perhaps the most significant organization on the planet. The core values of Google start with the statement 'we want to work with great people. Google draws in individuals by the power of its brand and the chance to work with capable individuals. Their philosophy is to get the most splendid individuals in and to establish an environment that empowers individuals to perform. Employees are committed to the organization.

In the early years of the association, the founders were busy with enrolling the best talents when numerous different associations were busy with releasing them: 'Information control in Google is so strong that even today every employee's interview comments and profile go to one of the founders before the individual is selected' (Figure 6.3) (Hattacharya, 2007).



Figure 6.3. It is important for an organization to keep talent in the association.

Source: Image by unsplash.com.

Google has become an attractive employer because of its trendy company culture and laundry facilities, free meals, on-site medical in the office.

Google receives 1,300 job applications each day in the US alone and it has around 10,000 workers worldwide. There are many other well-known employers other than Google who are known for their good employee benefits. Other well-known employers are Shell, Philips, and Nike.

A large portion of these organizations additionally engages in elections to become known as top-employer. Instances of these elections are the ‘Great Place to Work’ election and the ‘Best Place to Work’ election. The vast majority of the organizations in the top 10 of these lists are multinationals with an enormous budget for HRM, however, what about HRM in the hospitality industry?

Previously, HRM in the hospitality industry has endured a poor image. Worsfold (1999, p. 340) tracked down that, in hotels, on the order of priorities, HRM was low down. They deduced that the primary function of the manager who had the control of personnel management was to select and attract the workforce. The situation was somewhat better in bigger hotels. Still, the outcomes were not divergent from other research about personnel management in the service industry.

In spite of the fact that Worsfold’s survey is as of now obsolete and the quality of personnel management in the hospitality industry might be like various other branches, the hospitality industry still faces challenges in the retention and attraction of good employees.

The picture of working in hospitality is poor, because of the fact that they represent poor conditions of employment and low pay (Lucas, 2002, p. 209). For an organization, having a pool of talent is very important. The value of this pool relies upon the organization's ability to retain, engage, and attract the best individuals.

But what is talent? The Oxford Advanced Learner's Dictionary characterizes talent as a natural ability to do well. Thorne and Pellant (2007) express that talent remains practically indefinable. They contend that we can just wonder what makes somebody talented.

It is important for an organization to keep talent in the association and thus, talent ought to be developed and managed. 'An association ought to engage with the brains and hearts of people. The associations that are most successful are those where the values and vision of an association are lined up with the individual's' (Thorne and Pellant, 2007, p. 8). The initial step to building up a pool of talent is attracting excellent staff.

Associations should begin with their own clear meaning of a good employee. Each organization requires different employees and has different values. There are various ways to find new workers, for example, at universities or at other organizations (Wels, 2007, pp. 12, 13).

Other sources are, for example, recruiters or online channels. But, finding new workers ought not just to happen outside the organization, and additionally, internal sources should be looked at. 'Within the organization, there can be well-motivated employees who could become star performers' (Wels, 2007, p. 13).

The second step is to motivate employees. 'Motivation is the driving force (desire) behind all actions of an organism' (Wels, 2007, p. 17). Motivation is additionally called the key to employee performance. A methodology towards motivation is just asking employees what they need from their job resulting in a satisfying compensation package, a nice work environment, and a clear job description (Wels, 2007, p. 20).

This is perceived by Thorne and Pellant (2007) who affirm that satisfied staff stay longer with a company and perform better. Sirota (2006, p. 3) expresses that there are three sets of objectives that the vast majority of employees look for from their work: achievement (to be proud of one's accomplishments, employer, and job), camaraderie (to have productive and good relationships with fellow workers), respect (to be treated fairly in areas like job security, pay, and benefits).

Other than this, organizations do not need to motivate their workers, yet they need to stop de-motivating them. This de-motivating is caused on the grounds that numerous associations treat workers as disposables. Besides, the management does not reward and recognize the success of employees but instead condemns their poor performance.

The third step to build up a pool of talent is retaining them. DeBare (2007) presents the thought that the 1990s have totally changed the standards for how long workers stay at their jobs, and for how long employers expect them to stay. Workers understand that their managers may dismiss them at any second when there is a merger or when the outcomes are disappointing. Cart et al. (2007) affirm that shortage places power under the control of the supplier. This implies that later on, the empowered laborers will have the power. Since workers no longer work with the thought that they have a job for life, employee loyalty no longer sustains. In a crowded market, they act as consumers. Retaining workers will be easy to secure by building a relationship with them that lasts (O'Malley, 2000). Zeithaml, Bitner, and Gremler (2005, p. 182) characterize relationship marketing as the development in which an association's relationship with its clients will be improved as clients move further along this relationship continuum.

At the point when the relationship with the client improves, the supplier is bound to seek after a closer relationship. Accordingly, the objective of relationships is to attract, engage, and retain committed clients to the association who are productive for the association (Figure 6.4).



Figure 6.4. Organizations do not need to motivate their workers, yet they need to stop de-motivating them.

Source: Image by unsplash.com.

The internal marketing idea characterizes the association's personnel as the primary market of an organization. The fundamental goal of the internal marketing function is to acquire customer-conscious and motivated staff at each level (Ewing and Caruana, 1999).

The term 'employer brand' was first utilized by Ambler and Barrow (1996, p. 8), who characterized it as the bundle of economic, psychological, and functional benefits given by employment and recognized by the recruiting organization. Numerous different meanings of employer brand have since passed into the review.

In this chapter, EB is defined as a technique an organization could utilize to differentiate its brand as an employer from those of its rivals, determined to guarantee good candidates and maintaining talent within the organization.

An item is something that is made in a plant, a brand is something that is purchased by a client (Ambler and Barrow, 1996, p. 8). The thinking behind the advantages a brand can bring is not new. Brands cause individuals to need to purchase something and to feel great that they bought it for a long time afterward (Walker, 2007, p. 10).

Subsequently, these clients will tell others about their positive experiences and the brand will create trust, admiration, and recognition. The power of a brand is that it can sum up in few words the meaning of an entire business. Each business has an employer brand.

At the point when somebody thinks, writes, talks, or recollects an organization as a place to work, they consider the employer brand. The integrated brand model shows that there are three brand propositions that the organization ought to manage.

In the methodology of many service associations, the client's point of view dominates regardless of the fact that workers experience the brand in a disparate manner in comparison to the client and are persuaded by various kinds of benefits (Barrow and Mosley, 2006, p. 35).

An association ought not only to focus on the consumer brand, yet additionally guarantee that the three brands of an association are interrelated (Minchington, 2007). This implies that the value proposition that the business verbalizes is reflected by the actions of all the individuals at all times, at all levels. The question is not whether an association has an employer brand, yet if that brand is working against or in support of the business (Sartain and Schumann, 2007).

How can an association say whether it needs to work on its employer brand? Employer brand management does not supplant whatever an association is doing already, it simply unites everything to a more prominent effect (Figure 6.5) (Minchington, 2007, p. 47).



Figure 6.5. Each business has an employer brand.

Source: Image by unsplash.com.

An association can utilize the brand to make a bond with the right individuals, and at the same early phase, the brand can likewise serve to tenderly bounce off the ‘wrong’ individuals. For a company, the process of emphasizing and explicitly implementing EB is a big investment. It is significant that the branding strategy is effective and the process is managed correctly.

Measuring can provide associations an indication of the effectiveness of the branding strategy. As per Backhaus and Tikoo (2004), two principal assets are created by EB; employer brand loyalty and employer brand associations. The most significant issue is, in any case, that EB assists organizations with acknowledging better performance.

The impact of the process of EB on the conduct of workers ought to be determined (Wright et al., 1994). Relevant measures are employee satisfaction, employee retention, employee turnover, and employee productivity. To truly check whether an employer brand is working, an organization requires to assess itself as a place to work (employee experience) and a place to buy (customer experience) (Sartain and Schumann, 2007, p. 228).

Measuring the client experience is significant in light of the fact that the ultimate outcome of the employer brand is the distinction it makes to the client (Sartain and Schumann, 2007, p. 228). An organization ought to invest periodically in customer research and should periodically review information about customers.

It is significant to measure the experience of employees and look at ongoing pulse surveys, employee focus groups, recruitment surveys, and engagement data. Associations ought to likewise research the reputation of their leadership team and CEO among employees and in the media.

Numerous authors recommend that the responsibility for EB cannot be ascribed to one specific division, however that the responsibility ought to be shared by the HRM departments and marketing division (Ambler and Barrow, 1996; Minchington, 2006; Barrow et al., 2007; Thorne and Pellant, 2007). Interestingly, Davies et al. (2002) argue for another job in associations: a reputation manager.

This director ought to be liable for the coordination of all communication (branding) to all partners. Obviously, the question remains with regards to whether the concept of EB will work in practice.

However, numerous authors set forward that it works and numerous associations who set up an EB strategy acknowledge that they accomplish better outcomes, nobody can respond with 100% conviction to this question. There is not a lot of proof on EB past instances of purported best practices.

The shortcoming of this proof is that the cases are frequently short on proof. This research gives an augmentation of the current discussion in the literature by looking particularly at the hospitality industry in the Netherlands. The labor-intensive nature of the hospitality industry makes it an extremely fascinating field to study the achievability of EB.

6.3. EMPLOYER BRANDING (EB)

With regards to the expression “branding,” more about the marketing side comes to mind. Things like brand messaging, organization logo, and how an organization may be seen by customers.

While those will in general tend to be the primary focal point of building brand mindfulness, the value of EB is often neglected or not discussed (Figure 6.6).



Figure 6.6. Employer branding (EB).

Source: Image by unsplash.com.

A lot of changes can be seen in the way companies retain employees and recruit candidates for jobs. Nowadays it has become easier for job applicants to find information because of technological advancement, career review sites, and social media.

However, without a strong employer brand organizations are potentially losing money, missing out on top candidates and it also affects various segments of the business.

In this post, many things will be covered like why EB is important, the definition, how to start putting together a strategy for success, and who should be involved.

6.3.1. What Is Employer Branding (EB)?

EB is essentially an organization's reputation as an employer and the value it brings or what it offers to its representatives.

Positive EB assists with retaining and attracting a quality workforce, who are important to the growth and success of the business. Most of the time, organizations center around the consumer-facing brand, that is the manner in which the organization is seen by prospects and customers.

However, an equivalent focus must be on the employer brand. A big reason EB is so significant is it is the business identity of the organization. It is what makes the organization a good employer and stands out to applicants who are searching for jobs.

However, it additionally helps the recruiting team in improving and attracting the talent pool of candidates as well.

Company can quickly sabotage the hiring efforts and make it more difficult to hire the best talent by not working on your EB.

6.3.2. Who Should Be Involved in Employer Branding (EB)?

In light of the EB definition, it is believed that it is the recruiting team or HRs who will be running this initiative. While that is not completely true, following are the four vital players you will need to incorporate for successful employer brand:

1. **Human Resources (HRs):** This one is included as they are closely associated with retention, finding candidates, employee engagement, and hiring. For the most part, the recruiting team or HR act as a “face” of the initiative and will have more of the daily interaction with the potential candidates.
2. **CEO:** As occupied as the CEO may be, they are likewise vital to guaranteeing organization culture and employer brand is successful. Over the years, talent acquisition has shifted and a company leader should be involved in the conversation because it can be more strategic.
3. **Marketing:** As shown by the studies further, EB needs some assistance from the marketing team. They will be significant in providing resources to HR and recruiting, as well as help in spreading the internal culture message. Typically, this process is called “recruitment marketing.”
4. **Brand Advocates:** These are employees who are recognized as individuals who already speak positively about your company and share company content. Organizations should not start with this immediately if the organization is getting started with EB. Nonetheless, this can likewise be an incredible method to intensify recruiting messages, improve the work culture and reputation of an organization to attract more top talent.

6.3.2.1. Why An Employer Branding (EB) Strategy Is Important?

The most ideal approach to genuinely comprehend why having an EB strategy matters for an organization is by taking into considerations some real-world stats. Fortunately, there are many on the Internet, out of which a few of the significant ones are featured beneath:

- Around 84% of the job seekers say that the reputation of a company as an employer is significant for them when they are making a decision on where to apply for a job.
- 9 out of 10 applicants would go after a position when it is from an employer brand that is effectively looked after.
- Around 50% of the applicants say that they will not work for a company with a bad reputation, even if they are offered a pay increase.

6.3.3. Why It Matters for Job Recruiting and Talent Acquisition

One can start to formulate from the above given facts why it is important for a company to focus on an EB strategy.

However, for talent acquisition and recruiting, a positive employer brand is everything. Below are the reasons:

1. **Increases the Job Pool of Qualified Candidates:** Increased job pool of qualified candidate provides the corporate brand the best choices of applicants who to effectively hire for a given position. At the point when an organization have a strong reputation, keep a unique work culture, and genuinely showcasing employee stories online, companies do not face any problem in attracting the best candidates (Figure 6.7).



Figure 6.7. Importance of job recruiting and talent acquisition.

Source: Image by unsplash.com.

With the help of this increased job pool of qualified candidates, companies can just sit back and let the applications pour in instead of spending a lot of time in promotions and reaching out to people to apply.

- 2. Saves the Company's Money:** How can making a positive business brand can save money of an organization? For starters, spending less money on various career sites in promoting the job position of an organization. Some sites cost a huge amount of money and still they do not always attract the best candidate for the job. When an organization has a positive identity, a simple career page on the company's website or job opening shared on a social media will bombard the company with talented applicants.

It can additionally save on the salaries because even though companies want to be fair in the offers, but if the company has a bad reputation, it probably has to pay a higher salary to encourage great talents to join in. even then, it may not be enough still.

- 3. Improves How the Company is Perceived on Social Media:** 25% of all job seekers utilize social media as their key tool for research and job searching and this number is going up day by day.

Furthermore, individuals trust family, friends, and colleagues over various types of information online.

Job applicants usually believe people if they are talking negatively about a brand or a work culture of an organization for which he or she is trying to apply.

6.3.4. How It Affects Other Aspects of the Business?

While an immediate effect of EB is on recruiting and talent acquisition, it can stream down to different parts of the business.

Current clients want to work with the organizations where employees are treated fairly and they love their work. In the event that they see a lot of negativities online, they may re-think working with the company or re-signing a contract.

This applies to new business as well, prospects are researching and they have quick access to information with career sites, social media, and review sites.

A prospect may think, “If the employees feel this way, wonder how they would treat customers?” Now, revenue, and lead growth are affected, which then affects other areas of the company as well.

