

## IMPORTANCE OF THE HUMAN RESOURCE DEVELOPMENT FOR TOURISM AND HOSPITALITY INDUSTRY - A CASE STUDY OF JAFFNA IN SRI LANKA

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### ABSTRACT

Human Resource Development (HRD) is central to the sustainability-oriented tourism development initiative. Over the last two decades, Tourism sector has played an increasingly important role in the economic growth of many countries which are particularly attractive option to stimulate development in rural and low income countries and regions. HRD practices play a pivotal role in attracting, creating and retaining more productive employees in tourism industry. HRD is a major issue facing the tourism and hospitality industry globally. Therefore this research is to study the importance of the human resource development in tourism and hospitality industry of Jaffna. It has followed the SWOT analysis and Descriptive Statistical Analysis method to analyze the collected data. Thus, there is a need to enhance the image of the industry personnel and organizational levels through standard human resource development practices, which require the cooperation of the people involved in the tourism business.

**Index Terms:** Human Resource Development, Tourism management, Hospitality Industry, Service Standards

### I. INTRODUCTION

Tourism sector has played an all the time more important role in the economic growth of many

countries which are particularly attractive option to stimulate development in rural and low income countries and regions. HRD is a major issue facing the tourism and hospitality industry globally. HRD challenges are significant in countries where facilities, resources and training, traditions are often limited and weak. Jaffna district was the heart of the cultural places and historical backgrounds, natural and manmade aspects for the tourism attractiveness of Sri Lanka. After the civil unrest, it is a Rapid growing district of the country in tourism sectors but there are some shortages and lack of proper human resource development practices are observed in the human resource sector in Jaffna. Therefore this research is trying to explore the characteristics and human resources development needs of the Jaffna tourism sector specifically work force and service standard, to identify the existing tourism and hospitality skill levels of study area, to make recommendation to fill the professional gaps of the sector.

### II. RELATED WORK

Author has done a research, titled “Responsibility of the stakeholders for the sustainable tourism sector: post war at Jaffna district in Sri Lanka Tourism sector”. Further he has idea to major research works in “Impact of the seasonally on Tourism and Hospitality Employment” and “Effect of the forth Industrial

Revolution on Tourism and Hospitality Industry: A Special reference of Sri Lanka”.

### III. RESEARCH SCOPE

The main objective of this research is to study the importance of the HRD in tourism and hospitality industry of Jaffna. Further, following objectives are selected to make detail study through this research.

- a. To explore the HRD needs of the Tourism sector specifically work force and service standard
- b. To identify the existing tourism and hospitality skill levels of study area
- c. To identify the challenges in HRD of Jaffna's tourism and hospitality industry
- d. To make recommendation to fill the professional gaps of the sector

### IV. RESEARCH METHODOLOGY

The research methodology described the way of addressing each research question, types of data, methods of data collection such as Questionnaire, interview and observation, techniques of data collection, Sample selection and how analyzed the data for getting the result.

The most common sources of data are in two types which are primary and secondary data. In total, 50 questioners were distributed for the study in Jaffna urban area. 15 total interviews were conducted for getting details of the HRD. Five interviews were conducted with subject knowledge persons or relevant field workers. Further observation and photographs in

this research involves spending a long-standing amount of time in the setting. The study was mainly an exploratory character. SWOT analysis was applied to identify the current situation of the HRD, its strength, weakness, opportunities and threats in tourism and hospitality industry. Basic descriptive statistical analysis was applied to analyze the collected questionnaires' data using average, mean and percentage. The interviews were recorded by a digital recorded then transcribed.

### V. ANALYSIS AND FINDINGS

The importance of ensuring high standards of quality and efficiency in tourism services to develop international tourism is well-recognized. It is important in the case of Jaffna District intending to promote tourism as an instrument for economic development. It can, however, be achieved only by initiating specific measures for human resource development in various segments of the tourism industry.

SWOT Analysis on Tourism HRD in Jaffna.

