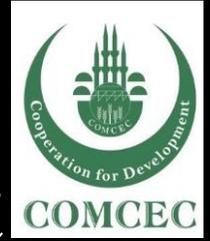


**18TH MEETING OF THE COMCEC TOURISM WORKING GROUP**  
**(May 12th, 2022, Virtual Meeting)**

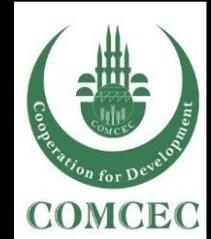
# Presentation of the reseach report



Professor F. Bahar IŞIN

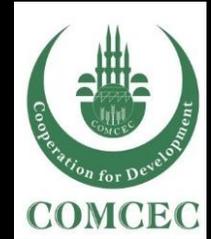
Consultant

Baskent University, Ankara, Turkey



# Sustainable Human Resource Management In Tourism Sector In The World And The OIC Member Countries: Scope, Conceptual Framework and Methodology

# Objective of the Study



1. Current Profile and Status of HR in Tourism
2. Problems and Impacts of Covid-19 on Tourism Employment
3. Human Resource Management Planning and Development in Tourism
4. Sustainable Human Resource Policies for Tourism

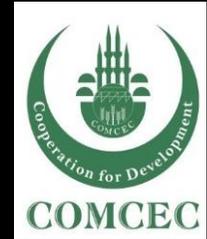
# Target Audience of the Study



- The policy-makers of the OIC Member Countries participating in the COMCEC Tourism Working Group Meetings
- OIC/COMCEC Ministerial Meetings and other relevant fora.
- International community
- non-OIC Member Countries
- International Organizations such as, UNWTO, WTTC

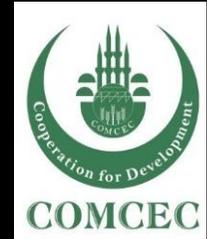


# Methodology



- The analytical report will be based both on primary and secondary data.
- Secondary data will include academic literature, public and industry reports while the primary data will be based on field-work (observations, interviews and questionnaires).
- 4 case countries will be selected as benchmark
  - Turkey
  - Indonesia
  - Malaysia
  - Azerbaijan

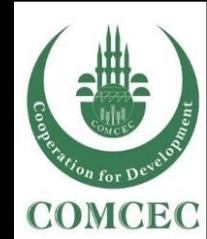
One of these case study will include field visit whereas another three will be explored based on a desk research.



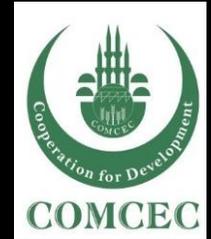
Qualitative data (e.g. observations, reports and interview transcripts) will be content analyzed to identify emerging themes (e.g. status of human resources, expectations of tourism industry, challenges tourism face as a lifelong career).

After identifying these themes, in order to measure their strength and impact on each other a survey will also be designed to conduct quantitative analysis, including frequencies,

- ❖ means,
- ❖ variances,
- ❖ correlations,
- ❖ factor analysis
- ❖ and cluster analysis.

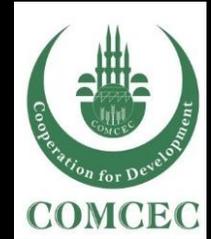


- These quantitative analyses will provide information on the on the profile of human resources in tourism industry, the gap between skills acquired in tourism education and the competencies required in tourism industry, challenges employees face for a long term commitment in tourism jobs, the transformations happening in the industry as well as their impact on the sustainability of HR based on data collected from tourism employees and industry stakeholders.



# Scope and Description of the Study

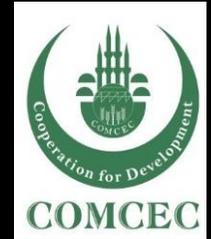
- The Sustainable Human Resource Management in Tourism Sector



# Overview and Importance of Tourism in The World

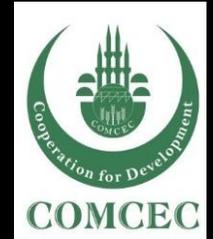
Tourism features a significant role in the success on many economies in the world.

