

# SUSTAINABLE HUMAN RESOURCE MANAGEMENT IN TOURISM SECTOR

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# About TÜRSAB

TÜRSAB is a professional organization in the form of a Public Institution that was established in 1972 with Law No. 1618.

13.228 member Travel  
Agencies

257 Employees

37 Regional Representation  
Boards

16 Specialization  
Committee



## Tourism Employment Before the Pandemic

The closure of borders and almost complete ban on travel due to the effect of the pandemic negatively affected tourism employment. According to the latest study by the World Travel and Tourism Council (WTTC);

There was a loss of 18.6 percent in world tourism employment in 2020 and 62 million people lost their jobs.

While 333 million people were employed in tourism in 2019, it decreased to 271 million people in 2020.

In 2021, there was an increase of 6.7 percent in tourism employment. 18.2 million people participated in tourism employment. However, the numbers are still far behind in 2019.



# Tourism Employment in Turkey

According to the Social Security Institution (SGK) data, as of June 2022, the total number of insured people working in the tourism sector is over 1.4 million. In June 2020, which covers the pandemic period, the number of insured tourism workers decreased to 1 million. In 2021, it increased to 1.2 million.

<b>DISTRIBUTION OF COMPULSORY INSURED WORKING IN TOURISM BY FIELD OF ACTIVITY WITHIN THE SCOPE OF 4/a</b>				
<b>FIELD OF ACTIVITY WHERE EMPLOYMENT IS PROVIDED</b>	<b>NUMBER OF TOURISM EMPLOYMENT BY YEARS AS OF JUNE</b>			
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Air Transportation	28.893	29.057	28.899	30.663
Accommodation	429.721	259.124	379.736	482.568
Food & Beverage Services Activities	667.975	640.935	685.692	794.392
Travel Agency, Tour Operator and Other Reservation Services and Related Activity.	61.509	47.118	54.288	64.576
Sports Activities, Entertainment and Leisure Activities	56.939	52.110	50.744	58.965
<b>Tourism Employment in Total</b>	<b>1.245.037</b>	<b>1.028.344</b>	<b>1.199.359</b>	<b>1.431.164</b>
<b>The Share of Tourism Workers in Total Employment</b>				
Employees in All Occupational Groups within the Scope of 4A Number of Insured	14.287.607	14.431.133	16.033.979	16.968.248
<b>The Share of Tourism Workers in Total Employment</b>	<b>8,71%</b>	<b>7,13%</b>	<b>7,48%</b>	<b>8,43%</b>

Sources: SGK

# OUR SUGGESTIONS TO SUSTAINABLE HUMAN RESOURCES IN TOURISM SECTOR



# 01

## Increasing personnel income according to other sector

**We must establish happy and motivated staff**

**Personel must trust to the industry**

**Tourism sector salaries are below other sectors. We must increase the salaries**

**Overtime working fees must be paid regularly and follow clearly**

# 02

Educated personnel must stay in the industry after education



A lot of personnel are going other sectors after education

Tourism must be attractive profession for the staff

We must prevent educated staff to go to the other sectors



# 03

Defining tourism  
as a profession and  
providing  
development in  
this field



**Belonging to a  
profession  
motivates the  
employee**

**Profession  
provides social  
status to the  
employee**

**Profession  
provides  
expertise to  
employee**



# 04

We must establish correct and applicable certification processes



To have a certificate motivates personnel

Certification helps post-graduate education

The number of qualified staff in the tourism sector will increase

# 05

We must increase scientific studies on career development



Academics must increase scientific studies about career

It is not enough scientific studies in career development in tourism sector

Perception of working in the tourism sector must be increased with datas

# 06 Government support must be increased

To increase  
employee  
income,  
tourism sector  
need  
government's  
support

If a staff  
educated from  
tourism  
faculty  
government  
provide some  
of his salary

We can  
encourage  
tourism faculty  
graduates  
by providing  
additional  
public support

**Tourism  
insurance fund  
should be  
established**

# 07

We must define  
job description  
clearly



**Job discription  
provides inner  
peace and  
work  
environment  
peace**

**Increases  
success**

**Allows him to  
specialize in a  
profession**

# 08 Tourism

## Employment Should Be Encouraged for the New Generation

Generation Z, which is the most populous generation in the world, constitutes 2.5 billion of the total population.

Therefore, it is important to develop an employment approach that takes into account the expectations and demands of the Z generation in tourism employment and makes the tourism profession more attractive for this generation.

# 09

## Change in Demographic Structure Should Be Considered While Planning Employment



While the world population is approaching 8 billion today, according to the UN projection, the number of people aged 60 and over will reach 1.4 billion in 2030. This will bring more emphasis to third-age tourism, which is a service-intensive segment.

It will be beneficial if the employment structuring is done by considering this demographic change.



# 10

Educators must train personnel according to expectations of the sector

Personnel must be ready for industry dynamics

Easier staffing for the employer and increased long-term employment rate

Educators must contact much more with private sector and they must set the programme according to private sector needs

# 11

**Sector managers  
must give  
importance to staff  
motivation in  
tourism sector**



**In case of any  
fault most of  
manager angry  
with the staff.  
This make  
staff unhappy  
at work.**

**In case of any  
fault  
managers  
must give  
education**

**Working  
conditions must  
be considered.  
For example  
accommodation  
place in resort  
hotels**



# 12

## Consideration of future generation expectations



**What is important for new generation?**

**Justice ?  
Salary ?  
Business friends ?  
Off day ?  
Working hours ?**

**Academition must define clearly expectations of new generation**

# 13

## Government must regulate seasonal workers in tourism sector



**We must protect seasonal employee's rights**

**We must create sectoral trust**

**We must ensure continuity**

# 14

There are some difficulty of working time of the staff in tourism sector



Especially waiters are working from 8am to 11pm

There are some rest hours but it is not enough

There must be at least 2 off day in a week

Not enough off day

15

Women must be more in tourism sector

Especially in cultural tourism, village women are more work in the tourism sector

In villages, women can teach culture to new generation and tourists

There are very much village women societies in Turkey

To establish a society must be supported

After establishing societies must be supported by government and some standarts must be setted

Thank you for listening

