
Proof Reading for a Research Paper – Md. Nasirul Huq

(For Sample)

HRM approach on seasonal worker in the UK tourism Industry:

An Investigation that focused on a Report of Seasonal Workers at

Thomas Cook Plc in Harrow (Greater London, UK).

Table of Contents

1. INTRODUCTION	5
1.1. BACKGROUND TO THE STUDY.....	6
1.2 INTRODUCTION TO THOMAS COOK GROUP PLC	8
1.3. BACKGROUND OF THE TOURISM INDUSTRY WORKFORCE.....	12
1.4. HRM AND TEMPORARY WORKERS	13
1.5. PURPOSE OF THE STUDY.....	14
1.6. RESEARCH OBJECTIVES.....	14
1.7 AFFINITY TO THE STUDY BY PERSONNEL EMPLOYED.....	15
1.8 PROPOSED METHODOLOGY.....	16
1.9 LIMITATIONS OF THE STUDY	17
2. LITERATURE REVIEW	20
2.1. UNDERSTANDING HRM.....	20
2.2. BEST FIT OR BEST PRACTICE	22
2.2.1. <i>Best fit</i>	22
2.2.2 <i>Emphasis on Skills and Best Practices</i>	25
2.3 MARGINALIZATION OF TEMPORARY WORKERS.....	27
2.4 TOURISM CATCHES STUDENT INTEREST.....	28
2.5 THE UNITED KINGDOM AS A MULTI-CULTURAL COUNTRY.....	30
2.6 LOW-QUALITY JOBS IN THE TOURISM INDUSTRY.....	32
2.7 DEPENDENCE ON MARGINAL WORKERS.....	34
2.8 A CHOICE BETWEEN HARD AND SOFT HRM IN TOURISM.....	36
2.9 HRM IN TOURISM: SEVERAL VIEWS.....	37

2.10 HRM IN TOURISM INDUSTRY IN UK.....	41
2.10.1 Engine of National Growth.....	42
2.10.2 New tourism products.....	43
2.10.3 Changes in Consumer Preferences.....	45
2.10.4 New Demands and Technologies	47
2.10.5. Student in tourism jobs.....	49
3. RESEARCH METHODOLOGY.....	53
3.1 INTERNET RESEARCH.....	53
3.2 INTERVIEWS.....	54
3.3 SURVEYS.....	55
3.4 GROUNDED THEORY	56
4. RESULTS AND ANALYSIS.....	59
4.1 INTERNAL KEYS TO SUCCESS.....	64
4.2 EMPLOYEES	64
4.3 OPERATION STRATEGY	65
5. ANALYSIS AND DISCUSSION.....	65
5.1 ADHERENCE TO BEST PRACTICES	66
5.2 BENEFITS FROM UK MULTI-CULTURAL ENVIRONMENT AND IMMIGRATION	70
5.3 GROWTH DRIVER CONCEPTS IN TRAINING.....	71
5.4 ADOPTION OF PERFORMANCE ENABLERS.....	72
5.5 BETTER WORKING CONDITIONS	74
5.5.1 Training and Equipment	74
5.5.2 Tie-ups with travel agencies.....	76

5.5.3 <i>Better Salaries and Wages</i>	77
5.5.4 <i>Lower job turnover</i>	78
5.6 EXPECTED RESULTS.....	79
6. CONCLUSIONS AND RECOMMENDATIONS	81
6.1 CONFIDENCE FOR THE FUTURE.....	83
6.2 EXTERNAL CHALLENGES.....	85
6.3 CONCLUSION	87
6.4 SCOPE OF FUTURE RESEARCH.....	88
7. APPENDIX.....	89
8. BIBLIOGRAPHY	97

1. Introduction

This dissertation is about temporary workers in the tourism industry of the United Kingdom focuses on two aspects: first, the basics of the tourism industry and approaches that organization adopts in order to manage people. Also it is necessary to take a second look at how these approaches can vary from company to company. Second, it is important to examine the industry's importance to national growth, especially its contribution in maintaining a positive balance-of-payments position and dynamic gross domestic product (GDP) from which UK derive economic power as a nation.