Due to its advantages, tourism may constitute the substructure of a country, allows over employment, and provide an essential sense of cultural exchange.

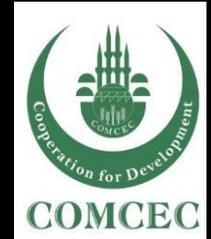


One of the keys to absolute success in the tourism sector is effective, efficient and proactive human resources management.

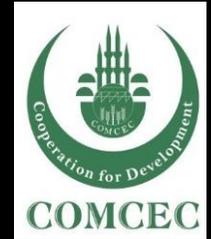
# 1. Current Profile and Status of HR in Tourism



Human resources management is very essential for job challenging and organizations because of the dynamic of the nature of people.

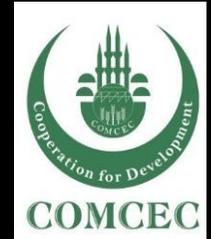


**The competitiveness of tourism enterprises largely depends on making the service quality in the sector compatible with international standards**

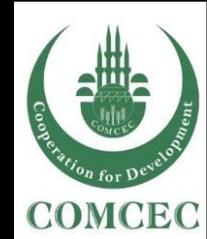


**Making the service quality in line with international standards is only possible by investing in people.**

**Investment in people should be considered as “investment in the future”.**



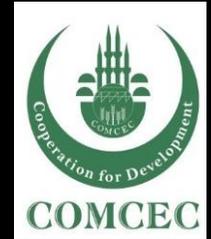
Employees are the key to building loyal relationships with their guests and are integral part to the success of the brand.



If the organization's human resource management works efficiently; the organization will be successful.

«No industry can be rendered efficient so long as the basic fact remains unrecognised that it is principally human. It is not a mass of machines and technical processes but a body of men. It is not a complex of matter, but a complex of humanity. »

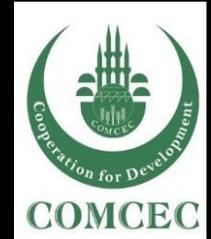
Olivary Sheldon



The most distinctive feature of the new generation personnel is undoubtedly their training. Above all, the dreams and goals of the new generation personnel are very high, and this situation is the scene of an unprecedented competition among themselves.

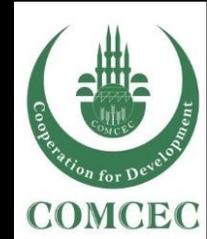


# Overview and Importance of Human Resources in Tourism !!!

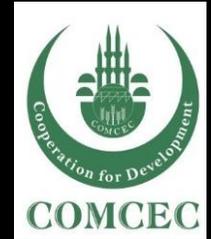


Despite the dizzying technological progress and developments in our age, the tourism sector continues to be labor-intensive businesses.

# Problems and Impacts of Covid-19 on Tourism Employment

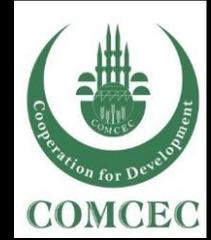


**The key components of today's businesses' action plans for the new normal are; they protect their most critical capital, human capital, establish strong social bonds with their customers, redefine the mission of the business, create more meanings from experiences, and focus on common success and solidarity with other stakeholders.**

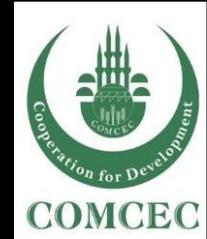


*“Changing the use of time means changing all human experiences.”*

*Third Wave, Alvin Toffler*



With the opportunities provided by Industry 4.0, new business models, job descriptions, professions and ways of doing business have emerged

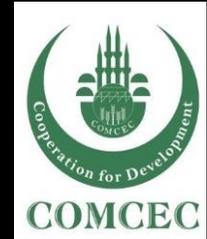


The loss of profit from the tourism sector has seriously damaged the country's economies and many people have been unemployed.

