

HUMAN RESOURCES - THE PREMISE OF THE TOURIST ACTIVITY COMPETITIVE

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Abstract: Currently, human resource in tourism has a primordial importance on the growth of tourism competitiveness. The evolution of tourism activities poses a problem of training the workforce in this area and requires a question: need workers with general training, highly adaptable and staff in this area should be highly specialized to meet the requirements of the increasingly acute customer? Staff recruitment is based tourism group employees into three categories qualities, “must have”, “desirable”, “undesirable”. The tourism industry involves contact with customers and employees to prepare travel plans be made for training.

The purpose of this article is to highlight several issues concerning the role of human resources in tourism resources, which constitute the mainstay of the organization and concerns of staff development in tourism firms.

Keywords: tourism, human resource, tourism planning, human resources training program.

JEL Classification: O15, L83.

1. Introduction

Tourism is a combination of productive activities, services, or other educational activities in its widest sense, not a recent activity. It is found in the past, the differences being content, size, and intensity.

Economically, tourism is the most dynamic sector of activity and also an important generator of jobs. In the long run, tourism is one of the economic sectors with real prospects as tourist resources are virtually inexhaustible.

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Tourism can be regarded from another angle as a profitable business, a green industry indeed, “as a means of protection, conservation, recovery of cultural potential, the countries architectural” (Stăncioiu, F., 2003, p. 73).

Tourism has faced since 1936, once marked the formalization of paid leave, a number of problems mainly involved in the creation of the tourism resources, material resources, financial and human resources. The strategic objective of firms in tourism is the saving resources while growth in other words, making tourism competitiveness.

The notion of competitiveness in tourism is defined as “the ability to cope with competition in a market and cost effective tourist” (Stoica, M., 2009, p. 75).

So, to analyze the effectiveness of a company, without dealing with human resource and efficiency of its use, is equivalent to one resource does not recognize the creative value.

2. The role of human resources in tourism

Tourism development is mainly linked to the creation of new jobs and increase incomes in the area. Although much of the tourism industry jobs do not require a high level of skills, with the development of tourist destinations in high demand by tourists, is the need for people with outstanding technical and managerial skills.

Table no. 1

Characteristics and skills to workers in tourism

FEATURES	SKILLS
1. Higher consumption of manpower in tourism	1. Knowledge worker to employment benchmarks
2. High moral and material responsibility of workers in tourism	2. Skills to work
3. Relatively high level of training	3. Employee attitudes and values □
4. Direct contact between the worker and tourist	4. Physical and mental characteristics of the employee
5. Employment seasonal / temporary staff and high turnover	5. Work motivation
6. Practicing part-time work (part time) of flexible models	6. Self-image in the context of common values and other employees □
	7. Social role in the organization

Source: Firoiu, D., (2006), *Human Resources in Tourism*, Third Edition, Legal Universe Publishing, Bucharest, pp. 69-70

Development policies regardless of the profile of companies, including those in tourism and placed in the center of attention paid to human capital. Otherwise said, tourism development is in direct correlation with the structure and dynamics of staff, which argues the importance of human capital. As consumer demands on quality of services grow, the role of human resources becomes overwhelming. Working in tourism means a series of skills and characteristics that are generally in need of labor.

Important role assigned to human resources is given by two factors:

1. The large number of employees who come into contact with a large number of customers, who join the specific aspect of tourism operations;
2. Distance property management equipment organizations.

Is there a competitive tourist activity as far as personnel, capital, raw materials, fuels and energy are managed properly to obtain maximum results. Efficiency in tourism activity is expressed both by synthetic indicators (profit, profit rate, rate of return) or partial indicators (productivity, capital productivity).

You can identify the productivity a number of factors that can influence the dynamics:

A. Direct factors:

- I. Level of employee training;
- II. The organization of work;
- III. The degree of technical equipment.

B. Indirect factors:

- I. The prices and tariffs;
- II. Seasonality;
- III. Structure tourists.

Tourism employee performance can be determined by incentives that tourism can take many forms: only salary, commission only, salary plus commission plus incentives and moral sense of self, recognize the quality and performance at work, promotion prospects relations of harmony within the group, safety in the workplace.

3. Characteristics of human resource management in tourism

Worker in tourism is the first and last impression, first and last contact that the tourist can have it. If the staff is polite and ready to respond to

requests, the tourists will be a favorable impression. It is therefore agreed unanimously that the personal involvement of inefficient policies will result in irrecoverable losses in many firms.

Human resource management in tourism organizations should consider:

1. Good human resources planning and skills need to have the worker in tourism, said the achievement, otherwise tourism plans should be taken into account swings in seasonal employment-season;

2. Recruited staff should be prepared according to the labor market:

- Size: large / small;
- Character: primary / secondary;
- Payment level: high / low.

Tourist recruitment market consists of four main elements:

- setting standards of employment;
- the observation target market;
- identifying the sources of recruitment;
- calculation of costs involved in.

3. Determining rewards of tourism industry staff should consider:

- seasonality;
- diversity of activities performed;
- involving employees in achieving tourism products.

4. Tourism planning

In the last two decades tourism has become one of the industries that has grown.