And thus, this view on the employment of temporary (contractual) workers comes with recognizing the importance of tourism industry as an employment sector; this study will outline the different range of occupations and sub-sectors in the hospitality, tourism, and travel industries. The temporary tenure of the workforce will be examined and the models and/or theories concerning human resource management (HRM) will be reviewed. There will also need to look into how these theories and principles may be applied in the tourism sector.

UK obtained the large revenue from tourism stems from vibrant and robust the hospitality, leisure, travel and entertainment sectors that support it more importantly. The sums are staggering—running into billions in British pounds that power the nation's economic engines and provide the cash for the delivery of essential services by the government.

1.1. Background to the Study

If suppose to take a look at the scenario of how Thomas cook employees are de-motivated after thinking about their future prospects in the company there are many issues that could be taken into consideration. Firstly, the employees considered here are seasonal employees which are hired by the company when it is in need of more staff due to reasons such as summer or Christmas vacations i.e., any holiday season when there is scarcity of staff in the company. Seasonal employees are only hired for 2-3 months yearly when the industry is at its peak and then they are rendered jobless at other times of the year. So, now need to take a look deeper into the present and future prospects of these employees throughout this dissertation.

The relationship between business performance and HRM has stood prominent on the agenda of most tourism enterprises for about two decades. The moves to establish such relationship remains elusive, though. Many companies want better “best practice” techniques or more possible approaches such as “best fit” or “bundles” of HR practices, in order to have a positive impact to the end. With the help of academic research, it is possible to continue making contribution with rigorous and systematic empirical studies in different settings.

This is very valuable prove from which organizations can learn—the basis for serious, critical scrutiny. Although, soft, resource-based and value-added policies of HR are important to the achievement of superior quality customer care and service, there are key exceptions (Hoque,

1999). Most of the research done in recent years has found that the industry could perform better (Price, 1994).

Concerns have been raised also on “hard,” cost-driven HR policies that looked upon staff as resources to be used—not as humans with aspirations to be met or understood and potential to be tapped. A few among the world’s scholars disagree over the proposition that people—like other forms of resources—should be utilized efficiently and effectively. However, it should not be done at the cost of the self-esteem and well-being of the men and women involved. Employees will require a satisfactory feeling at work; this is desirable from them with a very fair relationship with their peers and supervisors. All employees seek a fair outcome for their efforts. Toward maintaining the bargain, organizations are duty-bound to ensure that HR policies are complied with.

1.2 Introduction to Thomas Cook Group PLC

Whenever and wherever the recruitment, selection, hiring, and retention of temporary or seasonal workers is thought about, Thomas Cook Group PLC stands tall, second only in size and popularity to global leader TUI Travel, which looms large in the French, Scandinavian, Dutch, North American and German markets. The company beforehand bought Air Track Services in October 2008 and Med Hotels in February 2009. Recently the customer base and lease rights of 36 operating units of Voyages Wastels shops were added unto its fold, along with acquisitions over Gold Medal International Ltd and Think W3 Ltd.

The company has built a reputation of good practices in the employment of contractual, temporary, and agency-line workers through which it has served millions of holiday makers from year to year and thus it has chosen for the study. That 40% of its workforce comprises temporary hires remain a classic example of daring practices of HRM, unparalleled in the tourism industry.

Now undisputedly one of Europe's leading leisure travel companies, Thomas Cook Group PLC, was created on June 19, 2007 by merging of MyTravel Group PLC and German-owned Thomas Cook AG. Up to 52% of its owner base belonged to the department store corporation Arcandor and German mail-order, according to the London Stock Exchange. The other 48% of the stakes are controlled by MyTravel, including Standard Life (8%) and Axa Life (5%).

After Arcandor filed for bankruptcy in June 2009, shareholders agreed to a merger and listed the name Thomas Cook Group PLC. Today, the number of its operating geographic divisions is five: Continental Europe, United Kingdom, North America, Northern Europe, and Thomas Cook Airlines. Supported with a network of more than 3,400 stores (including franchises), it serves clients with its own fleet of 97 aircraft and develops wide-ranging main service brands such as Air Tours, Club 18-30, Aspro, Manos, Cresta, Sunset, Neilson, Sun World Holidays, Thomas Cook Style Collection, Swiss Travel, Thomas Cook Signature, and Thomas Cook Tours.