6.3.5. How to Establish Your Employer Brand Strategy?

In order to attract the customers and the applicants, companies need to brand themselves. For making a successful EB, there is a requirement to develop a proper strategy.

There are some of the EB approaches to consider, which are mentioned below:

- Content for candidate personas;
- Just like marketing establishes contents based on the personalities of the buyers (Figure 6.8).



Figure 6.8. How to establish your employer brand strategy?

Source: Image by unsplash.com.

One requires to create contents dependent upon the candidate personas as well. Preferably, there will be a several things that are as follows:

- On company events creating blog posts, the culture of work, the process by company carries out for hiring, advantages of working there, and so on;
- Social media posts related to the internal work culture, highlights on employee, etc., which can include photos, blog posts or, videos, the sharing jobs regarding to the employees;

- The testimonials of videos from employees and in addition to this from employees who have works in the organization before, having experiences that can be positive and exciting.

These are all substantial framework in order to mix in with one's content associated with company marketing and will be easily looked for by job candidates who are capable.

This content also provides as educational material, that assists to lower the move top talent, a "hiring funnel" with the considerable objective of potential candidates who are really applying for the job.

6.3.5.1. Be Proactive on Career Sites

Most of the times, companies pay no heed to the places like Glassdoor, which enables employees and previous employees to be entirely candid about their experiences.

The red flag on the potential applicants can be raised when there consists the opinions of the people and the reduced amount of the engagement of the company. The one dimension of the strategies made on the EB; the company should invest time in paying attention to negative comments. This does not imply to become defensive or make efforts to cover up the records.

Rather than this, address it, one must showcase how the company is working to get better and move on. That itself signifies the cares of the company.

Moreover, one cannot take control of what everybody thinks or if a resentful employee wants to reveal a written assault, but the company can help frame the narrative by not hiding anything.

6.3.5.2. Encourage Employee Training and Growth

A perspective to preserve employees and captivate new talent is to off opportunities to make efforts to learn new skills and grow within the boundaries of their careers. This could include various training sessions to assist employees learn new skills, tackle with challenges, or grab opportunities in order to make progress within the company.

It is significant to make it crystal clear to employees that these things do exist, but also to the candidates must be acknowledged with this too.

Many people want to make progression in their careers and acquire new skills. It is also a deciding factor when making a decision to work with respect to a company.

If the company does not provide with adequate growth opportunities or training potential to create new skills, the question comes, why would someone having higher skills want to opt for working in the company having lower growth potentials.

When one shows willingness to invest in the team and new hires will make certain to the employees that they are committed to their work and that skilled candidates are applying.

The workforce of an organization and potential employees should be aware of the fact that they are valued above their particular job title.

6.3.5.3. Be Active on Social-It Matters a Lot for Hiring

Social media assist recruiters and HR looks for the best candidates for a provided specific position. LinkedIn, for instance, is an immense outlet for searching the right professionals and makes it accessible to see if someone is a perfect fit.

As stated earlier, people also mention about organizations and exchange their content. While others trust advices from friends, family, or colleagues on top of the company leaders that talk about the same thing.

A better and effective way to enhance social recruiting and construct one's employer brand is to support employees as advocates of the brand.

If an individual's company is doing wonderful things, current employees are more ready to share their enthusiasm online, by encouraging and attracting even more top candidates.

This is the reason why most of the HR, recruiting, and talent accession professionals are beginning to leverage a solution that is based on the advocacy of employee towards their EB efforts.

Through this the employees gets an easy way to get accessibility of the great contents and the various resources so that they can share within their networks, which basically assists in expanding the pool of talents and skills.

6.4. PROCESS AND INVOLVEMENT IN EMPLOYER BRANDING (EB)

When getting aware of the definition and significance of the EB, the question that arises is: 'What comes in the process of EB?' After getting a comprehensive understanding of the EB process, an employer can begin

proceeding towards the potential employees in an attracting way which varies from competitors.

The groundwork of an EB strategy is an exceptional value hypothesis. By becoming aware and understanding its extraordinary value proposition an organization can easily proliferate an appealing message to the employment market and its employees who works at the present time (Forbes, 2018; Torrington et al., 2017).

Moreover, it is essential to be clear, compatible, and honest when deciphering the company message (Redactie, 2013b). transparency stands for the communication of a message which is clear cut and is comprehensible for everyone, considering the fact that ‘less is more.’

Uniformity: it is crucial to keep under the control with the information that is communicated so that employees who are capable, must come to know what to look forward to and that the company takes on its promise. If the message is transformed each month or year, potential talent would not be aware of what to expect from the employer.

Last feature mentioned is to be truthful and sincere. When an employer conveys a fake identity, job applicants will be allured to the company on fake premises. By not being honest, a company does not only lose track of the applicants but also the image and goodwill of the company, which will take to the domain of high turnover and results in unsatisfaction of the employees (Torrington et al., 2017; Tran, 2015).

The requirement of a successful EB is to be set up in steps (Redactie, 2013b). Whereby the initial step in the process is to deploy current staff. Leading company actors to incorporates, the people in HR, marketing, and management who are in need to convey the employer brand among all the employees.

The second step is to elaborate the identity of the company. This can be achieved with the assistance of current employees for instance by utilizing a survey which is based on the employee satisfaction or by cross-examining the people involved.

What in the view of the current employees makes an organization great and why are they so proud to work for it? Based on the outlook of the employees as well as the management, the identity of the company can be illustrated. The image and identity of the company are very significant aspects, as they influence the decision of the people who are looking for jobs to apply for a position (Buil, Catalán, and Martínez, 2016).

Companies that have gained success in EB are those where the perception and values are in a proper way with the perception and values of the likelihood and current employees. Talent selects the ‘soul’ or DNA of a company (Employer Brand Insights, 2018).

It is significant to listen to the point of views and wants of the current employees. After demonstrating and defining the recognition of the company, a genuine position needs to be constructed and delineated. When constructing an authentic position, it is essential to put the unique value postulations of the employer as the main focus of attention (Figure 6.9) (Backhaus and Tikoo, 2004; Forbes, 2018).



Figure 6.9. Process and involvement in employer branding.

Source: Image by unsplash.com.

The employer brand requires to differentiate itself from other organizations, in aspects like the work atmosphere, environment, career opportunities or employment conditions.

6.5. EMPLOYER BRANDING (EB): BENEFITS AND CHALLENGES

The term “employer branding,” was first extensively instigated in 1990 to a management audience and was elaborated by Simon Barrow, who is the Chairman of People in Business; along with Tim Ambler, Senior Fellow of London Business School. It was meant to imply the reputation of an

organization as an employer. Since that time, it has acquired substantial amount of acceptance in the dimension of global management community.

‘EB’ could also be illustrated as the perception an organization has, be it a place for work, in the minds of the current employees as well as the key stakeholders. Most of the times regarded as an amalgamation of art and science, the discipline of EB scrutinizes itself with attraction, interaction, and retention initiatives operated through improvement of an organization’s employer brand. It revolves around advertising a workplace culture, values, and objectives to capable and existing employees.

EB assist organizations by attracting and engaging employees that have capabilities of high performance. In the expanding talent market, which is way too competitive, companies make use of EB as a prime tool to attract and retain skills. In the process, these organizations can establish a workforce which is productive, in addition to this it can help them in achieving success in a long-run.

From the perspective of an HR, EB is necessary. In the last few years, there has been an exceptional escalation in the entrance and favorable results of Indian corporations in the context of the global market. At the same time, in India, there has been an incursion of multinational companies. As such, the opportunities for India to share its part in the economy of the world have essentially increased.

In the recent years, the job market scenario, where companies are participating to attract the people with best skills and talent, establishing the right image of your company as an employer proves to be a tough challenge. Employer Brand often assume more significant as compared to the factors that are critical such as job profile and pay package. Therefore, creating an ideal image of the company in the mindset of employees can be a tough task.

Creating a brand is generally a two-fold process which needs both external together with the internal branding.

Initially, for potential employees and then secondly for the present set of employees. In order to establish an employer brand which is successful, the HR department of a company must first comprehend what outlook and beliefs the present set of employees and the aspirant candidates to associate in hold about the promise of the company in respect to the culture and brand. That would facilitate some research and analysis.

It is really essential to know the strengths and weaknesses as a prospective employer. But what is more necessary is to comprehend how the employees,

at every level, view the organization's brand and what are the values they connect to it.

If a company carries good brand image in the market, it will assist to get the right type of workforce at the correct time. This will also allow the company to regulate the costs of employee. On the other hand, an organization having no brand name has to extract large amount of money so as to attract and retain the right types of candidates. In order to make an organization exceptional, a stronger employer brand is necessary.

In the recent years, the hiring conditions, can prove to be challenging to recruit and hold back employees if one do not have a uniform employer brand.

A well-liked and gripping employer brand can assist in order to demonstrate, attract, and retain people who are a perfect fit, mainly the people who are fit to carry on the duties that the company needs them to execute and accomplish.

Many employees choose to work for employers who possess their own value system and also have a demonstrated track of records of living by them. The role of great employer brand is to make employees select the company even when they do not have the substantial resources to cater to the high number of salaries or offering such perks. Yet they have the opportunity to become an 'employer of choice,' if they have a proper framework of an employer brand.

As India is making considerable efforts to make its influence on the world, employer brand carries a tool which is of HR that will acquire greater significance in the companies of India. A proper care must be taken for developing, communicating, and marketing the brand in order to ultimately have substantial growth and profits.

Eventually, the way a business does not remain unchanged, likewise, an employer brand also does not. It is crucial to periodically evaluate the success of the employer brand and its persistent relevance to employees by the medium of ongoing research.

6.6. EMPLOYER BRANDING (EB): A DIFFERENT APPROACH

HRs marketing, also known as EB, can help the hospitality as well as the tourism industry in managing with the challenges in looking for talent. EB is implemented in a form of a strategy to distinguish a company as employer.

A company's employer brand is strictly associated to its corporate together with the customer brands. EB incorporates attractiveness to onlookers, and involvement as well as retention of talent. The challenges in searching and keeping talent were identified by way of hospitality and tourism practitioners (Gehrels and De Looij, 2011).

The group of managers nearly a decade ago had come across the concept of EB but among them only a few had started to make use of it. Some professionals come up with EB in a way of 'job advertisement pimping' rather than it being a strategy.

It has become essential to a great extent for companies related to the hospitality and tourism industry to take into consideration framing up an EB strategy. Ameliorating the reputation of the hospitality and tourism industry by applying EB will enlarge its attractiveness.

EB not only implements to large branded organizations but is also proves to be of interest to the enterprises that are small and medium or in other words called the SMEs. In this chapter, the significance and application of EB are traversed.

The basic important idea in EB is to establish preferences that are long-term for hospitality employers amid current and prospective employees (Egerton-Vernon, 2017; Hall, 2016; Scholz, 2000). With the increasing insufficiency of talent and skills, an immense power in the employment market has shifted from the buyers (employers) to the sellers (that is the employees).

In the context of the sellers' market, talented employees have comparatively in a better bargaining position making it crucial for employers to look from the perspective of an employee (Kayatz, 2006; SHRM, 2016). The British hospitality and tourism industry records about a growth which is in progress that portrays a challenge for employers which is unavoidable (Caterer.com, 2014).

The hospitality and tourism industry from the past years itself has suffered the shortages of talents and skills as well as the poor talent pipelines, specifically for the skilled and management functions. In the course of an economic crisis, it may have been a little bit easier for employers to persevere to great talent or work in order to grow talent from within.

When the economy is flourishing and the talent movement expands, then the employer's potential comes across crisis. Whereas the scarcity in the industry skills can make life harder for employers, moreover, it lays

down the necessity to place themselves to verify that they hire and retain staff that are perfect and are according to their desired profile (Figure 6.10).



Figure 6.10. Employer branding, can help the hospitality as well as the tourism industry in managing with the challenges in looking for talent.

Source: Image by unsplash.com.

The biggest question for hospitality employers now arises, how to be exceptional from the crowd and to make sure the best and most admissible candidates come to the organization and set them on board. A major component is to have a powerful and purposeful employer brand, something which an exceeding number of hospitality employers are starting to prospect.

Empirical proof of the built-up value introducing an employer brand can have been offered by one of the enormous hotel groups all around the globe, Intercontinental Hotel Group (IHG). IHG contented that EB enhanced associations, connections, and effectiveness in the performance of its employees (Hickman, 2014).

6.7. CONCLUSION

This chapter revolves around the various aspects of the EB in context of the hospitality and tourism industry. It highlights the literature review where it talks about the different organizations and how they carry out the concept of EB, especially a company such as Google.

It then puts emphasis on the different domains of the EB like who should be involved in EB, for a successful EB it states four points which are-HR, CEO, brand advocates and marketing.

It then highlights the factors due to which it becomes important for job recruiting and acquisition of talents as well as skills. By explaining how it saves company's money, how it maintains the image of company on social media platforms, how it influences other businesses and how to improve the strategies related to the EB and how it must be established as well as improved from time to time.

As the chapter exceeds further, it mentions the different types of process and involvements which are incorporated in the EB. This chapter also addresses the benefits and challenges which are involved in the concept of EB. Towards the end, it talks about the various approaches that are involved in the EB.

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Chapter 7

Challenges and Opportunities in Tourism Labor and Employment

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This chapter gives insight to the reader about the challenges and opportunities that prevail in the tourism labor and employment. It talks about the various concepts of tourism and the challenges that this industry must face and tackle with. In addition to this, the tourism industry also provides the job opportunities and labor in abundance as it has a diversified field.

It also highlights how the various employment that exists in the tourism industry undergoes through a lot many challenges that should be dealt with such as the unequal treatment, the less wages, and harsh working conditions.

It also sheds light on the impact of the pandemic that is COVID-19 (coronavirus disease) on the hospitality workforce, on the employment opportunities and wages. In the end, it addresses the various challenges and troubles that women face while working in the tourism industry.

7.1. INTRODUCTION

For years, the employment creation potential of tourism-related development is being praised by the policy makers, specially there are some situations where the traditional economy has experienced major restructuring.

Worldwide for numerous communities the common narrative goes a quick fix to stem rising unemployment and/or target underemployment while inspiring wealth creation, especially since the sector is often praised for its supposed multiplier effects.

Therefore, to quash the criticism by many observers the existence of such positive rhetoric has done little and to the tourism related jobs get regularly dismiss by them and the ones are easy to obtain but also to lose, are poorly paid, and cater to lowly skilled individuals, many of whom are female and commonly immigrants from the global south.