Tourism planning can be defined as a planning process that follows:

- Identify alternative approaches to marketing;
- Keeping uniqueness tourist area;
- Creation of favorable conditions for marketing.

Gunn C.A. (1994, p. 5) talks about tourism planning as property development: “an agglomeration of land development and programs designed to meet the needs of travelers”.

Tourism planning defined in the first edition “Tourism Planning: Basics, Concepts, Cases” published in 1979 as a physical exercise, including implementation and strategies by governments and orientated.

Gradually, the goals of tourism planning issues include both natural resources, economic and social environment.

According to Murphy (1985, p. 121) the goals of tourism development should be:

- Creation of a framework to improve the living standards of local people;
- Develop an infrastructure with benefits for both tourists and locals;
- Develop a strategy for improving the tourist destinations in terms of cultural, social and economic.

Human resources planning and training must be incorporated into the national tourism plan.

5. Human resources training program in tourism

There are a few companies that apply modern methods of management of human resources. Tourist Organization faces continuing challenges, leading managers to no longer settle for just managing everyday activities.

The problem lies in the responsible tourism is to identify the type of training which produces professionals, men and women to jobs difficult, but interesting that require an absolute commitment and a dedication to people and profession. „ Any process of training in tourism has the following objectives: transforming tourism business in a safe place for both employees and customers, preventing accidents through the acquisition by employees of security measures, increased job satisfaction, increased turnover business, providing knowledge and skills levels needed for the activities according to quality standards and improving performance skills and human resources" (Untaru, E.N., 2008, p. 55).

According to specialists in training for tourism, adequate training program current requirements must accommodate the following guidelines:

- ✓ A solid background of general;
- ✓ An intensive training in financial management and accounting of an organization profile.

A preparation to accommodate the theoretical and practical innovations, with specific technology (Murphy, P., 1985, p. 136).

Table no. 2

Model program personnel management practices in tourism

Increasing an awareness of domestic and foreign tourism awareness.		Improving personal development		Improving the recruitment and management activities		Developing a sense of belonging to a group / company		Develop active programs that allow flexible adaptation to the environment permanent	
Actions	Objectives	Actions	Objectives	Actions	Objectives	Actions	Objectives	Actions	Objectives
Create a guide tourism trades	Providing useful information on labor market	Training and reorganization	Organization and implementation stages of professional development	Job rotation	Development of individual performance	Create a brochure / internal charter	Develop a broader knowledge of company objectives	Starting a structured development process	Continuously adapt to changes
Creating a site on the Internet	Optimum communication between the firm/stakeholders	Careers versatile	Developing mobility between jobs	Hiring a permanent employee	Allows a senior associate to join the org.	Creates a list that is actively pursued open, on post	Systematization of their organization at all levels	Project development unit staff	Creating programs to meet employees needs
Stages of knowledge and other jobs within the company	Organize programs to achieve rotation between employees	General development of employees	Use of tools to bring the total of skills reorganization	Stock Internet jobs	Possibility of recruiting in all areas of the country	Introductions of annual evaluations of employees	Achievement of at least an assessment by the Head of hierarchical		
Myth of the most valuable employee	Creating a competitive spirit among employees			Programs to integrate new employees	Conservation of an integration program	Plus pay increases in the market	Analysis salaries depending on local market		
Organization of competitions among employees	Working knowledge of a specific segment					Training per year for all employees	Each employee participating in a program		
Establishment of methodologies of activities by managers	Guide for managers					Offering tips, parties, gifts...	Lunch systems for recognition of employees in group		

Source: Firoiu Daniela, *Resurse umane în turism*, Ediția a III-a, Ed. Universul Juridic, București, 2006, p. 236.

Training methods are grouped into two broad categories: workplace (on the job), or rotation jobs, training with a mentor and classroom type - the case studies, action learning, games and simulations, group T, brainstorming, the program's Fiedler, Blake & Mouton grid, leading-staff exchanges. If managers are used to improve the methods such as suggestions and complaints box, type methods "out-door". Improvement in personal activities of tourism firms can be considered a major long-term strategies. The main objective of training programs is to balance their employment application of highly qualified.

6. Conclusions

The worker in tourism is the first and last impression, first and last contact that the tourist can have. If the staff is polite and ready to respond to requests, the customer leaves with a favorable impression. Working in tourism means a daily contact with dozens of people. The selection of personnel in tourism is of great importance and involvement of employees in tourism training systems are currently considered absolutely necessary. To prepare employees in tourism must be carried out training programs. In selecting staff frequently travel using CAP method (knowledge, skills, understanding). The travel companies are important; the employees have a global vision of the organization they belong, with a particular emphasis on culture.

Although the Romanian tourism has a number of shortcomings related to the degree of equipment, infrastructure, there are sufficient premises for development in this field of activity. Therefore, to give due consideration to staff is one of the ways in which performance can be achieved in the field. The training program for workers in tourism outlined above, which is mainly based on a definition of group work, with concerns on individual development is a possible strategy of tourism firms from Romania can to address because this way you can eliminate the deficiencies related to communication, training, motivation, staff incentives and career development. Therefore, improvement is purposeful changes in knowledge, skills, attitudes, productivity and optimal final results.

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