Accumulated (gross) revenue from packaged holiday tours posted £9.27 billion in 2009, up by 6%. Operating income alone soared to £414.9 million, alongside net revenue of £18.3 million after taxes. Its customer base worldwide averages 22.1 million, which has been served by around 32,722 employees in its rank and file.

Every year Thomas Cook has carried out employee surveys, called echo, standing for ‘employees communicating honest opinions’, the name echo was chosen to reflect the fact that the survey’s impact echoes around the business as changes are made in response to the feedback received. Thomas Cook PLC saw increased engagement across the Group, with significant improvements across all five segments.

The value of echo is in the actions they take in response to the results. During 2009, Companies have been implementing numerous initiatives to address issues highlighted by 2008 surveys. These include:

-
- More regular employee reviews for UK & Ireland retail staff
 - Extensive briefing days to improve communications with UK cabin crew
 - A review of the commissions' policies to create greater consistency within their Independent Travel division.

Thomas Cook Belgium encourages employees to contribute ideas to the company's development. It has a dedicated team of six employees who meet regularly to generate innovative ideas, with other employees also invited to submit suggestions and possibly win €500. The ideas that have been implemented so far include a website where children can create their perfect holidays and a staff art exhibition. And Thomas Cook India runs an employee award scheme to reward innovative cost-saving ideas.

That means Thomas Cook believe it is important to involve employees in decisions about how their companies are managed. At Thomas Cook UK & Ireland, the segment that employs the largest number of people, 75% of employees are represented by trade unions or collective bargaining agreements. This includes agreements with the Transport and Salaried Staff Association, Unite and BALPA (the UK pilots' and flight engineers' union).

Company internal employee forums provide further opportunity for staff involvement in decision-making. Foremost among these are the European Works Council and the UK VOICE forums. The European Works Council consists of elected members from each of the European markets in which they operate. It meets once a year with members of the Group management

team to discuss issues affecting their business across Europe. Recent issues under discussion have included:

- Development of the business
- Planned investments
- Relocations
- Mergers and acquisitions.

The VOICE forums are employee-led and consist of elected Thomas Cook UK & Ireland employees who meet regularly with senior management to consult on issues such as:

- Health and safety
- Generating ideas for business change
- Learning and development
- Trading performance
- Sharing best practice.

1.3. Background of the Tourism Industry Workforce

Being the largest industry of the world, tourism has a vital role to play in the world economy. Aside from being “directly and indirectly credited” credited for raising 15% of the world’s GDP, it has also generated above 250 million jobs around the globe, according to World Travel and Tourism Council (WTTC).

Worldwide, there are 19.2 million men and women who have landed in tourism economy jobs. According to an International Labour Organization estimate, the formal sector hosts one of every 12.4 jobs. By 2011, the expected number of jobs post is 251.6 million (that is, one for every eleven formal jobs). A wide range of both fixed work formation activities, in addition to contribution from providers in the industry, created this employment.

Workers who had been hired directly for tourism accounted for 3% of the employment worldwide. Records will show that the work ratio is three times higher in some countries. Spain had it at 8.3%. Mauritius, for example, posts 10%. Barbados had it at 10.5%. Small and medium-sized enterprises, the ILO says, dominated the industry. In the case of Europe, up to 2.7 million workers are in the tourism sector and this represents almost all travel and hospitality enterprises. Micro-enterprises (small companies) comprise up to 94% of this segment, which employs less than 10 men and women. Small enterprises employ more than half of the industry’s labor force.

1.4. HRM and Temporary Workers

A study on temporary workers will run complete without a second look on HRM practices by leading employers. This analysis and presentation recognizes the importance of hospitality and as leading employment section of the domestic economy. Because it provides for a large number of jobs across diverse sectors, the creation of future jobs rested in these industries, not only in the United Kingdom, rather throughout the other parts of the globe.

While most countries are impressed by a lot of jobs that are the production of the tourism industry, questions on the kind of employment experiences they generated are inescapable. The labor market, particularly its reliance on marginally paid workers, has been the subject of skepticism on HRM practices.