It has been seen that with extractive or manufacturing industries in regions historically associated to view tourism-related work as an affront to a glorious past when tangible products such as steel, ships, cars, and textiles were produced which is not uncommon. In the advanced western economies this critique derives mostly from researchers in order to be sure and on these regions, it is reflecting that most studies on tourism employment have focused. In many other parts of the world where the sector happens to be a dominant part of the economy about tourism related jobs it does not necessarily mirror prevailing attitudes towards or indeed the reality.

For example, in the world's middle latitudes on several islands especially, tourism is an economic mainstay and it is not unusual to encounter persons

who have built their careers on this sector and take pride in what they do. As an economic savior the simplistic binary narrative of tourism-related work where some see the sector and while as a band-aid approach others regard it to solving deeply ingrained societal problems does little to further our understanding of far deeper complexities, among which are those associated with the geographical dimensions of this employment and the persons who perform this.

The main aim of the tourism geographies is to highlight the geographical dimensions of tourism-related work and workers. Another question is what kind of experiences and skills do they have and to enter the tourism labor market what motivates them and whether to remain in the sector what decision and other action do they take, in order to seek a transfer or a promotion or to stop working.

Twofold is the editorial of this purpose. By briefly highlighting the background it is begin, that inspired the special issue, namely the field of labor geography. Therefore, in the human geography concerning tourism work there is far most discussion and relating to migration and other aspects of mobility workers focus primarily on issues. For the theory building activity the majority of these investigations are case-based and, as such, limit the opportunities.

At the same time, there are vast majority of researchers who describe themselves as the labor geographers and exploring the labor dimensions of tourism and related services they have been shied away. There is a brief introduction about the contributions which make up this special issue and there is discussion which is being followed and related to the interconnection of labor geography and tourism (Figure 7.1).



Figure 7.1. Challenges and opportunities in tourism labor and employment.

Source: Image by unsplash.com.

In the fall of 2016, a call for the paper which was initiated was accepted for the publication and after the five contributions, through review process. In the first part of the special issue these get appear. On a further selection of three papers the second section focuses that were independently submitted by their authors but were deemed by the journal's editor in discussion with everyone to have relevance to the overall theme of this special issue.

There are many different possibilities which is reflecting on the tourism labor in terms of an appropriate starting point. For instance, in the context of economics or social studies one could take a macro perspective of labor issues or at the micro level one could focus and also look at the individual occupations and job experiences.

As a mean for the reflection different perspectives could also be used, as in the case of using real life perspectives through narratives from, for example, tourism employers or tourism employees. In this paper this is the use of narratives is adopted later, as a means to illustrate the complexities of tourism labor. It has been seen that there are many rigorous and philosophical discussions of tourism knowledge creation that could serve as a guide, in searching for an approach to exploring the tourism labor. By the discipline, methodologies, paradigms, and discourses there is development in tourism research and knowledge creation over time are just some of the ways in which tourism research has been explored.

To the specific research ontological, epistemological, and methodological issues which are related and it could also provide a framework, as in the context of tourism studies the approach taken by Ayikoru (2009). Surely, into the nature and structure of tourism labor an epistemological enquiry would give rise to a critical analysis of the research field with perhaps a focus on different paradigms or discourses offering additional insight.

Therefore, to warrant this critical approach the broad field of tourism which arguably shows signs of maturation, tourism labor as a distinct subject is perhaps not quite yet developed enough. Apart from this, by the broad themes an appropriate starting point is to explore tourism labor, both mature and emerging, with critical analysis where appropriate.

For merely providing additive knowledge this approach could be criticized where the intention is to illuminate developments in the field and provide a starting point for further discussion. There is an innovative approach of using three different perspectives of tourism labor are being explored, in order to explain the complexities and interconnectedness of issues concerning tourism labor. Through the use of a scenario these are a

tourism worker, a tourism employer, and a tourism researcher they are being considered.

7.2. OPPORTUNITIES IN TOURISM LABOR AND EMPLOYMENT

7.2.1. Tourism Ventures into Areas Where Other Industries Are Hesitant to Go

Consider the case of a tiny island nation such as the Maldives. Tourism contributes for almost 40% of all jobs in the area, providing a source of income for thousands of people. Alternatively, there is also a landlocked Himalayan kingdom such as Bhutan.

In the previous seven years, tourism arrivals in Bhutan have increased from around 20,000 per year to almost 160,000 per year, creating more than 30,000 new employments in remote areas. The large number of global corporations are expected to make investments in locations like these countries or regions.

The Seychelles, Cape Verde, Cambodia, and a lengthy list of other tiny, often impoverished nations where the travel and tourism industry plays a significant role in creating employment and generating revenue are all on the list.

7.2.2. The Huge Number of Low-Skilled Employment Are Offered by Tourism Industry

According to the International Labor Organization (ILO), 40% of the world's jobless are between the ages of 15 and 24, and as a result of the 2008 financial crisis in countries such as Greece, more than 40% of young people are out of work. Because of the advancement of Artificial Intelligence (AI), it is possible that these concerns will grow much more severe.

Travel and tourism are labor-intensive industries by their very nature. Many of the employment it offers revolve around interacting with others; they are frequently low-skilled, making them perfect for less developed countries where a lack of formal education prevents many individuals from achieving their full potential.

These are occupations that are also reasonably well protected from the effects of artificial intelligence. Take, for example, the hotel industry. It

assigns an average of one staff to each available room. When you include those who are indirectly employed, such as guides, drivers, gardeners, and laundry workers, the total number of persons employed climbs to four. Furthermore, about half of all employees in the hotel, catering, and hospitality industry are under the age of 25.

7.2.3. Women Make Up a Comparatively Higher Part of the Workforce in the Tourism Industry

While employing a significantly larger number of women than other industries, the travel and tourism industry is prevalent in both developed and developing nations. In the hospitality industry, women account for more than 60% of the total workforce. Not only are there more women working in the tourist industry, but there are also greater opportunities for growth for them. According to a recent research, women hold 71% of managerial and administrative positions in Bulgaria, compared to only 29% in the country as a whole. In Indonesia, Malaysia, the Philippines, and Thailand, women own and operate more than half of the tourist enterprises in those countries. Across Latin America, the proportion is quite close to one another (Figure 7.2).



Figure 7.2. Women make up a comparatively higher part of the workforce in the tourism industry.

Source: Image by unsplash.com.

7.2.4. Keep Money Spent by Tourists in the Local Economy

The of all-inclusive vacation packages, in example, has resulted in a significant portion of the money spent by visitors in resorts remaining in the hands of the companies that operate them rather than benefiting local businesses.

Tourism Leakage is the term used to describe this situation. Estimates of tourism leakage range from 80% in the Caribbean to 40% in India, according to the World Tourism Organization (WTO). Efforts by governments and the tourist sector must be coordinated in order to ensure that increasingly greater amounts of the advantages of tourism flow down to the local communities.

A lot of major hotel brands are currently pursuing strategies of supporting local businesses. One such initiative is Hyatt's 'Food. Thoughtfully Sourced. Carefully Served. program, which is only one example. To address tourism leakage in the Bahamas, where estimates put the country's tourism leakage at 85%, the country's hotel association and tourist board have joined forces.

In order to assist local entrepreneurs in marketing themselves and selling their services to hotels and tour operators, the Thru Bahamian Marketplace project was established. Local farmers in St Lucia are now using a WhatsApp group to sell their products directly to local hotels, according to the island's government. The outcome is fresher food and improved menu planning for the hotels, as well as assured sales for the food suppliers themselves.

7.2.5. Benefits Should Be Shared More Widely

The sector has the potential to provide more than simply job and income possibilities. Often, better quality infrastructure is required to support the business, and the surrounding populace benefits as well from improvements in roads and water supply, as well as enhanced internet access and trash disposal facilities.

However, many governments are working even farther, realizing that the advantages of tourism must be felt by everyone in the local community in order for it to be effective. Speaking at the World Travel and Tourism Council (WTTC) Global Summit, Rt. Hon. Prime Minister Edouard Ngirente, Prime Minister of the Republic of Rwanda, described how the country reinvests a portion of its tourism revenues back into the local community.

The communities in the vicinity of Rwanda's national parks receive a portion of tourism revenues to help them with their daily needs. So far, 751 community-based projects have been developed, which have provided

homes, schools, health clinics, and clean water to the local population. People are lifted out of poverty more rapidly when money from tourism is used as part of a broader development strategy.

7.2.6. Offer Development and Advancement of Career

Women may have more possibilities in the travel and tourism industry than in other sectors, but there is still more work to be done. Despite the fact that salary inequality between men and women can be far worse in other industries, women in the travel and tourism industry usually earn 10 to 15% less than men in equivalent positions. Some hotel businesses, such as Hilton, are actively working to correct the disparity, as seen by their Women in Leadership program.

Marriott offers comparable programs focused at mentoring and providing opportunities for advancement that are tailored particularly for female employees. The method in which the industry assists ambitious young people of both sexes in developing their careers and moving up the wage ladder is critical since these individuals are unlikely to want to wait tables or clean rooms for the rest of their lives.

7.2.7. Develop the Ability to Cope Under Pressure

While the travel and tourism industry can benefit from a very rapid development trajectory, it is also subject to a number of particular obstacles. Disease outbreaks, unusual weather occurrences, and acts of terrorism are all examples of issues that might cause a significant drop in the number of tourists arriving in a short period of time.

Those nations whose economy are largely reliant on tourism will find this particularly difficult to deal with. Speaking at the WTTC Global Summit, H.E. Najib Balala, Kenya's Cabinet Secretary for Tourism, stated that the crises episode is only a portion of the problem.

The consequences for people's employment and livelihoods are significant, and they can be felt for many years after the event. Often, the individuals who are most negatively affected by a crisis are the low-skilled workers, who have little options for alternate sources of income.

When disaster strikes, it is critical for businesses and governments to be prepared. This includes creating resilient infrastructure and putting in place a defined plan for managing crises and fostering rapid recovery following disasters.

7.2.8. Home Stays Provide a Lucrative Earning Opportunity

In rural regions, home stays are a highly important source of income and a source of new job opportunities. Home stays are a type of tourism that allows visitors to rent a room from a local family in order to learn and live more authentically.

Despite the fact that house stays may occur in any location on the planet, some countries do a better job of encouraging them than others as a method of boosting their tourist industries. Hosting a home stay provides an opportunity for a local family to earn some much-needed extra cash.

The linking impact of a home stay is evident. It creates a variety of large-scale job possibilities in a variety of ways. The introduction of homestays has helped to increase tourism in Himalayan regions (Figure 7.3).



Figure 7.3. Home stays provide a lucrative earning opportunity.

Source: Image by unsplash.com.

Home stays are a type of tourism that allows visitors to rent a room from a local family in order to learn about their culture and enhance their language skills. Even while house stays can take place in any destination in the globe, certain nations take a more proactive approach to encouraging home stays

than others as a method of boosting their tourist industries. Hosting a home stay provides an opportunity for a local family to earn some much-needed additional cash. Home stay cannot be considered as a simply economic activity, but rather as a means of promoting cross-cultural interaction.

7.2.9. Employment Opportunities of Tourism and Hospitality Sectors

Employment possibilities in the tourist and hospitality industries can be produced either directly or indirectly depending on the level of participation or contribution made by the tourism supply side (Dayananda, 2014; Caribbean Hotel and Tourism Association, 2011).

The entire number of work possibilities provided by direct employment in the travel and tourist industry is referred to as direct employment opportunities. Employers in the tourism industry include hotels and restaurants, travel agencies and tourism information offices, museums, protected areas such as national parks, palaces, religious sites, monuments, aircrafts, cruise lines, resorts, and retail establishments, souvenirs, and photography, sightseeing tours, farmhouses, bed, and breakfast, rural inns, and guest houses, and local transportation like public and private aircraft, rail, and bus companies, as well as private charter airlines and railroads.

Additionally, tourism, and hospitality promote indirect employment in activities such as restaurant suppliers, construction companies that construct and maintain tourist facilities and infrastructure, aircraft manufacturers, various handicrafts producers, marketing agencies, and accounting services, all of which are more or less reliant on the companies providing direct employment for their income (UNWTO, 2011). Tourist spending is quantified in terms of its influence on income, employment, investment, and development; as well as the balance of payments and other factors (WTTC, 2015; Yunis, 2009).

If the business is labor-intensive, such as tourism and hospitality, it is likely that the majority of income will come from wages and salaries paid to individuals employed in positions that either directly serve the requirements of visitors or profit indirectly from tourists' spending (WTTC, 2014).

Visitors who spend the most money in tourist locations are those who come for the longest period of time. Customers who spend the most money in tourist places are those who have a wide range of possibilities and activities in which they may engage (Figure 7.4) (Caribbean Hotel and Tourism Association, 2011).



Figure 7.4. Employment opportunities of tourism and hospitality sectors.

Source: Image by unsplash.com.

The other reasons that employment opportunities are more diverse than ever before are tourism and international travel becoming increasingly popular around the world, with people themselves considering travel to be a human right; destinations are concerned greatly with meeting the needs and wants of tourists, and to provide a high standard of services in the destinations; tourists have a wide range of holiday options; international standards are becoming more stringent; and international standards are becoming more stringent.

All of the aforementioned scenarios are the primary causes for the increase in the number of tourists visiting the respective places. Therefore, a large number of workers is necessary in order to give services to visitors. In light of these realities, the tourist and hospitality industries, together with their supporting industries, provide a diverse range of job possibilities.

7.2.10. Women Have a Lot of Opportunities in the Tourism Industry

When compared to other industries, travel, and tourism have been shown to give women with greater possibilities for empowerment, resulting in the sector bearing a greater responsibility for the progress of women in the workplace. Several studies, including the United Nations Global

Report on Women and Tourism (2010), published by the World Tourism Organization (UNWTO) and UN Women, have found that tourism offers more opportunities for women to participate in the workforce, start their own businesses, and hold positions of leadership than other sectors of the economy (UNWTO, 2010).

Numerous studies have found that women gain from their encounters with people from various cultures, which is made possible through tourism. When asked about their opinions about tourism, the women interviewed in Costa Rica, Belize, and Honduras had a very favorable attitude toward the industry, noting that it provides them with a far better living than other paid jobs in the dairy or citrus fruit industries.

In addition, younger women stated that it was an excellent means of making money and provided an opportunity to meet a broad range of individuals while also building their self-confidence via the conversations they had (Inter-American Development (IDB) and The George Washington University, 2014).