#### **Strength**

*Tourism Development Courses & Training*

*High inflow of foreign remittances*

*District less natural disasters*

*Government intentions to support industry*

*The good relationship among western country*

*Available Natural Resources for large and small tourism industry*

#### **Weakness**

*Lack of plans and guidelines for HRD*

*Lack of awareness for people*

*Unskilled HRD and Poor Service Standards*

*Seasonal business*

*Poor infrastructure facilities (transport, tele communication, quality of Hotels)*

*Cultural norms and stick religious customs*

*Insecurity of the work than government jobs*

### **Threats**

*Inappropriate usage of funding on HD*

*World economic down turn*

*Lack of Working Situation due to instability of the internal political, High security zones*

*Bad images about the affected areas*

*International policies about Sri Lanka*

### **Opportunities**

*Financial times & strategy for promotion of tourism by government & others*

*Skilled HRD, trained knowledge of HRD and Increase the service standards*

*Increasing of inter regional development*

*Establishing the provincial head offices*

Source: Author, 2017

**Work force and service standard** - Service standard (1.5%) is in very poor stage in Jaffna regarding the hospitality and tourism industry.(Figure: 2) The hospitality industry depends greatly on the services of employees.

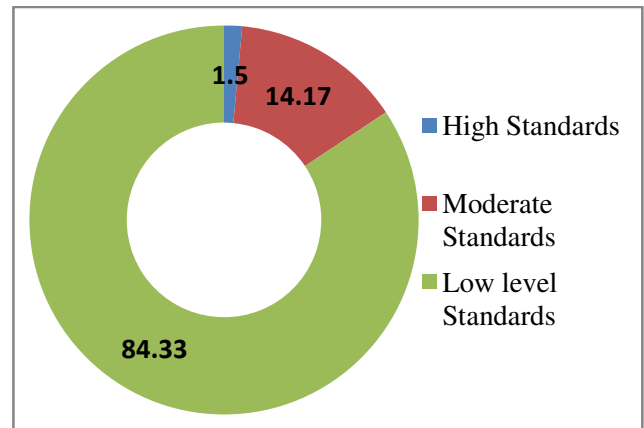


Figure: 02, Work force and service standard

The hospitality industry especially hotels are highly diverse with multi-cultural work environment. Therefore, it is a problem as organizations and managers look for ways to manage diversity as well as to minimize turnover. The result says that 84.33 percent (Figure: 03) of the work forces in Jaffna District in the hospitality and tourism sector are very poor level service standard which exhibit the inefficient hospitality.

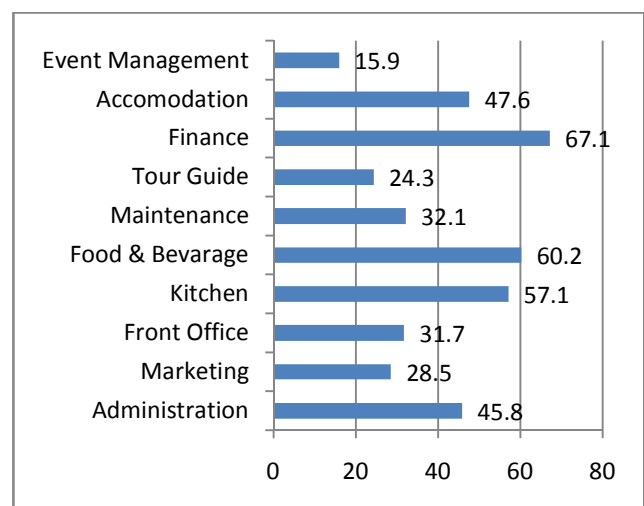


Figure: 03, the percentage of Work force level in hospitality and tourism Sector in Jaffna

The percentages of the work forces level in every sector of the hotels or other organizations are given in figure 07. Finance sector has nearly 67% of workers with skills and training. Food and Beverages division has averagely 60% of workers with skills. Administration, marketing, Front office, Maintenance, Tour guide, accommodation and event management are showing below 50% of the workers who are low skills and training facilities.

Performance evaluation in timely manner does not consider in any hospitality organizations properly. (Figure:4) 58.2 % of the organizations are doing annual performance evaluation which is showing high level than other daily, weekly, monthly and midterm evaluation.