A progressive, albeit more open-ended, opinion showed the concerns over better-quality services toward improving human resource practices. There are numerous HRM models from which they can choose the best one. Each choice provides a typical framework that pinpoints the strategies adopted by tourism businesses. Ultimately, company owners, managers, and HR practitioners need to exercise caution against generalizing the HRM nature in hospitality and tourism. Indeed, there has been a need for the examination of different practices and understanding what is the reason for the existence of these differences.

1.5. Purpose of the Study

The paper is intended to study the overall HRM framework of Thomas Cook Group PLC as regard to temporary workers

1.6. Research Objectives.

This dissertation aims to research on future career prospects of Thomas Cook employees and how the HRM department of the organization looks after their employees.

- ✓ To identify what increases the career development prospects of Temporary workers at Thomas Cook Group
- ✓ To investigate the impact of HR policies on the motivation for Temporary workers in the industry.
- ✓ What company values were drilled into temporary workers?
- ✓ To find out what HRM approach Thomas Cook Group PLC used in motivating its temporary workers?
- ✓ How did the company carry out its HRM strategy for positive overall results?

Here just includes some specific objectives for this dissertation is to investigate which part of the global tourism industry Thomas Cook Group PLC had focused on for profitability. Also introduced some aspects to find out how Thomas Cook Group PLC exploited to competitive advantage the hiring of temporary workers. This is done by questioning many employees about

their perception towards this statement. Here also have tried to determine which aspect of the multi-cultural environment of the United Kingdom the company took advantage of toward business consolidation;

1.7 Affinity to the study by personnel employed

The men and women who are involved in this study are considering taking jobs in the tourism industry after graduation from college. From this affinity to the hospitality, leisure, and travel sub-sections of the economy, also here intends to gain a close understanding of the HRM issues involved.

There is no doubt that the industry of tourism, indeed, is leading employment section of the United Kingdom's economy. Because it will provide a vast and various numbers of jobs, it will inevitably play an important for the job creation in future not only in the United Kingdom but also throughout the developing and developed world as well.

While it is aware that the number of these jobs generated by the hospitality and tourism industry stands amazing, in this section have also included to a second thoughts about the experience of the type of employment within the sector. From what can be seen and heard on TV show and read in newspapers, also be noted that the base of the labor market and the dependence on marginally paid, if not marginalized, workers has led to prevailing skepticism on human resource management practices.

Hopefully, this study will take a more open-ended, progressive view on the manner in which good-quality service packages improve HR practices. There are numerous HRM models to choose from, each one providing a framework far different from the others.

In an academic readings have warned students against generalizing the nature of human resource management in hospitality and tourism. Indeed, there has been a need for the examination of the different practices and understanding that why such differences exist. And thus student are inclined to learn from it first-hand.

1.8 Proposed Methodology

Internet research was the most efficient, can-be-done-all-the-time solution toward obtaining background primary and secondary material. To facilitate the searches across a wide range of engines in the Worldwide Web, here also used some Boolean algebra in determining the best scripts for accurate and reliable results.

Here included some interviews with friends who have jobs in the hospitality, leisure, and tourism industry and obtained important insights they could bring into the study. By far the most helpful fact-finding action was the interview with employees at Thomas Cook Harrow Office in London.

Survey data from other sources were also obtained via email and analyzed.

1.9 Limitations of the Study

Resources are difficult to come by for this study. Secondary data were not readily available. Although here includes to have contacts among human resource consultants, here only have one in the Harrow office of Thomas Cook itself. It has also hard-pressed with time to conduct the interviews. The e-mail remained the only reliable but time-consuming instrument it has. As for the HRM practitioners whom it may have access, it is not clear about their availability and so here considered to have second thoughts also about doing telephone interviews with them.

Thomas Cook Group PLC is fresh from mergers and acquisitions. It is still flexing muscle to consolidate, but it has found its niche with considerable success. It may not help to figure out the answer against asking this question: When are new companies innovative? Researchers and analysts have long studied this and so far it has found mixed, different answers.

Some scholars have suggested that newly established firms cannot use existing information (Cohen & Levinthal, 1990). Other analysts believe that new organizations cannot use new resources and will have difficulty over innovation (Teece, 1986).