According to the International Work Organization's 2010 review of trends and problems in the hospitality and tourist sector, women accounted for between 60% and 70% of the labor force in the hotel industry in 2010 (ILO, 2010). For example, in the Philippines, women account for 58% of those employed in the hospitality and culinary industries (Department of Tourism of Philippines and USAID (2014).

Women are employed in the tourist industry, and they have greater opportunities for growth than males. Bulgarian researchers discovered that women account for 71% of managers and administrators in the tourist industry, compared to only 29% in the country as a whole.

The findings of a 1997 European Union survey, which showed that women occupied 63 percent of managerial positions in the tourist industry, add more credence to this (Inter-American Development (IDB) & The George Washington University, 2014).

In some countries, tourism employs over twice as many women as other industries, providing considerable opportunity for women to start and operate their own businesses. In Indonesia, Malaysia, the Philippines, and Thailand, women own and operate more than half of the tourist enterprises in those countries.

Women manage 51% of tourist firms in Latin America, which is more than double the share of women managing businesses in other industries.

More than 70% of business owners in Nicaragua and Panama are women, compared to just over 20% of company owners in comparable industries in the United States (UNWTO, 2010).

Female representation in tourism appears to be higher than in other sectors, according to many theories, which may be explained by the following features of the tourist industry that distinguish it from other sectors.

- Less emphasis on formal education and training; more emphasis on interpersonal and hospitality skills;
- greater prevalence of part-time and work-from-home opportunities;
- increased options for entrepreneurship that do not necessitate large amounts of start-up capital;
- and opportunities for women in the sharing economy through online platforms such as Airbnb (air bed and breakfast), Uber, and Vacation Rentals by Owner (VRBO).

As an example, it is projected that more than 1 million women host on Airbnb, accounting for 55% of the worldwide Airbnb community and 59% of the platform's most successful hosts, known as Superhosts. In 2016, more than 200,000 female hosts across the world earned a minimum of USD5,000 apiece through Airbnb. The average yearly salary for an Airbnb host who is a woman is USD2,015.

Along with generating cash, many women host for the social benefits that come with it, such as friendships and cultural exchange (Airbnb, 2017). Women are more likely than males to be in positions of leadership in the tourist industry, compared to other fields.

According to the United Nations Global Report on Women and Tourist (2010), women are more likely than males to hold government ministerial positions in the tourism industry compared to other sectors. It also discovered that women are more likely than males to head private sector groups and to serve as the leaders of non-governmental organization (NGOs) working in the tourist industry.

Several private sector travel firms have contributed to the advancement of these trends. The Hilton Worldwide Corporation, for example, established its Women in Leadership strategy, which assists in the development of a talent pipeline of future generation women executives.

Women's leadership development program, an executive committee networking program, a women's mentorship program, and year-round

networking opportunities are among the major objectives of the Hilton plan. Women currently account for 51% of Hilton's workers in the United States (Hilton Worldwide, 2015).

Similar initiatives to empower female executives and assist all female employees may be found at other big companies, such as Marriott International, where women account for 55% of the company's U.S. workforce and 41% of its senior executive officers.

The Emerging Leader Program, Diversity and Inclusion councils, women's networking groups, paid maternity and parental breaks, adoption help, infertility coverage, new parent counselling, tuition reimbursement, and workplace and scheduling flexibility choices are just a few of the Marriott benefits (Marriott International, 2016).

The women are being empowered by individual hotels, which are also displaying leadership in this area. Through its training school, the Alzala Grand Hotel in Mali (an IFC-supported property) provides job-specific training and life counselling to women in the hospitality industry.

In 2014, women accounted for 55% of all interns. In addition, the hotel formed a three-way cooperation arrangement between women processors of local products and the Centrale d'Achat et de Distribution, which connects Alzala's four hotels in Bamako with the surrounding community and market (IFC, 2016).

In a similar vein, the proportion of women employed at the Shangri-La hotel in the Maldives that is also an IFC-supported business is double the national average for the hospitality sector. In the Maldives, women have a 10% share of essential head-office tasks including managers, supervisors, accountants, administrators, and sales and marketing employees), accounting for at least 8% of all management and supervisory workers, which is twice the national average (IFC, 2010).

7.3. CHALLENGES OF EMPLOYMENTS IN TOURISM AND HOSPITALITY

7.3.1. Unequal Treatment

There is no such thing as equitable treatment for all types of workers. For example, according to the ILO-United Nations Development Program (ILO-UNDP), quoted Thomas (2013), gender disparity manifests itself in the sectors.

In spite of the fact that women perform 66% of the world's labor and produce 50% of the world's food, they earn only 10% of the world's income and possess only 1% of the world's property. Due to the fact that women have less access to land, capital, and knowledge than males, such situations are possible (Figure 7.5).



Figure 7.5. Challenges of employments in tourism and hospitality.

Source: Image by unsplash.com.

Women are more likely to work at home or in family businesses where they are not legally protected, and they are subjected to discrimination and overburdening workloads in both their professional and personal lives.

According to a 2011 report by the United Nations World Tourism Organization (UNWTO) on the assessment of the opportunities and challenges that women face in the tourism industry, unskilled or semi-skilled women tend to work in the most vulnerable jobs, where they are more likely to experience poor working conditions, inequality of opportunity and treatment, violence, exploitation, stress, and sexual harassment.

Several other issues, including a low level of education and training, widespread poverty, poor maternal health, and a lack of sex education, in addition to socio-cultural variables, have impeded women from becoming economically empowered in developing nations.

The businesses, particularly in poorer nations and communities, might be placed at a considerable distance from residential areas, imposing both travel and time expenses on women, who typically have restricted access to both financial and time-flexibility resources (UNWTO, 2011).

The other issue is that women predominate at lower levels and in jobs with limited possibilities for advancement, whilst males predominate in important managerial roles (Vargas, n.d.). Despite this, women are underrepresented in management and executive roles. For example, women account for just 32% of managers in EU-based firms, 10% of members of management boards of the world's top corporations, and 29% of scientists and engineers across Europe, according to the European Commission.

7.3.2. The Obligations of Family and Caregiving Are Still Not Fairly Distributed

The responsibility of caring for dependent family members is primarily carried out by women. Women are far more likely than males to opt to take parental leave. In combination with a shortage of child care and elder care options, women are frequently compelled to leave the workforce: the employment rate for women with dependent children is only 62.4%, whereas the employment rate for males with dependent children is 91.4% (ILO, 2013). Vargas had also observed that, in contrast to other businesses, employment in the Hotel, Catering, and Tourism industries is mostly geared toward persons under the age of 35, according to him. In Spain, workers in the industry are primarily between the ages of 25 and 34. In his speech, Swarbrooke stressed that employers typically reject female applicants who are beyond a particular age (generally 35 years old) and that employers routinely request pictures of female applicants for job openings. In addition, the tourist sector has a terrible track record when it comes to hiring and promoting individuals with disabilities.

7.3.3. Poor Pay and Working Conditions

The average payment rate in the hospitality and restaurant industry is low when compared to average salaries in virtually all EU member states, according to a research by the European Foundation for the Improvement of Living and Working Conditions (Griffin and DeLacey, 2002; EU Hotel and Restaurant Sector, 2005). In general, the tourist and hospitality industry are characterized by low hourly wages, overtime labor without additional compensation, lengthy working hours of 50 hours per week, and insufficient or non-existent breaks during peak season periods, among other characteristics. The wrong management style or corporate philosophy and leadership style, such as unplanned recruitment, insufficient attention paid to staff turnover, imported workforce, treating employees as a cost rather

than an asset, rigid leadership that is contrary to the concept of democracy, inadequate training, and many tasks such as making computer reservations and operating theme park rides, are outsourced to third-party vendors (Griffin and DeLacey, 2002).

The reason for this is that employment in the tourism industry is frequently threatened by one or more of the following factors:

- Seasonality like during certain months of the year, the number of tourists is extremely low, causing the tourism and hospitality industries to reduce their workforces;
- Technological advancement; and globalization.

A very good example is the fact that tourists come to Ethiopia from September to February, with their numbers significantly reduced during the rest of the year. Other examples include: part-time and/or excessive hours of work; low-paid (or unpaid) family labor; and informal or sometimes illegal labor, where measurement is significantly more difficult to achieve.

Furthermore, the job possibilities in the tourist and hospitality industries have been impacted by the various tough conditions that the business has experienced in recent years. For example, terrorist attacks are taking place in various tourist destinations, including ISIS, Bokhara, Alishavave, and others; the emergence of new contagious diseases, such as the so-called Ebola and Zika virus; global economic crises; and technological advancements in the tourism and hospitality sectors, such as the application of e-business, e-marketing, and virtual tourism; and the proliferation of new contagious diseases, such as the so-called Ebola and Zika virus (Figure 7.6).



Figure 7.6. Poor pay and working conditions.

Source: Image by unsplash.com.

As a result of these factors, many businesses in the tourist and hospitality industries are suffering financial losses. This is the primary reason why companies are laying off employees, which contributes to the growth in the national unemployment rate.

On a negative note, there are instances of institutionalized discrimination within the tourism sector that tend to work against ethnic minority groups reaching advanced positions within the industry. This is clearly illustrated in the case of the hotel sector in Hawaii 33 but is also evident in countries which depend heavily on unskilled, temporarily expatriate workers in the sector. Working hours are generally high for a sector with atypical working hours. Figure 7.6 shows that in the EU27, more than 10% of people work as self-employees or as employees over 48 hours per week.

7.3.4. Crisis Impact on Wages and Working Hours

The global economic crisis has had its consequences on the overall earnings done every month by hotels and restaurants. Average earnings per month fall between the range of first quarter 2008 and that of 2009, in countries like Japan (-31.5%), Singapore (-6.1%), Thailand (-3.7%) as well as the United Kingdom (-1.9%).

Although, the contrast between the third quarters ranging from 2008 and 2009 depicted renewed decrease in all countries: Japan (-17.5%), Thailand (-7.4%), Singapore (-2.9%) along with United Kingdom (-0.7%).

The average wage transitions in the sectors like hotel and restaurant from the year 2008 to 2009 in given countries and demonstrates that with Japan and the United Kingdom being an exception, average wages escalated again in the year 2009 and the increase was specifically strong in Argentina, trading on the traces of the Russian Federation.

Consequently, these rises in wages are because of the higher rates in inflation. For instance, in 2009 the Russian Federation experienced an inflation rate which was of 8.8%, 7.7% inflation in Argentina and in Australia it was 2.1%. 16 Such transformations outline the vulnerability of the workers of HCT to the changes happening externally, intensifies by the high levels of part-time, free, easy, and mobile working positions enclosed in the sector.

7.3.5. COVID-19 an Impact on Hospitality Workforce

The World Travel and Tourism Council has during the recent times, warned the COVID-19 pandemic could result into a cut of 50 million jobs all over

the globe in terms of the travel and tourism industry. According to a study of an Oxford economics, Asia is anticipated to be the worst impacted and data contends the industry might take a lot of months to get back to normal.

The increase in travel bans, closures of borders and quarantine measures, most of the workers are unable to shift to their places of work or lay out their works which has influence on incomes, specifically for informal and indiscriminate employed workers.

Provided the current environment of unpredictability and fear, businesses are expected to make investments, purchases of goods and the recruiting of workers, late. As stated by the data, the impact on the industry of Indian hospitality, could supply a great number of the people in hospitality in India, unemployed. As a consequence, of this pandemic, the tourism industry of India is looking at pan India bankruptcies, termination of businesses as well as the large amount of prevailing unemployment (Figure 7.7).

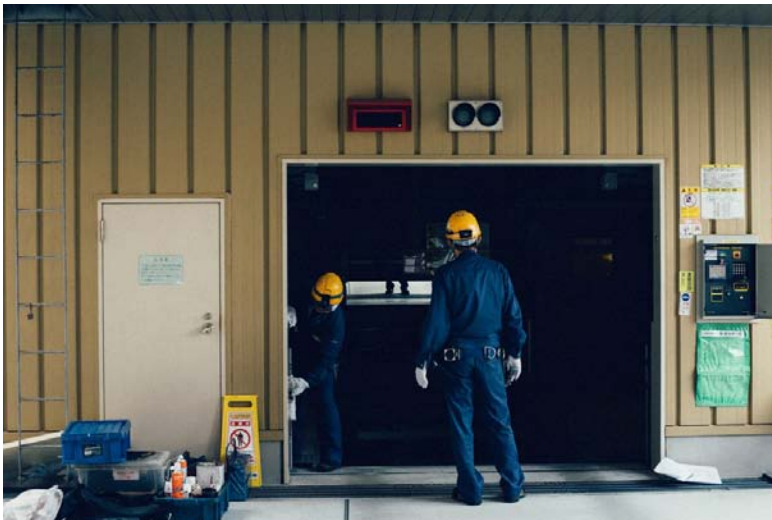


Figure 7.7. COVID-19 an impact on hospitality workforce.

Source: Image by unsplash.com.

In general, it might be that the identity of hotels and restaurants will transform to leaner and more structured operations, whereby a balance is maintained between smart and talented labor is sought eventually.

Due to fear, up to a considerable extent of the labor force is viewing an immigration which is domestic-mass, which implies a large part of the

front-line staff employed at hotels will have shifted back to their native regions. Non-permanent work forces will be the first to decline, followed by which the influence will be experienced by employees who are permanent as hospitality companies may be pushed a lot so as to cut costs.

This may result in to a substantial amount of people transforming their industry to go where there is a quick cash flow. This global withdrawal could have a huge impact on the pool of skills and might not revive until confidence is strengthened by employers and governments which are similar. Only by the means of an empathetic approach taken by enterprises can the workforce be rescued.

7.3.6. The Way in Which Severity of Future Coronavirus Waves Could Impact Job in Tourism

If in case the new coronavirus cases continue to expand and Europe goes through a dreadful second wave of the virus, the number of people who are travelers visiting tourism destinations might have the probability to fall by up to 68% in the year 2020, according to a new report of JRC. Less grave scenarios have a chance of facing a drop of approximately 38% to 52%.

In the recent years, there is approximately 19 million people who are either employed directly in the sector of tourism, or with jobs based on the tourism ‘value chain’ -from owners of shops to workers in restaurant in addition to their suppliers. Relying upon the criticality of the drop bounded in travel, ranging between 6.6 and 11.7 million of these jobs can be influenced through depletion when it comes to working hours or the losses in permanent job.

