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CONTENTS

Preface	vii
1 The Nature of the Beast: Human Resources Management and the Tourism Context	1
2 Change, What Change? Human Resources Planning in a Contemporary Environment	27
3 Managing the Process	65
4 Performing or Ignoring: Management and Appraisal	91
5 Training and Development	114
6 Quality of Work Life	140
7 Industrial Relations and Legal Aspects	164
8 The Same Difference? Diversity Management	187
9 To Be or Not To Be? Human Resource Management and the Role of Ethics ..	215
10 The Future of Human Resources	238
References	260
Index	277

PREFACE

There can be no doubting the key global economic role of the tourism sector. Some argue that it is the world's largest industry, some disagree. However, what cannot be denied are the many millions of people for whom it provides employment. Furthermore, despite global and national catastrophes, the industry has proved resilient – growing to unprecedented levels. This characteristic is unlikely to change in the future and will help ensure that tourism is a major employer and contributor to national and global wealth in both developed and increasingly emerging economies.

Despite technological advancements and their application to business procedures and operations, tourism remains a composite product, the key element being people. Indeed, so significant is the role employees play in service delivery that they too become a part of that product. From the authors' perspective, the input of tourism workers is that by which the product stands or falls. The role of human resource management in this context cannot therefore be overstated. Many employers are now beginning to understand this within an increasingly competitive and economically challenged environment.

The tourism workforce is heterogeneous with individuals having a wide variety of cultural differences and employment aspirations. This is due to complex and diverse structural characteristics of the industry, the employment relationship and the service product itself. This presents an intriguing canvas where human resource practice is often eclectic and, in some cases, atypical. Therefore, the study of human resource management in such a context becomes a fascinating look at a relatively deregulated industry. Understandably, it is necessary to adopt a perspective that is part prescriptive but, importantly, part enquiry or research-oriented. The authors believe this two-pronged approach is important as it accounts for the sometimes idiosyncratic nature of the tourism industry in human resource terms.

This book makes a conscious effort to combine theory and practice using a critical lens; thus, it is both descriptive and analytical. Moreover, our notion of human resource management is strategic. This reflects macro changes in business practices of sizeable firms and corporations but is also consistent with the traditional habits of small to medium-sized operators. In principle, the strategic approach is no different across sub-sectors although structural characteristics have a significant impact on practical human resource application.

Recent global developments have led to a reappraisal of human resource practice. In short, impacts of demography, global worker mobility, economic 'booms and busts', increasing workforce diversity and so on have all impacted on the employer/employee relationship. In some instances, employers have managed these changes proactively and positively, in others, the outcome has not been so enlightened. The aim of this book is to provide students with a sound theoretical and practical understanding of HRM. Furthermore, by using an inquisitive and probing style of narrative, we hope to instill a sense of enquiry in the reader, which is a necessary intellectual asset for the future. Therefore, a key feature of the book is its inclusion of learning outcomes at the beginning of each chapter and its use of 'critical notes' and 'reflective practice'. Furthermore, the text also presents a number of practical cases for further reflection and clarification of theoretical issues.

Chapter 1 reviews several notions of human resource management (HRM) and discusses the nature of services. It also grapples with the issue of defining tourism as an industry and introduces some characteristics of the sector which have been described by others as unique and challenging in an HRM context.

Chapter 2 considers human resources planning (HRP) within the broader context of strategic planning and discusses a number of HRP approaches. The issue of long standing job vacancies is identified together with a contingency approach in situations of labour shortage. The chapter concludes by noting the key impacts of 'downsizing' on both employers and workers.

Chapter 3 focuses on managing the employment process. It begins by discussing job analysis and job design, with a view to achieving high-performance and healthy workplaces. The chapter continues by exploring recruitment and selection. In particular, it considers the challenges faced by the tourism and hospitality industry. From there, managing the process progresses with an investigation of induction with consideration of its importance in orienting new employees and minimising problems associated with poor performance, reduced morale and labour turnover.

Chapter 4 begins by introducing performance management using a systems view to emphasise its essential strategic nature. It continues by highlighting some inherent difficulties of establishing performance management systems in the tourism and hospitality industry. Performance appraisals are then discussed together with an outline of key stages of the process. Perennial challenges based on subjectivity, perceptual distortion and context are also overviewed. The chapter concludes by identifying the phenomenon of self-appraisal and how it impacts on the performance appraisal together with a brief review of some common instruments used during performance interviews.

Chapter 5 sets out to explain the need and importance of training and development. It seeks to distinguish between the terms 'training' and 'development' and investigates various approaches to each. The chapter continues with consideration of 'education' and how it is linked to the process of employee training and development. It continues by

discussing some issues relating to career development in the tourism and hospitality industry.

Chapter 6 examines the nature of 'work' and seeks to understand how employees and employers can work cooperatively toward achieving a balance between work and life. It discusses some of the benefits to both parties and within the process explores the role of occupational health and safety (OHS) in promoting safe and healthy workplaces. The chapter continues with an analysis of some current health issues affecting workplaces, especially tourism and hospitality organisations. In particular, it focuses on stress and describes ways of minimising the effects of stress.

Chapter 7 overviews the nature of industrial relations and how they relate to the tourism and hospitality industry. It explores understanding of the term 'industrial relations' and how it connects with human resource management and employee relations. From this platform the main theoretical approaches to industrial relations are investigated and the various stakeholders in industrial relations identified and discussed. The chapter concludes with an insight into the legal framework surrounding industrial relations.

Chapter 8 begins by contextualising diversity management in the broader category of migration and other demographic changes impacting on tourism firms. A generic understanding of culture is introduced prior to a brief discussion of global firms. Diversity management is defined and benefits accruing to the tourism firm identified. Perspectives of organisational diversity awareness are introduced followed by some major challenges to the overall notion of diversity management by category.

Chapter 9 begins with a discussion of generic ethical issues and developments in the business community. Using a tourism and hospitality focus, it then highlights some of the main ethical dilemmas therein. The chapter continues by discussing theoretical approaches to moral development and ethics. Human resources (HR) and the role of ethics in organisational contexts are then introduced together with a summary focus on codes of ethics/conduct and whistleblowing.

Chapter 10 considers the key issues which will affect the future of people and work in the tourism and hospitality sector. It debates the key role that HRM will play in the future of the industry. In so doing, the chapter touches on the talent shortage and discusses some of the implications for the industry. The chapter continues with a review of Generation Y and the ageing workforce and how related issues impact on the industry. Finally, the chapter considers the future of the tourism and hospitality professional.