However, some authors argued that new companies are highly innovative because their effort at innovation does not utilize their present products (Arrow, 1962) to the travel and entertainment industry. There are writers who say that new organizations can easily adopt innovations because

there are internal complications for requiring them to filter fresh knowledge through structures and routines, which are not suitable to the aim (Henderson and Clark, 1990).

In recent times, many researchers are seeking to reconcile these conflicting perspectives. It has focused here on the nature of new technology. Here argue that new firms are better suited to developing innovations that are radical and uncommon (Christensen and Bower, 1996). While this seems to be very informative, this approach fails to explain an important empirical phenomenon: Why the new ones are better at innovations than others?

This study seeks to examine the environmental characteristics that make new firms effective at innovation. It became apparent that based on the recommendations of resource-based theorists, a relationship between resources and the environmental context can be considered for analysis (Miller and Shamsie, 1996; Priem and Butler, 2001). Thus the point that has chosen to take the environmental contingency approach instead.

In environments where lack of resources constitutes a benefit, new firms are more effective innovators. Where inadequate resources lead to a constraint, they are worse. The case of Thomas Cook Group PLC was unique: it had a good reading of the tourism environment. The innovation was not based on available resources; it was anchored on value judgments on recruiting and hiring temporary workers; the other keys to success depend on the economies of scale.

While this dissertation recognizes both the variety of sub-sectors and the job types they generate, it is not possible to consider the characteristics in detail. Thus it has run the risk of knowing more about jobs in some sub-sectors than the others. Industry of commercial hospitality, for example, encompasses restaurants, hotels and bars, pubs and night clubs and remains the biggest sub-sector, accounting for 70% of jobs in the United Kingdom (People 1st, 2006). This has been served with extensive research on employment issues and strategies of human resource management (D'Annunzio-Green et al, 2002; Lucas, 2004). But there has been a little written work about the industry of events or the nature of human resource management in hostels of youth. Ultimately, the principal aim is to understand how potentially diverse the employment experience could be in the tourism industry.

Another key issue is that it has to seriously look that how far heterogeneity runs in a certain sector in terms of the importance of small- and medium-sized enterprises (SME). Up to 76% of the establishments (within and around the UK) employ less than 10 people. Around 50% of them hire less than five people (People 1st, 2006).

Heterogeneity also governs the ways of adopting different routes by organizations to gain competitive advantage over others and choosing what type of market they work in (Ibid, People 1st). In the airline industry, for example, full-service carriers are likely to adopt a different HRM approach in comparison to low-capital, low-cost competitors (Eaton, 2001; Spiess and Waring, 2005). A similar scenario prevails in the hospitality sector (luxury and first class hotels), that provides unrestrained, complete 24-hour service.

Thus, the jobs that are provided by different employers require a lot of skills and individual characteristics of employees the way they interact with customers. These will have impact, again, on the strategies of human resource such as selection, training and recruitment.

2. Literature Review

2.1. Understanding HRM

It has shared the view that hiring policies on temporary workers should be based on a clear understanding what practical HRM definitions apply. Many practitioners and analysts have attempted to define HRM. It remains a subject of academic analysis; in fact, there is a general disagreement on what it means (Heery and Noon, 2001).

There is nothing special about it. But, for the sake of discussion, there are 10 fundamental definitions, each one trying to capture complex and dynamic parts as the subject of academic study:

A **label**, HRM is a substitute term for the management of personnel;

As some easy-to-remember **shorthand** HRM altogether groups the entire range of other disciplines, which are related to management of people;

As a **map**, HRM serves as a guide to students and practitioners alike toward understanding the ideas and concepts that are associated with managing people;

Looked upon as a **professional practices** set, HRM has suggested a greater number of personnel management-related principles;

As a **method**, HRM ensures an internal fit in coordinating certain approaches to people management;

Where **competitive advantage** stands, HRM is the way with the help of which an organization obtains the upper hand;

As an approach of ensuring external fit, HRM eases the path of integration of the organization and the demands of society;

As a **market-driven approach**, HRM determines the manner in which employees are treated;

A **manipulative device** in some companies, HRM can be an instrument of deception in an exploitative environment;

As an operations hologram, HRM recognizes the fluid identity of people management principles and its multiple meanings.