The coronavirus pandemic impacting people’s willingness and will power to travel to their selected destination, JRC experts examined the responses of survey and economic data in order to demonstrate three main prospective scenarios and subsequent evaluation of the impact on employment all over the EU.

A damaging second wave is anticipated to be the tragedy, which will result into border closures and very modest levels of domestic travel which implies huge pressure on employment and enterprises. Less dreadful scenarios, with borders not closing and people (albeit in lower numbers) degerming to travel to the holiday destinations, would be less harmful to the economies of those regions which are completely reliant on tourism.

Countries like Croatia, Cyprus, Greece, Malta, Slovenia, Spain as well as Austria share the highest rate of jobs at risk, dependent upon:

- The share of tourism to their employment domestically;
- Their reliance on the international tourists;
- The contribution of temporary employees in associated sectors.

Even if a few of the countries are expected to be more impacted than others, enclosed in the boundary of each country there also lies regional disparities. For example, some areas in Italy, Portugal, France as well as Germany are also immensely affected. As suggested by the JRC report, it draws out the regional disparities within each country, in order to assist policymakers to demonstrate those who are in dire need of help.

The scenarios, dependent on transitions in the behavior of consumers, foresee a decline of tourist approach in EU countries of between 38% and 68% in the year 2020. This decline in demand is anticipated to not be in track with the recent levels of employment in tourism industries.

Many of the companies have sustained so far, for which European and national measures are accountable-including exceptional lay-off strategies and accessibility to extraordinary bank loans or assistance in order to support exchangeability. Since June 2020, almost all the 27 EU countries have been gradually opening their borders to permit people for traveling. Although, as the virus is still active all over the globe, the desire to travel could be impacted greatly.

The impact of COVID-19 outbreak on job opportunities is not anticipated to have the same aspect as the effect on organization's turnover or GDP, dependent on lessons from former economic catastrophe. Disposing people with a continuing contract also has its implications (for example, with indemnity, which is most commonly in proportion to the number of years in an organization).

In addition to this, as personnel are focal point to the sector of tourism, companies will make efforts as much as they are capable so as to protect and preserve their human capital. Nevertheless, people having a decreased level of education and having temporary contracts could be the most influenced by the catastrophe.

The experts also set a framework of short, medium along with the actions that are long-term and also can be taken in consideration to support the tourism industry as well as the living conditions of people as they face these challenges. As influences are likely to be extensive between and all over EU regions and countries, as stated by the report both domestic and European-level solutions.

7.3.7. Hospitality and Tourism Industry Labor Challenges

The world economy in 21st-century is based on services, and services need people. The hospitality as well as the tourism industry regulates throughout the clock. Because of the extended operation hours, rigorous job demands, and day-to-day or seasonal changes, the human resource (HR) departments of hospitality industry may come across with exceptional challenges (Figure 7.8).



Figure 7.8. Hospitality and tourism industry labor challenges.

Source: Image by unsplash.com.

As stated by Coy (2006), there will be prominent demographic fluctuations in the workforce in the course of the next decade, as the baby boom generation starts to retire. Moreover, the growth rate of workforce will decline, and the labor supply will become more manifold. According to the International Society of Hospitality Consultants (i.e., ISHC), this centralization of the labor force is the prioritized challenge facing the worldwide hospitality industry (Coy, 2006).

The employer, employee, as well as the customer might feel the impact of a reconstructed labor force enclosed in the industry of hospitality and tourism. The number of job rates available in the United States is forecasted to rise by 17 million, whereas the hospitality and tourism industry is anticipated to expand by 2.1 million jobs between 2002 and 2012 (17.8%), demonstrating a rapid increase as compared to the projected 14.8% job increase for all industries (Coy, 2006).

As contented by Phillips (2004), new labor force trainees are likely to be a non-native or their offspring, specifically belongs to those of Asian or Hispanic ancestry. problems related to this labor resource will be troublesome for the hospitality and tourism industry associated to the skill sets in addition to the language ability.

7.3.8. Temporary Service Workers

Before the recent economic calamity, the staffing industry had gone through six successive years of growth, expanding at least three times rapidly in comparison to the economy. The staffing industry, consisted of around 6,000 firms operating around 20,000 offices across the globe, generated \$73.5 billion in sales in 2007 from non-permanent and services that deals in contract staffing (American Staffing Association, 2009).

In 2008, America's staffing organizations employed approximately 2.6 million temporary workers on the daily basis (Berchem, 2009). A recent study by American Staffing Association denoted that companies takes profit from making the use of contract and temporary workers for various reasons.

Holding back full-time employees' costs way too much as compared to just their salary, with a benefit package which is average of equaling 30 to 40% of a base salary of an employee. Therefore, implementing temp workers—who could not acquire benefits—reduces the expenses of an organization drastically (American Staffing Association, 2009).

Businesses that recruit temporary employees also save a large sum of money by not having to disburse supplemental time in providing training to employees, the reason behind this is that the placement agencies make sure that the workers they send have the mandatory skills for the particular given job.

On the legal side, organizations who make use of temporary workers get less anxious about wrongful dismissal together with harassment lawsuits. If in case, a temporary worker is not working out, an enterprise can terminate the employee and then hire a new one with no upshot (Berchem, 2006).

7.3.9. Challenge of Limited Skill Staff

Skill restrictions of job applicants has been recognized as another major challenge for hospitality jobs, In the year 2008, Mullen suggested in Hospitality Matters that, by 2014, the industry of hospitality would need 770,000 new and replacement workers.

Mullen implied that businesses were distressed when they implemented the services of non-permanent workers. The reason for doing so was out of essentiality with the purpose of searching a short-term scheme to their recent insufficiency of talented and responsible employees (Mullen, 2008).

Sadly, this short-term scheme has become a medium operating procedure for a lot of enterprises. The majority of hospitality and tourism enterprises are little “mom and pop” functioning and may be not in a state to pay the premiums (25–50% over the current wages) connected with employment agencies (Buzalka, 1999).

The industry of hospitality and tourism functions on tight profit extremities, and if enterprises are imposed to make use of the services of temporary employees, that are purposive to be a transient strategy to their staffing troubles, in that case they may not be able to get through in the long run.

7.3.10. Illegal Foreign Workers

A recent evaluation suggests that there exist 11.1 million unofficial immigrants in the United States, this figure that has remained unchanged in the past two years (Muskal, 2012). Amidst these unsanctioned immigrants in the labor force, 30% of them are service workers.

The Pew Hispanic Center implied that 17% of illegal immigrants are employed in the leisure and hospitality industry (Passel and Cohn, 2009) and that this ratio of illegal immigrants in these jobs (58%) is higher as compared to the proportion of workers who are U.S.-born (31%).

Unauthorized immigrant workers consist of a high market contribution of various hospitality occupations (that is 28% of dishwashers, 27% of maids/housekeepers, and 20% of chefs and head cooks; Passel and Cohn, 2009). Apparently, the hospitality and tourism industry has given opportunities to these kind of workers as a scheme to mention labor problems.

Although, the cost of this strategy has expanded, due to the civil and criminal penalties implemented to hire unauthorized aliens. Section 274A of the Immigration and Nationality Act (INA) and 8 U.S.C. 1324a make it illegal to hire while being aware or recruit, and refer for a fee any alien not approved to work (Figure 7.9).

Any employer that exploits these laws may come across penalties of \$250 to \$10,000 for each illegal individual, if the employer has had former violations or if the employer was a concern to more than one “cease and desist” order.



Figure 7.9. Illegal foreign workers.

Source: Image by unsplash.com.

There is a probability that an employer could certainly be fined \$100 to \$1,000 for each single “paperwork” transgression (Cornell University Law School, 2009).

Evidently, a more efficient strategy to the scarcity of labor must subsist. The U.S. population is anticipated to expand 31% from 2015 by 2060 (U.S. Census Bureau, 2012). Louisiana is foreseeing a 7.5% increase from 2011 to 2030 (U.S. Census Bureau, 2005).

The United States is projecting a 10.4% rise in employment from the year 2000 to 2016 (U.S. Bureau of Labor Statistics, 2007a), whereas Louisiana is projecting an uplift of 18.5% (as stated by Louisiana Workforce Commission, 2009a).

U.S. provisions and food service industry are projected to increase about 17.5% from 2000 to the year 2016, which shows a faster expansion in contrast to the 10.4% employment growth for all industries, on the other hand, the Louisiana accommodation and food service industry is anticipated to grow about 32% (U.S. Bureau of Labor Statistics, 2007b).

The civilian workforce is predicted to expand at an annual rate which is of 0.8%, and is a bit slower as compared to the population growth rate of 0.9% per year due to transitions in both the population as well as labor-force contribution rates (U.S. Bureau of Labor Statistics, 2007a).

The country has a few major challenges which it must overcome related to projected labor shortfalls, and the sectors of hospitality and tourism, even more crucial obstacles to deal with.

7.4. CHALLENGES FOR WOMEN IN TOURISM

Although the progression for women at several destinations and brands, essential inequality prevails. Women are paid less and are considered inferior to men in certain tourism jobs and on the management levels. The UN report on women in tourism depicts crucial regional distinction in salary with women still customarily earning 10–15% less than as compared to their male equivalent. In the MENA area, a World Bank study shows that women are immensely underrepresented when it comes to the tourism sector. Only 5% of organizations have a female organizing director and only 4% consists of a female majority holding.

Variations in labor force contributions rates between men and women in MENA are the enormous in the world, evaluated at a 53%-point gap on approximately. Research in Iran suggested that however women were at times more highly educated in contrast to men, they were still not permitted to take up roles and responsibilities in line with their educational qualifications due to the governmental ruling preventing hotels from recruiting women for positions of seniors.

These data are further fortified by a ‘culture of shame’ of being employed in the tourism industry and the unwillingness of women to work out of the home because of the societal pressures. Key diligent challenges in the tourism industry incorporate:

- A gender-role stereotyping to a great extent with women at times to be focused in lower-paid spa, clerical, as well as cleaning jobs;
- insufficiency of women in more profit-making professions, for example tour guides, chefs, in addition to the positions of land-and water-transportation;
- extensive disparities in women’s role in senior technical and managerial fields;
- Discriminatory laws and policies in most of the countries that restrict women from working on or beginning with their own businesses;
- very less or no access to insurance or financing to start or expand a business;
- very few women are allowed to participate in decision making roles in tourism in comparison to men;
- distinctions between qualifications of women and their workplace roles and responsibilities;

- Women who are in tourism are more likely to be doing part-time, or informal, seasonal, agency, as well as casual work;
- Women are in most cases are victims of sexual exploitation resulting from tourism.

Comprehending the effects and influences of these inequalities is essential. Research contends that women are more likely in contrast to men have childcare and various other family care roles and responsibilities, and acquire less access to information, technology, in addition to finance, as well as very less resources and assets which serve as collateral.

Flexibility, cultural, and security issues at times prevent women from working in faraway locations or during night shifts as may be needed for a few of the tourism businesses and industries.

The Asilia Africa Travel Company, which runs 20 luxury camps and lodges in Kenya, Tanzania, and Zanzibar, gives additional reasons for the gender imbalance in their work.

Women can be reluctant to seek what are traditionally considered ‘men’s roles’ due to many factors, including distance from home to work, perceived nature of the work, and family reluctance to allow daughters or wives to work in a predominantly male environment far from home.

Low societal belief in their capabilities and less support leads women to have lower self-confidence. This also creates greater societal barriers to overcome in pursuing this line of work. Beyond these gender norms, many women are not actually able to work in tourism because few of them drive and many camps lack housing for female staff.

7.5. CONCLUSION

This chapter sheds light on the various aspects and dimensions which are associated and present in the tourism labor and hospitality industry in context to its numerous challenges and opportunities. It puts emphasis on the different types of opportunities in the tourism labor and employment.

The opportunities it provides are-tourism ventures into areas where other countries are hesitant to go, the huge number of low-skilled employment are offered by tourism industry, women make up a comparatively higher part of the workforce in the tourism industry, offers development and advancement, the share of benefits, the perks given by the homestays, etc.

It talks about the other employment opportunities to tourism and hospitality sectors while given focus on the lot of opportunities provided to women mainly. On the other hand, it highlights the different challenges in the employment in tourism and hospitality.

The difficulties the tourism sector face in the employment is the poor pay and worst working conditions, the partial treatment, the obligations of family and caregiving, in addition to this, it puts emphasis of the COVID-19 crises on the job opportunities such as its impact on the wages and working conditions, its impact on hospitality, the manner in which the dreadful pandemic might have in the future job opportunities.

It throws light on the reduction of employment opportunities in the tourism and hospitality sector due to the coronavirus outbreak along with addressing the temporary social workers, challenges of limited staff, illegal foreign workers, and the challenges for women in the tourism sector.

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Chapter 8

Future Trends and Policies of Tourism

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The travel and tourism industry has been rapidly evolving and transforming since the past few decades. Many reasons can be attributed to this phenomenon ranging from travelers' desire for new experiences, the rapid global technological advancements, climate change, and many other dynamics.

Tourism has experienced an all-time high in the past decade, with 2018 recording the highest international tourist arrival, according to the World Tourism Organization (UNWTO), the sector is now geared up for all the upcoming future trends and policies as also the big challenges and uncomfortable changes that confront it.

The current chapter begins with an overview of what the future holds for tourism sector, followed by a lengthy discussion detailing the role and impact of digital technology in tourism. Futuristic trends such as mobile technology, augmented reality (AR), and virtual reality (VR), contactless payment and Artificial Intelligence and so on have been explained. It is followed by a description of the preferences of future tourists.

Towards the end of the chapter futuristic tourism fads such as Polar Tourism, Space Tourism, Dark Tourism, Voluntourism, Luxury Tourism to name a few have been highlighted. The chapter concludes with a summary of the future policies for tourism with special emphasis on tourism in the post-COVID era.

8.1. INTRODUCTION

Tourism is a rapidly expanding sector which has grown to become significantly important in terms of economic aspects. It has witnessed a major surge on both local and global levels. It makes significant contributions to job creation, export revenue, and domestic value added, and helps improve the attractiveness and well-being of places, not only as destinations to visit, but also to live, work, and invest.

Tourism in the past decades has faced plenty of challenges and currently the sector stands facing various issues such as sustainability, climate change, digitalization, health crises and other external shocks and many more. The tourism industry needs to rebuild and needs to address these issues that confront it today in order to give way for new and exciting trends to crop up for the future.