According to UNWTO reports, “As many as 100 million direct tourism jobs are at risk, in addition to sectors associate with tourism such as labour-intensive accommodation and food services industries that provide employment for 144 million workers worldwide.

Small businesses (which shoulder 80% of global tourism) are particularly vulnerable.” Export revenues from tourism have also suffered considerably.



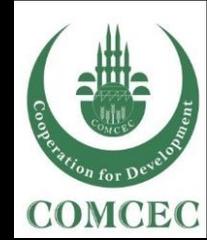


## Impacts of Covid-19 on Sustainable Human Resources

- Tourism job opportunities were suspended, there was a shortage of workers and people tended to switch to other sectors from tourism sector.
- The change in people's own career perception.
- Regular income, career promotion opportunities or work efficiency became uncertain.
- Employees both tried to protect their health and at the same time they also doubted their jobs and financial problems under these global challenging conditions.



# 3. Human Resource Management Planning and Development in Tourism

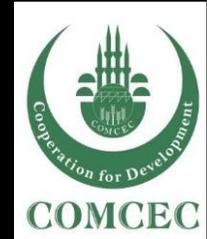


Tourism businesses, which are the most important job creators all over the world, constitute an important part of the service sector. Although the digitalization, development of technology and mechanization in production in recent years have reduced the quantity of manpower and labor, the human factor is still seen as the most vital factor in the service sector.

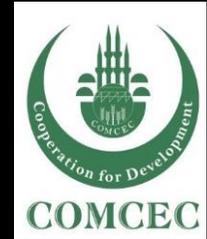


- In human resource management, the company needs to provide employees with a variety of experiences and training that will enable them to cope with new technology. Thus, with developing technology and radical globalization, companies adapt to the new order and maintain their efficiency, making a significant contribution to the operation of the business.





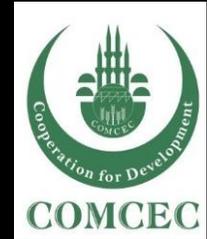
- Companies should focus on employee performance in human resources management. While employee motivation, skills and abilities form the basis of performance, it is an important factor that directly affects the productivity of businesses.



- Companies or business institutions should provide the education or training programs that can directly contribute to the development of human resources management in order to have qualified workers.



# BEST PRACTICES IN THE WORLD



The tourism sector and the service industry more broadly, would benefit from research examining benchmarks of the levels of engagement evident in the service sector in Canada. In addition, the main stream OB literature would also benefit from examining the antecedents and consequences of engagement specifically in the service sector.



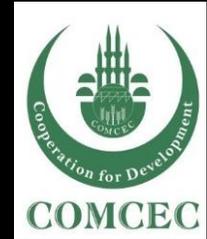
Four Seasons has one of the lowest turnover rates in the industry - the company has been ranked in the "100 best jobs" for 18 years. If Four Seasons they want them to perform at this high level, they must be sure that they will give them what employees need. To do this, the managers asked themselves: what do these employees need to be inspired and to treat their customers in this way? Then they created the Golden Rule: to treat people with the dignity and respect to which they are entitled, creating a work environment that makes everyone express themselves in their best light, creating a team spirit where everyone recognizes their special role.





Malaysia practices the Green Human Resource Management. the GHRM practices such as green recruitment and selection, training, rewards, teamwork and empowerment have significant impact on managing employees for greater benefits which could be developing employee retention, increasing performance, reducing turnover intention and so on.





Attention is paid to the need for effective recruiting practices to be adapted and developed, regarding that is the Greek hospitality industry, with the aim to examine why careful recruitment is important in this particular sector and to analyze the basic recruiting criteria and methods. This is due to the fact that investing in human resources is of significant importance and contributes to the financial status of an organization, especially for the industry of hotels, where human capital is not competent and effective enough, and where no advertisement of products and services would assign to the company's welfare.