2.2. Best Fit or Best Practice

In the last 10 years, the industries that cater to tourists are divided over their organizational approach. Some of them pursued what they consider to be “best fit” while others aim for “best practice” (Boxall and Purcell, 2000). The best-fit school of thought has argued for strategies which are completely integrated with the particular organizational and context of their operation. Best-practice advocates have insisted on a universalistic approach. Here is possibility of higher performance and high-commitment work atmospheres from the companies, just as any organization can compete by providing high quality and increased productivity.

2.2.1. Best fit

Schuler and Jackson (1987) offered one of the most influential and earliest attempts for the development of a model that may recognize the need for a fit among the competitive strategy of a company and its HRM policies or standards. Certain types of “needed role behaviors” were developed for easy integration. These needed roles within this model depend on the overall strategies that will be adopted toward seeking, gaining, and maintaining competitive advantage and the best approach that could support it for optimum results.

First, there has been emphasis on strategy of innovation in which organizations try for the development of products and services which are new and different from their competitors. Those organizations that have adopted this approach try to develop an environment which is

appropriate for the flourishing innovation. Consequently, required role of an employee in this case is characterized with his willingness for the tolerance of ambiguity as well as unpredictability. More often he is creative and a risk-taker. The HRM strategy that flows from this strategy is, therefore, based on having a lot of highly skilled people who are expected to perform high levels of independence.

Second consideration rests on a *quality enhancement* strategy in which companies seek out competitive advantage by enhancing the quality of their products and services. The approach mentions the certain practices of HRM in order to support complete quality objectives, which encourage the development of effective teamwork, feedback systems, responsibility and decision-making to be a crucial part of job description of an employee and flexible job classifications. Such practices are meant for the creation of required employee behavior that revolves around cooperation, interdependence, and commitment to the achievement of organization's goals.

Lastly, where strategy of cost reduction stands, companies attempt for the attainment of the competitive advantage with the aim of the lowest-cost producer within a specific market unit. They maintain high controls, minimize overheads, and pursue economies of scale in order to attain higher productivity. For carrying out such strategies, organizations may need more part time employees (temporary workers or seasonal employment). They seek for the simplification and measurement of the work through narrowly defined jobs which encourage efficiency and specialization, at the same time offering short-term but results-oriented appraisal of their

operations. Thus, required behaviors of employees include predictable and repetitive actions (solution patterns), activities of low risk taking on top of high-degree comfort.

Interlocking support for HRM practices most fitting to organizations, in turn, define market segments for the creation of a fit between the functional areas of sales, marketing, and operations (Lashley and Taylor, 1998). Hospitality organizations and tourism can be located potentially in four basic archetypes: service shop, service factory, professional services and mass service. These descriptions have the basis on the degree of intensity of labor involvement in the offer of service and customization and degree of required customer contact between customers and employees.

The service industry runs on relatively lower intensity of labor and reduced customization (that is, improved standardization). It is significantly exemplified with fast food operations, particularly McDonald's. Lashley and Taylor cite TGI Fridays as an example for argument that, there have been high levels of standards in the obvious aspects of the organization (for example the layouts, menus, décor and uniform of the staff), there is some customization too on the basis of customers' drinking and eating experience. This result in the form of customization is due to more extensive menu, authenticity and greater spontaneity in the intangible aspects of the front-line staff's produced services.

The process of mass service involves a higher degree of labor intensity with a specific amount of customization, though. Lashley and Taylor argued that the Marriott hotel brand constitutes a

organization of mass service because its offering of four-star is almost same to others in its relation to the tangibles, which reflects a high competitive nature of the mid- to upper part of the hotel industry. As these tangibles converge, the key differentiation factor rests on service quality. Within this process, its staff plays the crucial differentiation role through its particularly high level of connection and communication with customers.

Finally, in the group of professional services, there has been a high standard of service for individual customers and also a better degree of labor intensity, such as in the case of hospitality management consultants. From Lashley and Taylor's work, it was evident that there has been a likely relationship among the service-operation type of companies and the most suitable HRM style. It is clear that in the sector of four-star hotel, for example, a moderate trust culture and moral involvement are deemed important for sustaining the total quality management (TQM).