Tourism has continuously evolved since time immemorial, in the ancient times it had the form of religious tourism and has since then taken on many other new forms. Tourism sector contributes to a staggering 9% of the total global GDP and offers one in every 11 jobs available.

Digitalization is bringing a major transformation and has helped restructure tourism in such a manner that consumers are now travelling in numbers that were unheard of and unimaginable about a decade ago. This has opened the gates for tourism to take place on a global scale.

Today, tourism is one such sector that has leaped ahead of all other sectors in terms of the share of businesses making online sales in the 28 OECD (Organization for Economic Co-operation and Development) countries. It is to be noted, that on an average, 77% of the accommodation and food and beverage service businesses in OECD countries have a website or homepage and 70% use social media.

Yet, there are a few aspects of digitalization that never really took off in tourism and have low popularity, such as productivity enhancing technologies, e.g., cloud computing, data analytics, etc.

The digital economy is having a profound impact on the tourism sector, transforming the process of communicating with tourists and marketing tourism services, and opening up new and creative ways to deliver tourism services and enhance the visitor experience.

Tourism services are delivered locally, but tourism businesses operate in global markets, and the information intensive nature of these services makes them ripe for digitalization. Consumers are also driving change. Gen Z (generation Z), Millennials, and the generations that follow will be the bulk of tourists by 2040.

They are digital natives and their relationship with technology will continue to influence tourism service delivery. The sector needs to future proof itself to accommodate these new customers, but many tourism businesses are falling behind.

Tourism businesses that do not invest in digitalization will struggle to survive, let alone thrive in the future. Governments can help create the right conditions to maximize opportunities for businesses while protecting consumers and accounting for the different challenges and issues faced by traditional tourism businesses and digital native firms (Figure 8.1).



Figure 8.1. Future trends and policies of tourism.

Source: Image by unsplash.com.

Tech-driven digital native companies are some of the largest and fastest growing in the tourism sector. These include well-known examples such as Skyscanner, Expedia, Booking.com and Airbnb. Because of their capacity to scale up quickly, their global operations and their lack of physical property, they have taken advantage of gaps in planning, safety, and labor laws, amongst other regulations, leading to a situation where digital native companies often enjoy a competitive advantage over traditional tourism businesses.

As digitalization evolves, new technologies are merging with other technologies, and with the physical world (e.g., wearable technologies, AR, image recognition, etc.). When digitalization goes beyond individual businesses, this can lead to the creation of smart tourism destinations which embrace new technologies to encourage innovation, improve the visitor experience, and manage tourism more effectively.

8.2. DIGITAL TECHNOLOGY IN TOURISM

Breakthrough advances have occurred within the realms of technology and are continuously stimulating and prompting further innovation, growth, and globalization in the tourism industry. The very idea of travel has undergone a major evolution, for example, if one wanted to book a flight back in the 1950s, it would have taken 90 minutes to manually process the reservation, and the ticket would have cost more than today in real terms. Once on the plane, there were no means of entertainment apart from the inflight magazine.

Digital technology has seen a major boost, augmentation, and integration and has successfully brought about massive changes in all aspects of our daily lives. One of the main offerings of digital technology is convenience. For instance, digital technology has an array of new avenues of communication to offer or has given us new ways to work, collaborate, or even travel that was not possible until a few years ago.

Today, in the digital age, bookings are secured and confirmed in a fraction of a second and entire trips can be planned with a few clicks. Technology is solely responsible for this scenario and has made travelling today more budget-friendly and economical, accessible, and more favorable for the tourist.

The travel industry has been at the forefront of digital innovation and continues to be transformed at an exponential rate across the globe. According to the World Economic Forum's Digital Transformation Initiative (DTI), from 2016 to 2025, digitalization in aviation, travel, and tourism is expected to create up to US \$305 billion of value for the industry through increased profitability, migrate US \$100 billion of value from traditional players to new competitors, and generate benefits valued at US \$700 billion for customers and the wider society.

Digitalization has left no segment of the travel ecosystem untouched. "Technology pervades every area of tourism and must be given the highest priority when developing the workforce for the industry," said a 2016 report from the United Nations World Travel Organization. The report mentions that 52% of smartphones in the world are owned in Asia Pacific, and social media is gradually developing into a key customer service improvement tool for hospitality groups.

This clearly indicates that with the burgeoning demand for travel, more steps towards digitalization are needed to be taken, in order to catch up with the expectations of future tourists. Tourism industry underwent a major boom phase due to various underlying reasons such as a massive increase in the purchasing power of consumers all over the world, the lowered costs of travelling and the convenience and ease involved in the process.

The amalgamation of digital technology with travel and its application from the onset of the planning phase and throughout the course of travel itself has turned travelling into a fun, easy, and economical task.

Statistics prove this as 2019 saw a staggering 1.5 billion international tourist arrivals and 2020 projections foresaw a further 4% increase. Unfortunately, the year 2020 was marred by the spread of COVID-19 and it turned out to be a major blow to the tourism industry.

It sustained a major hit with the loss of about 2/3 of global travel. However, in spite of the pandemic, tourism technology innovations have developed coping mechanisms and continue to offer relatively safer travelling and experiences to travel junkies and enthusiasts who have been confined to the four walls of their homes as a result of lockdowns worldwide.

8.2.1. Digital Technology in Future Tourism Trends

In today's time, technology plays a central role in the tourism and travel industry. It helps the smooth functioning of the day-to-day operations, and also majorly contributes to enhancing the customer experience. This is the foremost reason that hotels, airlines, restaurants, and other companies stay up to date with the latest trends in technology within the travel industry. The COVID and post-COVID era is expecting numerous changes making technology all the more vital to meet the new expectations of customers. The following section highlights the new and emerging tech trends in tourism. These new trends are potential benchmarks for the state-of-the-art futuristic technological innovations in the tourism industry.

8.2.2. Mobile Technology

Mobile technology is being touted as the next big thing that can bring about fundamental changes in the tourism sector. The influence of mobile technology on tourism is very apparent in today's world. With the help of mobiles and mobile-related devices, i.e., smartphones, glasses, or other wearable devices, technology, data, and services, multiple travel concepts, and travel modes including mobile tourism, smart tourism, e-tourism, and sustainable tourism have emerged or developed further. Furthermore, mobile technology is gaining a prominent space in the travel experience, and has contributed significantly to the vast expansion of travel research (Figure 8.2).

Smartphones are capable of providing all possible information and can easily turn into a travel agent, tour guide, help one find the best restaurant in town or provide you with a map to explore more locations in the vicinity of your destination away from tourist spots.



Figure 8.2. Digital technology in future tourism trends.

Source: Image by unsplash.com.

Additionally, smartphones can book cheap airfare tickets through websites like Skyscanner or find your perfect accommodation through Booking, or Airbnb if one wishes to explore the local culture and flavor of a place.

Mobile technology today is an absolute necessity for a tourist. Mobile devices render assistance to travelers and allow tourists to travel comfortably and conveniently. Maps and other Navigation apps are the most commonly used applications during travel by tourists. Furthermore, information about weather, food, hotels, things to do lists.

Moreover, people check the weather, find restaurants, look for things to do, participate on social media (particularly sharing photos), read reviews of restaurants, find recommendations for places to visit, search for hotels and spas, and conduct bookings. These are all the most basic activities involved in travelling and can now be done easily with the aid of a smartphone.

In addition, Szark-Eckardt believed that travel-related mobile applications generate added value through the synergy and mutual influence of a healthy lifestyle, travel passion, and modern technology. Such an added value is one of the factors that increase the attractiveness and usability of tourism. For instance, with the help of location-based sensing functions (e.g., Global Positioning System) on mobile devices, related applications

offer information to tourists along with customized offers and services to meet their specific demands at their current location.

This peculiar feature serves a more vibrant, life-like, and extraordinarily appealing experience than ever before. Thus, the mobile technology trend in tourism offers a world-class experience using the preferences of the user, and makes suitable recommendations which are highly accurate and effective.

Mobile connections make use of new and innovative methods to establish connections with social networks and therefore, it eventually blends both online and offline, thereby enabling tourists to interact over the Internet across space and time.

The established connection further allows them to share information and media within the user community of social networks. This helps expand travel from real-time to virtual spaces.

The virtual reality (VR) and augmented reality (AR) devices that have become wildly popular in travel in the past few years are mostly based on mobile technology. Therefore, it can be easily concluded that mobile technology has brought about enormous changes in tourism and has changed the travel experience of the tourist.

It also offers additional benefits such as making the tourist highly-informative; it is capable of using additional types of physical spaces and designing or modifying plans in real-time; it allocates travel time and resources efficiently.

In the coming future, the ever-increasing alignment towards new technologies and social transformation will render the application of mobile technology to become more commonplace. Also, contemporary communication models through the mediums of social networking technology have gained immense popularity and therefore, the enthusiasm and culture for extensive information sharing is here to stay for long.

Thus, mobile applications and devices will continue to see advancements and innovations in the coming decades.

Mobile technology is increasingly being adopted by travel suppliers, their practitioners, and related government departments. In terms of tourism suppliers and their practitioners, first, tourism is a special stage of technology use, and mobility-oriented services are becoming increasingly important. Operators report that 2 in 5 online bookings are made on mobile devices. These smartphone shoppers and travelers are also more valuable to their business because of the following reasons:

- They spend 50% more on tours and activities per trip;
- They average 2.9 tours per trip;
- They are twice as likely to leave online reviews.

Second, mobile technology offers unlimited and extraordinary opportunities and challenges for companies to successfully engage consumers' and hold their attention in order to pass on relevant market information to target audiences. Thus, mobile applications should be regarded as a critical emerging trend for travel suppliers and their practitioners.

From the point of view of marketing too, mobile communications and technology offer numerous advantages, i.e., it provides suppliers with a channel or a platform to establish a direct communication with consumers via mobile devices irrespective of time and place.

This advantage of technology, further lowers the supplier's product promotion expenses and information transmission costs and also helps build better service quality and a cutting-edge competitiveness. Therefore, in the future mobile technology will not just be a relevant and coveted marketing tool for tourism and hotel suppliers but will also lead to a rise in the returns of the shareholders to a great extent.

Mobile technology can bring about much needed change in the tourism-related government departments, and can help revamp them in terms of their planning and management. For instance, the transportation department can employ services and applications offered from a vast range of mobile technologies, including advertising travel routes, online travel planning applications, and travel training applications to either resolve or diminish the traffic burden caused by the spike in the number of tourists.

Scenic area management departments can also play the role of network and mobile technology and make use of social media for the promotion of the personal and emotional connection between tourists and nature and also to promote and raise awareness and campaign about environmental awareness and behavior.

8.2.3. Augmented Reality (AR) and Virtual Reality (VR)

Augmented and virtual realities are the rage in tourism and provide countless means to guests to engage with and virtually experience the vacation spots and far-off locations before, during, and after traveling. The appropriate usage of this technology has rendered the travel and tourism industry to explore and research for new ways to market to and connect with guests.

Travel agencies, hospitality brands and popular tourist destinations are leveraging this technology to engross customers and help create unforgettable and unimaginable experiences.

Augmented and virtual reality (AR/VR) replicates and magnifies the physical environment for visitors at a certain location. It also helps them get a sense of what they should be expecting once they travel and thus, it gives tourists a whole new experience and boosts their familiarity and comfort level for their impending travel plans. It builds confidence in the tourists by helping them get a first-hand experience of what it would be like to be travelling to the decided location.

Both of these technologies are relatively new and are quickly becoming popular and more accessible for end consumers to use. Various organizations have begun using AR and virtual (VR) to carry out their day-to-day business and operations since these innovative technologies come armed with multiple advantages.

Specifically, AR, and VR applications could not be missing from what comprises the digital technology in tourism. Both of these state-of-the-art technologies are being competitively used to garner a wider consumer base in tourism industry, which is a thriving and highly competitive sector (Figure 8.3).

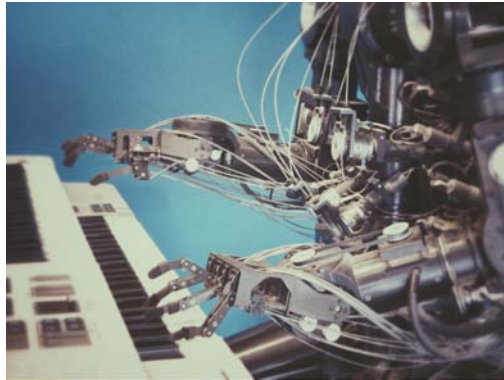


Figure 8.3. Augmented reality (AR) and virtual reality (VR).

Source: Image by unsplash.com.

AR and VR digital innovation trends provide to the traveler an unparalleled experience. Plenty of hotels worldwide have adopted VR as a means to display their rooms and services to prospective clients. In

comparison to photographs or videos, it is a more unique and livelier medium that permits the client to move around the space and experience the location as if it were happening for real.

In addition to that feature, VR allows people to “travel” the world from the comfort of their homes just by putting on special VR goggles that allow them to travel virtually to any part of the world.

From kayaking in a turquoise lake somewhere in Canada, to seeing the Giza Pyramids from up close without the sun burning your skin. All of these travels and journeys can be done through VR that allows people to experience these sights right from their living rooms without spending a penny.

It is especially of great help to those travelers who wish to gather most of the information about the place they will be visiting and thus being aware of what exactly they will be seeing to formulate an itinerary to make accurate plans and projections for their tour. Previewing the destinations and additionally taking a tour of the hotel room before booking helps them a great deal.

AR/VR technology permits hotels to display exact and accurate 360° photos and videos of their spaces. This boosts the chances of the rooms being booked faster. Top tourist destinations and marketers are also using AR/VR to convince visitors with a try-before-you-buy method.

In 2016, travel company Thomas Cook launched an online VR campaign — best experienced with YouTube and the Google Cardboard — that allowed users to virtually move around a Thomas Cook plane and also engage with short films about several destinations. App Ascape, who has worked with Thomas Cook, also offers videos and tours of locations like San Francisco, Berlin, Cuba, and more.

Similarly, a ski resort in Whistler, Canada, is letting guests test-drive the slopes as an immersive selling point.

A variety of AR/VR experiences are already available for visitors to enhance their travels or visit some key locations from afar. Zoos offering AR/VR experiences allow families and schools across the world to visit the animals and learn fun facts about each one as well. Companies like CES® 2020 exhibitor Holo Museum can help users turn any room into an interactive and immersive museum space, even one centered around dinosaurs.