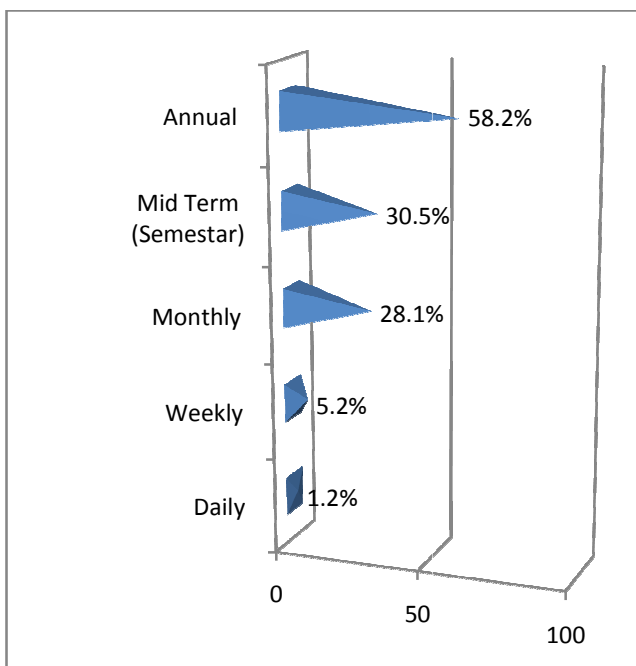


Figure:04, Performance Evaluation Periods in Hospitality and Tourism Organizations in Jaffna.

28.2 % of the development process evaluation and promotion system is ongoing in Jaffna District. Continual professional development is considered only 25.6 percent. (Figure:5) This is showing very poor level and Training, professional development and adaptation and assessment of these works properly do not go in organization in Jaffna District.

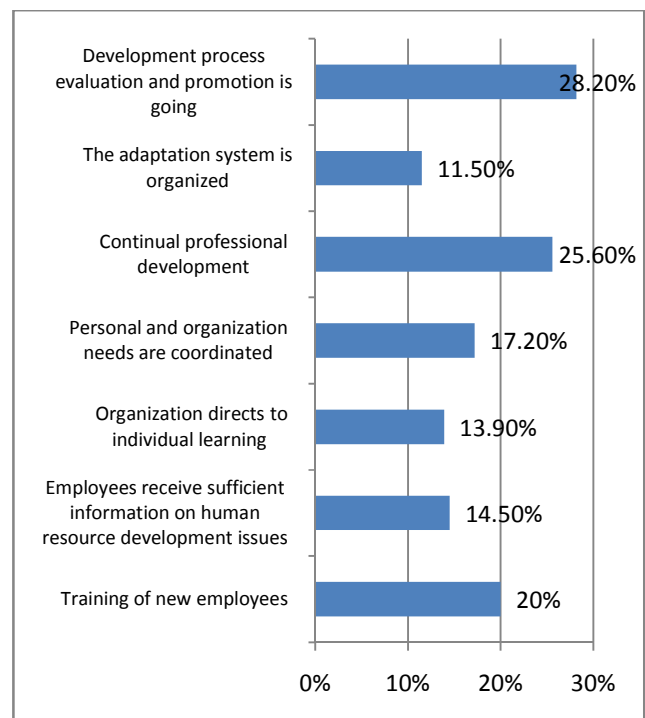


Figure: 5, HR development system activity

**Human Resource Development Evaluation -** Evaluation begins with a clear identification of the purpose or results expected from the training programs and other HRD programs. It would be expected that training programs are based on important organizational goals and improvement efforts.

However, those connections are not directly guiding training efforts if training results are to be linked to organizational measures. Evaluation can serve a number of purposes within the organization. An evaluation can help to do following aspects (Figure: 6)

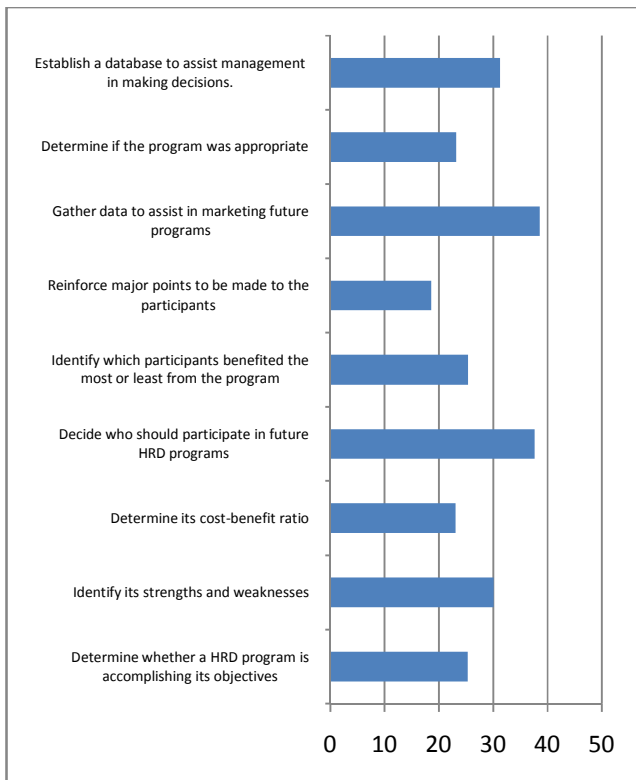


Figure:6, Human Resource Development Evaluation in Jaffna Hospitality and tourism Sector

**Work force in tourism and hospitality sector** - The labor market is characterized by a lack of participation and considerable spatial inequity and gender imbalances.