2.2.2 Emphasis on Skills and Best Practices

The analysis zeroes in on the use of the offered People 1st framework which is the Sector Skills Council (SSC) for the travel, hospitality, tourism sector and leisure in the United Kingdom. They intend to 1) show the broad range of activities in the industry; 2) avoid imprecision in value judgment, and 3) understand better the diversity in the tourism sector of the economy. This is inescapable or inevitable because the SSC comprises government-licensed bodies responsible for skills improvement in the industry.

Within and around the broad industry classification mentioned above, there also has been greater diversity in the kinds of jobs that are generated alongside the demand for skills, technical know-how, terms, educational requirements, conditions of employment and such a qualified person that has more likely to be attracted for doing work with them. Baum (1997: 97-98) has described that the range of men and women who buy a holiday package is likely to have interaction with the following:

Baum has recognized all of such expected intermediaries; their interactions with holiday maker are important, if not equally crucial, either in breaking or making tourists' experience. The HR component therefore is a part of the overall product. The quality of experience also depends on the tourists' interaction with front-line staff. This is what researchers call the "moments of truth" (Carlzon, 1987), which are critical elements to effectiveness, aside from success, competitiveness, sustainability and profitability of the organization.

Indeed, the industry relates fully to the heterogeneity and diversity in relation to the objectives, ownership, size and demands of companies. It is the only proper way that front-line employees should be compensated well, trained, and provided with the motivation for outstanding service. But, the truth is, staffs in the industry of tourism have low status in the organization. They are less trained and poorly paid.

2.3 Marginalization of Temporary Workers

The ILO has concluded that the tourism industry has remained dependent on marginal workers (Wood, 1997), including young men and women, students, casual employees and a large number of temporary and migrant workers.

In UK experience, women are the 58% of the work force in leisure, hospitality, tourism and travel sub-sectors of the economy (People 1st, 2006). High portion of part-time employees, around 52%, are in the hospitality sub-sector than most of other industries that is 25% (HTF, 2003). Young women and men are prominent in large number in the tourism industry. Up to 37% of the United Kingdom workforce is below the age of twenty four years and 58% among them are under the age of thirty four years (People 1st, 2006).

Student, seasonal, and migrant workers also compose the main part of the hospitality and tourism workforce. In fact, students have been an important part of the labor market for tourism and hospitality enterprises (ILO, 2001) because they are “committed” and ready to work for low wages and are flexible in the pattern of their work (Canny, 2002). This convergence creates form of “coincidence of needs” among students and employers (Curtis and Lucas, 2001).

Nearly 75% of students who are doing jobs in the hospitality and retail sub-sectors perform front-line jobs, for example sales assistants, check-out operators, and waiters/waitresses (Canny,

2002). Minority workers in the leisure, hospitality, tourism and travel sector account for 11% of work force, which stands slightly higher than 9.6% that of industry-wide (People 1st, 2006).

As for qualification requirements, only 12% of the employees in the leisure, hospitality, tourism and travel have a college degree in comparison to the all-industry average of 29% (Ibid). Up to 15% of the total workforce has no qualification in comparison to the 11% all-industry figure.

2.4 Tourism Catches Student Interest

Many students juggle going to college and working in tourism-related jobs, including those of Thomas Cooke Group PLC and the other companies catering to hospitality, leisure and travel. As a requirement for graduation they undergo trainings in tourism enterprises. Private enterprise employment records show that there are over 37% of them in the UK, according to the Office of National Statistics (ONS, 2008).

Working students, according to recent reports, maintain a positive impression about the tourism industry. In fact, there is a limited research work conducted to show the students' perception. This shows that additional empirical studies are needed to look into the status of jobs of tourism in the planning process of HR for the tourism industry.

Most of the plans for HRM in organizations focus only the requirements of employment by large companies and neglect students' perception. It is possible that negative attitudes toward doing job in tourism may lead to the failing of industry to obtain and keep the students who are most

qualified. Because the industry of tourism depends on employees to provide services, this may result, in some way, to negative impact on the quality of service and satisfaction of the consumers that, in effect, may hinder the competitiveness of the industry.

There had been several research studies on the perceptions of secondary and high school students toward future jobs in the industry of tourism. A study in Australia showed a high level of interest for the positions of management in tourism industry (Ross, 1994). Also, Getz (1994) conducted a survey with students of high school in Scotland. Both studies found that perceptions toward a suitable career in tourism had become increasingly negative in the last 14 years.