In September 2015, Marriott Hotels announced the launch of Vroom Service and VR Postcards. In partnership with Samsung, the VR experiences

brought users on immersive travel stories that followed a traveler on their journey through the selected location. The integration of artificial intelligence with AR/VR may pave the way for travel agencies and apps to create personalized travel companions for tourists in the future. For instance, once the users choose their specific hobbies and interests, they can receive a list of real-time facts and highlights that complement their destinations as they experience walking through a city.

AR/VR travel is also an optimum solution for those who cannot afford to go visit exotic destinations and experience different locales.

8.2.4. Fintech and Contactless Payments

Fintech is a term that describes the integration and application of financial technology into the offerings and services of financial companies, with the aim to compete with and outpace the conventional financial methods of delivery to the consumers. Fintech permits the transfer of money from one account to another immediately without the requirement of payment of a fee to a bank.

Technology has come a long way and has certainly transformed the entire travel experience for the modern-day traveler. Innovations in search have inspired people, connectivity has eased online booking and personalization is offering better experiences.

Payments too, have become an easier activity to carry out and fintech is largely responsible for that. As a digital technology in tourism, fintech made paying for goods easier while travelling abroad. Tourists can carry out currency exchange through their digital wallets at the best market rates and whenever it is needed.

With the growth of on-the-go destination-driven purchases and the focus on in-destination support, the travel industry is ripe for payments innovation. Global Fintech innovation is happening at a rapid pace and there are now more than 300 ways to pay across the world. The Fintech sector is helping the ecosystem integrate evermore payment methods, comply with daunting new regulations and fight fraud.

According to The Travel Payments Guide (a report for which we joined forces with PPRO, one of the fastest-growing Fintech businesses in Europe, to provide an overview of the global travel payment landscape), travelers now choose to pay for digital travel with alternative methods such as e-wallets and PayPal, more often than cards and cash combined. These alternative methods of payment account for 51% of global travel e-commerce spend.

Though cashless or contactless payments are not a new phenomenon, and have been here for quite a while, their usage and transition into a trend of sorts has soared new heights in the last few decades. After the COVID-19 pandemic, in particular, contactless payments have surely become the future of cash transactions around the world, as it was seen that travelers who were either stranded at airports or were travelling abroad could easily make payments through cards and thus there was no need for cash transactions or handling of the card by staff.

It also helped them save more time as the transaction was done in a matter of seconds and therefore, more spare time was left to spend at the destination than in the queues of payments.

8.2.5. Artificial Intelligence (AI)

The year 2018 saw another major future trend come into its own in the travel and tourism industry. It was the use of artificial intelligence or simply put as AI. In layman's language, it simply refers to making the use of computers to undertake all tasks that were conventionally deemed as human tasks, since they required intelligent interactions or the ability to learn.

Today, with the help of latest advancements in technology, in combination with the massive amounts of data stored by companies, enables computer technology to adapt to the needs of individual customers and situations. Businesses have benefitted by this feature, since AI has found a strong foothold in the delivery of front desk customer services and continuous progress is happening on that front.

Customer service is the most essential responsibility within a hotel and that explains why AI is so appealing to the hotel and tourism industry. In its most efficient capacity, it enables an organization to respond in a quick and effective manner at any point of time, since it does not require the physical presence of any staff at the said time.

Until now, the major application and usage of artificial intelligence in the tourism industry has been with chatbots and direct messaging through apps. In this manner, AI replies to the basic customer questions and solves similar basic queries instantly. Chatbot technology pr Artfidua;' over time, as it essentially 'learns' from interactions.

However, artificial intelligence's role does not end there. Already, we are seeing the technology being used to analyze large amounts of data quickly, while companies like Hilton have already begun to experiment with artificially intelligent robots, which are able to provide directions and other

tourist information in response to human speech. The possibilities with AI are almost limitless and we can expect to see more of it.

8.2.6. Cyber Security Measures

Cyber security is an integral part of the larger role of travel management since companies within the travel industry are more vulnerable to cyber-attacks and data breaches of all kinds. Travel companies are being increasingly targeted since they have a large employee database and have total access to a large amount of customer data. Phishing attacks and ransom ware attacks have now become commonplace and pose a serious threat to travel companies. Another major risk is the modern reliance on data also leaves companies at risk from human error caused by their own employees too.

To counter these risks, huge investments in cyber security training and various hardware and software solutions are necessary to ensure the safety and smooth functioning of businesses. It also calls for staying updated with the latest regulations and to comply with data protection laws.

Therefore, it calls for greater measures to be undertaken by travel companies in the area of cyber security because of the nature of data stored by them. While a few simple steps can be taken at the beginning, a full-proof strategy must be evolved to completely eliminate the chances of data breaches internally or through third-party servers.

The following are the tips that can help companies combat these incidents and help build a robust cyber security system:

- They must ensure monitoring of incoming and outgoing communication for data-lifting malware;
- A secured CRM system with user authorizations to reduce chances of data misuse must be put in place;
- Uninterrupted use of unsecured websites on corporate servers needs to be blocked;
- There must be control over the accessibility to backend data servers and systems;
- Using updated anti-virus software and anti-malware products is a fundamental prerequisite;
- Strong passwords for data protection must be employed;
- Employees must be prevented or barred from opening an email attachment from unknown sources;

- The companies must put in place tokenization and data encryption measures to protect sensitive information.

By deploying all these security measures and strategies, a small-scale or mid-scale firm can strengthen its cyber-security preparedness. Other measures such as conducting a cyber-security audit and roping in an expert on-board to make the systems totally immune to cyber-attacks can also help curb these issues.

8.2.7. Internet of Things (IoT)

The IoT technology, has offered various industries great benefits. But the travel and tourism sector has reaped the most rewards since the Internet of Things have helped further automation, more personalization, and a greater customer experience. It also enables streamlining the daily activities and tasks that go into the successful operations of managing a hotel or travel company.

Using smart devices empowers the physical state of a hotel and its rooms, and brings great reductions in terms of energy costs. Likewise on an airplane, sensors can be used to warn the staff in case of an emergency or if a passenger is experiencing anxiety due to elevation above a certain level. The IoT can provide tourists with greater control and access to information via their phone.

8.3. IOT EXAMPLES WITHIN THE TRAVEL INDUSTRY

Personal Control: One of the most interesting benefits offered by IoT technology to the tourism industry so far has been to enable a greater degree of personalization within hotels, and on flights. This advantage is basically offered to customers by making them in control of more appliances or services at their disposal through a centralized device, such as a tablet or in some cases their personal smartphones.

By implementing internet-enabled heating, lighting, and television, customers have the power and access to switch them on and off from one place. It also enables them to opt for a particular temperature level and light level and have the devices maintain those levels automatically. Similar technology can also be used on flights, regulating seat temperature or air conditioning.

Seamless Travel: Another major advantage of the Internet of Things involves streamlining a major part of the customer experience, across all verticals of the travel industry. For example, in airports, this may be implemented by utilizing mean using sensors and sending information to passengers' smartphones, alerting them when their baggage is nearby and allowing them to locate it faster.

In hotels, the check-in process can be made seamless, with hotels sending electronic key cards to guests' phones which, when used, automatically check them in without them ever having to stop at the front desk. Sensors might also be used to alert restaurant staff when a guest arrives, and automatically send them the right table number.

Smart Energy Saving: While the IoT can enable personalization, it can also offer businesses financial benefits through automated or smart energy saving. In a hotel, for instance, internet-enabled devices and sensors can allow for the room temperature to be adjusted continually, meaning heating is only used when it is really needed.

A similar principle can also apply to lighting and, already, some hotels are using IoT technology to control its power.

Sensors automatically detect the levels of natural light in the room, reducing the power of light bulbs in the process, meaning less energy is wasted and high-powered lighting is only used when light levels are low enough.

Location Information: Companies operating in the travel industry can also use the Internet of Things to send location-specific information to customers, and to gather valuable data too.

By combining smartphone capabilities with beacon technology or other sensors, messages can be sent to tourists at the point they are most relevant, based on where they are.

For instance, this might mean sending messages about local attractions and times when they are least busy, or to point out nearby public transport services. The IoT can also be used to gather accurate data about the number of people using specific hotel facilities at different times, so that staffing levels can be optimized.

Maintenance and Repairs: Finally, the Internet of Things can also be used to directly benefit IoT devices, by providing valuable, real-time information about their current status and working order. This can be vital for many of those operating in the travel and tourism industry, allowing essential devices

to be repaired or replaced before they stop functioning. For example, hotel staff can be alerted if a radiator or light bulb starts to deteriorate. Away from hotels, the Internet of Things can also be deployed to allow airlines to fuel aero planes more efficiently, or replace parts at the right time, striking the ideal balance between gaining maximum value and maintaining safety.

Ultimately, the Internet of Things (IoT) involves adding internet connectivity to everyday devices and appliances, allowing them to communicate with one another, and this offers numerous benefits for those operating within the travel industry, including the ability to deliver a superior customer experience and to optimize internal processes.

8.4. BIG DATA

Tourism boards and companies in the tourism sector can benefit from data of this type in many ways. That includes pinpointing marketing campaigns, offering packages tailored to visitors' likely interests, and deciding which countries to focus on winning customers in.

These insights can be a great help in the decision-making process, and improve how the tourism industry operates. Players in the tourism industry can now make informed decisions on the basis of analytics and number-driven data.

They can identify targeted groups of potential customers at every stage in the trip planning process. They can also increase efficiency and the quality of services. Big data can even be used to predict which new products might work well in their market.

For tourists, big data technologies used effectively can translate to personalized offers tailored to their interests and needs. They can receive improved experiences that are focused on the customers and their needs. Big data can be used not just as predictive tool to forecast future trends, but also in real time to anticipate and respond to tourists' needs nearly immediately.

This year's UN Conference on Tourism Statistics also focused on how to measure and create more sustainable tourism, which is in the interest of both providers and consumers.

Imagine touching down in a new city you have never been to before. As soon as you arrive, you have an assistant who knows all about how to get around the city. They have also created a plan for you that is 100% tailored to your tastes, budget, and time. They can even give you suggestions for what to do based on your current mood.

Or perhaps you are a tourism board. You instantly access information about how long people spend waiting in line and moving from one point to another. You can also find out what people are spending their money on, where they are staying, where they are going, and even how satisfied they are with their trip. You will get real-time suggestions to solve questions like how much to charge and who to market your products to.

What we can expect from the future is that cities and tourism players will increasingly use big data to their advantage. This will truly revolutionize what cities offer visitors and residents alike. With initiatives around the globe, intelligent travel is the way of the future for tourism.

8.5. FUTURE PREFERENCES OF TOURISTS

The future of tourism is touted to be all about the experience, rejuvenation, adventure, fulfilment. Today, more people than ever recorded in human travel history are travelling to far-off and distant places.

Since the Second World War, the number of tourist visits has increased 56 times, up from just 25 million in 1950 to 1.4 billion in 2018 (Source: United Nations World Tourism Organization). The choice and preference of destinations have also undergone a dramatic change as about 68 years ago, a staggering two thirds of tourists travelled to Europe; today that number stands at half, and Asia and America have become the preferred choice of the modern-day traveler. The six major trends that are redefining the future of tourism are discussed in further sections.

8.6. GOING GREEN: ECO-FRIENDLY HOLIDAYS

Ecotourism, a movement that began in the 1980s and flourished in the 1990s is still lurking around and trying to revamp itself. From its roots in the 1980s, ecotourism has become a movement that is catching on. It promotes touring fragile, untouched natural areas in a manner that is small scale with a very low impact as compared to the impact of mass tourism. Travelers consciously travel to spend time in the natural landscape and aim to work for the betterment of the local community. Ecotourism also has an alternate face, as it also promotes luxury ecotourist resorts across the globe, most of which are located in areas of exceptional natural wonder. Ecotourism also lends support to wildlife conservationists as they use ecotourism as to protect pristine habitats and wildlife. Untouched wildlife populations and unspoiled habitats bring in a lot of tourists who readily spend money locally.

8.6.1. Expanding Your Skill Set: Learning Something New

The days of rigid classrooms and workshops are long gone. Today, the learning of a new skill or honing an old one has to happen in exotic places that offer learning with pleasure.

Celebrity chefs have made us all aspiring cooks and cookery schools can be found everywhere. Specialist courses teach you about everything from cordon bleu to seafood, based everywhere from Sicilian villas to Scottish castles, with teachers ranging from Michelin-starred chefs to polished amateur enthusiasts.

Another popular skill is foreign language and language schools offer just that. Today travelers travel to China and pick up not just Mandarin but also tai chi. Similarly, many western travelers visit India and pick up both Yoga and Hindi.

8.6.2. Non-Flight Travel: Low-Carbon Holidays

‘Fly Shame,’ or the guilt that many travelers experience after they have taken a flight with full awareness of its carbon footprint and level of damage to the world. In Sweden they say flygskam; the Dutch say vliegschaamte; the Germans Flugscham.

Yet, no flying does not equal no travelling in today’s time. Travelling within the country or to neighboring countries by rail or opting for a homestay or a staycation within own country are the new trends. The staycation trend took the US by storm during the financial crisis of 2007–2009. Financial crunch and layoffs made Americans reduce foreign travel, and helped them build savings for the future (Figure 8.4).



Figure 8.4. Going green: Eco-friendly holidays.

Source: Image by unsplash.com.

Climate change too, plays a relevant role in reducing travel that involves flying to a location. A large number of Britons, for instance, are opting for travel by trains to spend their annual summer holidays exploring different parts of Europe instead of booking a low-cost airline option. There are many others who prefer to holiday by the countryside.

8.6.3. Intrepid Journeys: Adventures to Remember

Modern-day travelers and tourists are always on the lookout for something new, adventurous, and exciting. Exotic destinations and challenging trips are what they are looking for. A sudden trip to an African nation, exploring the Karakorum Highway in northern Pakistan, camping on the Tibetan plateau, tracking pumas in Patagonia are some examples of what adventure means to the future tourists.

For the rugged and adventurous tourists there are a host of organized events like the Mongol Rally, an intercontinental car rally that starts in the United Kingdom and ends in Russia. Then there are marathons like the 165 km Oman Desert Marathon. For the less active and laid-back tourists, a host of specialist travel companies have sprung up offering to take them to the less familiar and least explored territories of the world.

As tourists grow more comfortable with travelling to foreign shores, digital technology helps them to easily access maps and local knowledge with their gadgets. This is leading to a new trend wherein adventure junkies are organizing such challenging journeys all by themselves.