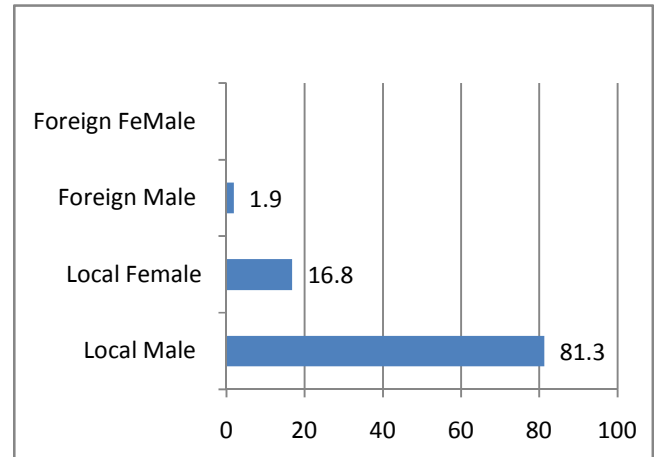


Figure: 7, Work force in tourism and hospitality sector

The current industry employment figure is based on the combination of Statistical Data of District Secretariat, Jaffna and the latest available household survey that lists resort employment. A total of 2,500 include 13 expatriate employees. (Figure:7)

## VI. CONCLUSION

Human resource development is one of possible solutions to organizational and individual performance problems. In Jaffna tourism sector: Youth unemployment, Poor working conditions at resorts and Limited Training Opportunities, Quality of skills at secondary school level, Organization approach to human resource development are absent with uncoordinated and inapplicable.

Furthermore Limited management skills and expertise amongst people, Basic business opportunities are not well understood at island level and Local communities not linked to resort tourism, Inaccessibility of remote resorts to island communities, Insufficient local

(female) Employees, little cooperation between private sector and central Government, Tourism industry are not diversified through all sectors of Jaffna societies, Resorts are not acceptable place of work for women and community not accepted female workers in the hotels.

Human resource development performers approach to human resource development system is Negative, Career and reserve organization does not go in the organization, Training, professional development and adaptation and assessment of these works properly did not go in organization. Lack of regional tourism training plan and strategies, Communication challenge to be overcome all tourists and inefficient language skills and the high standard should be supported by new methodologies and teaching practices in order to prepare future professionals for the tourism industry.

## **VII. RECOMMENDATION**

The importance of ensuring high standards of quality and efficiency in tourism services to develop international tourism should be well-recognized particularly human resources development needs of the Jaffna Tourism sector work force and service standard should be increased with proper HRD mechanism. It is particularly important in the case of Jaffna District intending to promote tourism as an instrument for economic development.

The existing tourism and hospitality skill levels of study area should be developed by the respective hospitality and tourism organizations specially Work

force and service standard. The hospitality industry especially hotels should be highly diversified with multi-cultural work environment. In order for the HR development system to be effective, the approach of the organization to HR development should be positive in Jaffna where should be a climate of learning. Strategies of the organization and HR development should be concordant in Jaffna Hospitality organizations and hotels. The organization must be focus on continual changes and continual learning and employ team-work methods.

It is needed to clarify what works are carried out in the organization and it is necessary to look whether the training of new employees, organization of career and reserve, professional development and re-skilling are carried out, whether there is adaptation system in the organization. This point should be deeply connected with HR development and their evaluation. Identification of development needs and awards in accordance with deserts, Training, professional development and adaptation assessment of the works must be needed for HRD in Jaffna District. The success of HRD system activity depends on HRD employees and their approach. So evaluation should be begun with a clear identification of the purpose or results expected from the training programs and other HRD programs. Local employment should be considered with anticipated new resorts to become operational; there is an urgent need for a strategy targeting the human resources' challenges in the tourism industry in Jaffna District.

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## BIOGRAPHY WITH PHOTO

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