8.6.4. Family Gap Years: Nomadic Sabbaticals

In this digital age, as lives are continuously growing to be busier and hectic with each passing year, it is becoming more of a common practice for families to take a sabbatical and set out on year-long journeys and adventures. These tourists take their kids out of school for a year and travel the world together as family exploring different cultures, locations, and habitats and discovering unknown and unexplored cities and nations.

The family gap year has taken off and is soon going to be a major future tourism trend. With access to education through the internet children are experiencing an “eventure” where education comes from the wider perspective of travel and adventure.

Popular social media platform Instagram is flooded with thousands of photos of families taking the nomadic sabbaticals; families snorkeling

the reefs of Belize, hopping the Greek islands, or working on community projects in Nepal. As remote work culture is becoming more acceptable, and companies allowing more flexibility to their employees, an increasing number of people are voluntarily opting for freelance projects and establishing their own businesses and thereby increasing their freedom to travel.

8.7. POLAR TOURISM

Polar tourism today, is a well-established industry offering a wide range of experience in both the Polar Regions. It is a major attraction for a niche clientele and offers various recreational activities and diverse visitor accommodation arrangements. With regular and uninterrupted well-planned and timely scheduled trips, travelling to both the Arctic and Antarctic zones is now a reality.

Today, the polar tourism industry is dominated by five highly specialized market segments that are basically the prime attractions and the ways in which those attractions are experienced. The five markets are:

1. The mass market consisting of tourists who are basically attracted to sightseeing within the comfortable environment and the support of transport and accommodations;
2. The sport fishing and hunting market, enchanting participants whose love for fishing is experienced within a wilderness setting;
3. The ecotourism market, capturing tourists whose main purpose of travel is to observe and relish wildlife in its natural habitats, and immerse in the quaint and beautiful solitude of natural areas. These tourists are also concerned with conserving the environment and improving the wellbeing of local people;
4. The adventure tourism market, providing a sense of personal achievement and exhilaration from meeting challenges and potential perils of outdoor sport activities; and
5. The culture and heritage tourism market, a very distinct market comprised of tourists who either want to experience personal interaction with the lives and traditions of native people, learn more about a historical topic that interests them, or personally experience historic places and artefacts.

Arctic and Antarctic polar regions have always attracted tourists. Polar tourism is a dynamically growing industry due to the efforts tour operators take to provide various attractions, destinations, and activities for their

customers. Adventure tourists and common tourists who long for unique weather experience, solitude, and view of wild life in its natural habitat opt for polar tourism.

8.8. SPACE TOURISM

Space tourism basically refers to space travel for human beings solely for recreational and adventure purposes. There are various types of space tourism, for example, orbital, suborbital, and lunar space tourism. The concept of space tourism is one of the most exciting emerging features of the wider tourism industry, and companies like Virgin Galactic and SpaceX are already making waves by outlining plans to deliver various forms of commercial spaceflight in the near future. Work also continues towards developing suborbital space tourism vehicles. It includes orbital and suborbital rocket flights into the space. Riding into the space for recreation and unique experience was the idea behind this tourism. Till date, only very rich tourists paying very large sum of money could possibly realize the dream to see beyond the blue planet. In coming years, this extravagant tourism can be made available for common people too.

8.9. DARK TOURISM

Dark tourism can be simply defined as tourism that involves travel to destinations that have some historical connection to death or a major tragedy. Dark Tourism began becoming popular among academic circles in the early 90s, but today it has aroused the interest of both the media and the general public alike.

The following is a brief list of famous spots tourists visit dark tourism:

1. **Chernobyl and Pripjat, Ukraine:** Tourists flock to this site to revisit the nuclear disaster that occurred on 26 Apr 1986. They visit the site and its ruins.
2. **Ground Zero, USA:** It is the site of the 9/11 attacks of 2001 at the World Trade Centre site, and it continues to attract tourists to this day.
3. **Auschwitz, Poland:** This dark site has gained a cult status and is famous as a remembrance of the Nazi concentration camps with various rooms stocked up with thousands of pairs of glasses, shoes, and human hair. It displays the walls of the corridor exerting the lists of their victims' names and the dates of their death, and the house of the camp commandant.

4. **Costa Concordia:** It is the site of a wrecked ship by the same name in Tuscany, Italy. It has continued to attract tourists till date.

8.10. VOLUNTOURISM

Voluntourism is an extension of the ecotourism movement from the 1990s. Pippa Biddle, a distinguished contemporary author on voluntourism mentions that travelers stood up against travel packages and trips limited to resorts and demanded a more authentic and local experience and were ready to pay for it.

Reports suggest that voluntourism is becoming increasingly popular in many countries since the past few decades. It basically involves undertaking a volunteered vacation and touring a destination for charity. Voluntourism requires people to serve the community rather than just going to a destination for fun.

It calls for community service in case of natural calamities, or bringing empowerment and upliftment to the local communities, tourists travelling to care for orphans, for plantation, protecting wildlife, and similar other tasks.

It is a fast-growing trend and according to National Public Radio, being one of the most rapid growing trends in modern-day travel, it sees more than 1.6 million volunteer-tourists spending nearly 2 billion dollars annually on it.

8.11. LUXURY TOURISM

Luxury tourism has no rigid definition per se. It basically refers to the delivery of superior services and products in a convenient and engaging way. It mainly concerns to the affluent and wealthy business tourists, who firmly uphold that time is of utmost importance and are thus willing to pay much more to save more time.

Travelers are generally looking for the following features: personalized service, preferably one on one, good-quality beds with good-quality bed linen, reliable transport, and comfortable seats when travelling, with plenty of legroom, good-quality food and wine, exclusivity, positive, and professional interaction with staff.

The rich tourists are more inclined to experiences that offer luxury such as staying at a private island, personal attention from the service providers and access to elite class attractions and amenities. The luxury travel market

is booming. It was reported to have grown twice as fast as international travel between 2014 and 2016 experiencing a growth by 18%.

The prime source markets for luxury tourism are the United Kingdom, France, and Germany. A few examples of luxury travel include Charcuterie-centric bars, in-flight caviar snacks, celebrity chef fusion restaurants, luxury fashion label spas, luxe high tea experiences, etc. (Figure 8.5).



Figure 8.5. Luxury tourism.

Source: Image by unsplash.com.

8.12. CULINARY TOURISM OR FOOD TOURISM

Different tourists have different reasons for travel. While there are some that travel to visit the sights of a particular place, there are others who visit to experience the markets and shops, and there are a few who travel with the intention of relishing the distinctive cuisine every foreign land promises. This type of tourism is known as culinary tourism and it is a fast-growing trend as tourists are slowly giving prime importance and attention to defining cuisine as a true artistic expression of a country's culture.

Tourists who are inclined towards receiving the local culinary experience love to travel with this purpose. Food festivals, cooking classes promoting and teaching authentic cuisine, food tours, drink festivals, specialty dining experiences, visiting farms, markets, and producers, for example, visiting a vineyard or a local cheese manufacturing company, interacting with local community or cooks for special culinary experience all of these activities are included in culinary tourism.

As a trend it became increasingly popular in the year 2001. The World Food Travel Association estimates that food and beverage expenses account

for 15% to 35% of all tourism spending, depending on the affordability of the destination. The WFTA lists possible food tourism benefits as including more visitors, more sales, more media attention, increased tax revenue, and greater community pride.

France, Germany, New Zealand, Italy, Thailand, Mexico, Greece, and Japan are the countries that are especially giving a boost to this emerging trend of tourism. It has been noted that wine, beer, and food festivals have the capacity to turn a particular city or country into a food destination. Oktoberfest in Munich, Melbourne Wine and Food Festival, Savor in Singapore, and Maine Lobster Fest in Rockland, U.S. are some prominent examples of this fact.

8.13. FUTURE POLICIES FOR TOURISM

Without a doubt, tourism is one of the most hard-hit sectors after the coronavirus pandemic and the repercussions of the same still continue to loom large over the industry. OECD has made predictions of international tourism falling by around 80% in 2020. Those destinations in particular that could only be reached via international air travel or relied heavily on international, business, and events tourism would be struggling for a longer time.

The outlook for tourism is highly uncertain at the moment and policy decisions need to be made in tandem with the economic situation since after the pandemic a major economic slump has been experienced by both the developed and developing worlds (Figure 8.6).



Figure 8.6. Future policies for tourism.

Source: Image by unsplash.com.

The following are the potential long-lasting tourism policy implications:

1. **Sustainability:** This may become more prominent in tourism choices, due to greater awareness of climate change and adverse impacts of tourism. Natural areas, regional, and local destinations are expected to drive the recovery, and shorter travel distances may result in a lower environmental impact of tourism.
2. **Domestic Tourism:** This may become more prominent in tourism choices, due to greater awareness of climate change and adverse impacts of tourism. Natural areas, regional, and local destinations are expected to drive the recovery, and shorter travel distances may result in a lower environmental impact of tourism.
3. **Traveler Confidence:** It has been hit hard by the crisis, and the ongoing uncertainty. This may lead to a decline in demand and tourism consumption that continues well long after the initial shock.
4. **Traveler Behavior:** This will be influenced by the evolution of the crisis, as well as longer term consumer trends that are reshaping in the way people travel. This may include the emergence of new niches and market segments, and a greater focus on safety protocols and contactless tourism experiences.
5. **Safety and Hygiene:** These have become key factors to select destinations and tourism activities. People are likely to prefer 'private solutions' when travelling, avoiding big gatherings, and prioritizing private means of transport, which may have an adverse impact on the environment.

Structural change in tourism supply is expected across the ecosystem. Not all businesses will survive the crisis and capacity in the sector is likely to be reduced for a period, limiting the recovery. Skills shortages in the tourism sector may be exacerbated, as many jobs are lost and workers will redeploy to different sectors. Reduced investment will call for active policies to incentivize and restore investment in the tourism sector to maintain the quality of the tourism offer and promote a sustainable recovery.

Digitalization in tourism services is expected to continue to accelerate, including a higher use of automation, contact-less payments and services, virtual experiences, real-time information provision. Tourism policy will need to be more reactive and in the long term it will move to more flexible systems, able to adapt faster to changes of policy focus. Crisis management will be a particular area of focus. Safety and health policy issues also.

The pandemic has created a situation of urgency and is serving as a wake-up call to the governments of all nations to undertake stronger actions and formulate coordinated policies to minimize the damage caused and lend support to the recovery.

It also serves as a golden opportunity to make good use of all the technological development, implement green recovery strategies, and make a paradigm shift to policy and business practices that help maintain a harmonious balance in the environmental, social, and economic spheres of tourism.

Policy makers should take advantage of this opportunity to restructure the entire tourism economy and lend it a more sustainable nature. The focus of all future policy hereafter should be on building more sustainable and resistant models of tourism.

In this environment, tourism is high on the global policy agenda, and similar calls have been made by other international institutions, including the United Nations, World Bank and World Trade Organization.

The G20 Tourism Ministers, in the Diriyah Communiqué, recognized that COVID-19 may result in a paradigm shift for the travel and tourism sector, and committed to continue to work together to support those most impacted by the crisis, and support a sustainable and inclusive recovery of the tourism sector.

8.14. CONCLUSION

Since the past two decades, tourism, and travel industry has undergone a mega transformation. With the aid of digital technology and innovative tourism trends cropping up, tourism has expanded not just on the planet but also to outer space.

The modern tourist is on the lookout for adventure, leisure, and sustainable travel. The new trends shaping the future of the tourism sector comply by all these preferences. Future generations will experience a more digitalized form of tourism in comparison to millennials and the technological revolution that is taking place will be a deciding factor in the megatrends that are set to take place. Tourism is slowly and steadily being dominated by both technology and social media. Personalized services, a streak of adventure, sustainable travel and travel aided by VR are the characteristics of the bespoke travel trends of the future.

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Tourism Labor and Employment

This book takes the readers through several different concepts of tourism labor and employment, the role of labor in tourism and hospitality, human resource management (HRM) for tourism, and quantifying employment in the tourism industry. This book also sheds light on managing employee attitudes and behaviors in tourism, employer branding (EB) for the hospitality and tourism industry, challenges, and opportunities in tourism, and future trends and policies in tourism. The first chapter stresses on the basic overview of the tourism labor industry, origins of tourism, travel, and hospitality differences. This chapter will also emphasize the challenges of employment in tourism and hospitality, the wages and working conditions, effects of tourism on the labor market, as well as the perspective of the tourism employer. The second chapter takes the readers through the basic aspect role of labor in tourism and hospitality, the meaning, kinds, and significance of labor. This chapter will provide highlights on the importance of tourism as employment, the methodological issues and problem definition, the role of labor on economic development, and the employment in the hospitality sector. Then, the third chapter explains the human resource management for tourism. It also explains the tourism, and hospitality workforce, recruitment in the hospitality industry. This chapter also sheds light on the various types of recruitment (both internal and external) and as well as their advantages and disadvantages. The fourth chapter introduces the readers to quantifying employment in the tourism industry, employment in the tourism sector. This chapter also explains the measurement of tourism-related employment, the economic impact of tourism, measuring service quality in the tourism industry, labor productivity quantification, and productivity management in hospitality. The fifth chapter throws light on the several factors of managing employee attitudes and behaviors in the tourism industry, and it talks about the positive work attitude and its causes as well as the consequences. This chapter contains different approaches to assessing work attitudes in the workplace, the role of employee behavior in the hospitality industry, the importance of training and development, the effect of employees behavior on organization, and managing service quality in the hospitality industry. The sixth chapter takes the readers through the concept of employer branding for the hospitality and tourism sector. It provides the literature review. The readers are then told about the various perspective's employer branding, process, and involvement in employer branding, its benefits and challenges, and different approaches of employer branding. The seventh chapter explains the challenges and opportunities in tourism, opportunities in tourism, labor, and employment. This chapter also emphasizes the role of women in the tourism industry. It also addresses the challenges of employment in tourism and hospitality, along with the challenges faced by women in the tourism sector. The last chapter of this book sheds light on the future trends and policies of tourism, digital technology in tourism, future preferences of tourists. This chapter also mentions the notion of going green that is eco-friendly holidays. It highlights polar, space, dark, luxury tourism, and many more. It also discusses about the future policies of tourism.

This book has been designed to suit the knowledge and pursuit of the researcher and scholars and to empower them with various aspects and concepts of tourism labor employment and the tourism and hospitality industry, so that they are updated with the information. I hope that the readers find the book explanatory and insightful and that this book is referred by scholars across various fields.



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