Recently, the secondary school students' attitudes toward tourism were also compared in UK and Greece. It was found out that students of UK have had a lesser positive attitude than those of Greek (Airey and Frontistis, 1997). Another survey of high school students in Arizona, USA found that minority students had limited awareness about the jobs of hospitality than they were more interest in them (Cothran and Combrink, 1999).

Across Europe and the US, several researches have studied the undergraduate students' perceptions of tourism. The expectations of students have revealed that they tend to be more realistic before completing their graduation and that the turnover for the students felt to be higher (Casado, 1992).

After the ideas of continuing and new students at Scottish higher education institutions were examined, it was found out that, generally, the new students in universities have a somewhat positive image of the industry compared with students who had supervised work experience and who remain less positive in their view about themselves (Barron and Maxwell, 1993). Up to 704 graduates who had responded the survey claimed that they had a little opportunity to upgrade their skills to manage people (Purcell and Quinn, 1995).

Similar to the observations of Barron and Maxwell, other researchers claimed that experiences as trainees in the industry have affected their ideas in a negative way. A comparative study on future perceptions by students in two universities in the United Kingdom and the Netherlands concluded that student perceptions has tendency to decline as they grow in their pursuit of a tourism-related degree.

2.5 The United Kingdom as a Multi-cultural Country

The understanding of the United Kingdom as melting pot of different races and nationalities is also crucial to the proliferation of temporary workers. Because UK is a multi-cultural country, the tourism industry become a hodgepodge of men and women from different countries who descended into this part of Europe, braving even Spartan living conditions, enduring low wages but hoping to strike it rich in rewarding jobs or opportunities.

A multi-cultural setup is an inescapable conclusion. The terms **United Kingdom for Great Britain** as well as **Northern Ireland** comprise the UK, as it is commonly called. An island

country that spans an archipelago that includes Great Britain, Ireland, and small islands, it is an independent state that is located away from the Northwestern part of continental of Europe. Northern Ireland is one of the parts of UK that boasts of a land border, which it is sharing to the Republic of Ireland.

Dynamic and well-developed as an economic power, the United Kingdom breathes down influence on Europe. It has been one among the 12 members who have found the European Union (EU) at its time of launch in 1992. Beforehand, it had been a European Economic Community member, which is the forerunner of the EU, from 1973 until the signing of the Maastricht Treaty. Major changes to governance occurred at the turn of the 20th century during which administrations were devolved for Northern Ireland, Wales, and Scotland.

The 2001 national census record the UK population at 58,789,194 that is 3rd largest in the EU, the 5th largest in the English Commonwealth, and the 21st largest around the globe. It had been estimated to have grown up to 61,792,000, according to the British Broadcasting Corp. Its actual growth of population in 2008 raised net migration to be the major contributor to the growth of population for the first time after 1998. In fact, in-between the years of 2001 and 2008 the population posted an average increase of 0.5% per annum. Ten years beforehand (1991–2001) the average growth rate was only 0.3%. Past demographic data had it at 0.2% between 1981 and 1991. An independent estimate in 2008 showed that, the UK, for the first time, had become host to most of the people of pensionable age, rather children of or under the age of 16—from a wide cultural backdrop.

There were about 51.44 million men, women and children in England's population in mid-2008. Scotland's was 5.17 million for the same period, Northern Ireland at 1.78 million, and Wales at 2.99 million.

People in the UK, born in the foreign countries, remain a little below in comparative proportion with some other European countries, the BBC says, although immigration continues to add to a growing population that accounts about half of the rise in population between the years 1991 and 2001. Because the EU citizens have the right to work and live in any of the member states, every one in six immigrants was belonged to the Eastern Europe countries that had joined in 2004, and large numbers came from the countries of Commonwealth, specially the Southeast Asia. Arrivals from South Asia comprise of 2/3 of the net immigration in 2005, particularly powered by reunion of family. The UK allowed transitional arrangements Bulgarians and Romanians whose home-countries had joined the European Union in January 2007.

2.6 Low-quality jobs in the tourism industry

The World Travel and Tourism Council attested the significance of hospitality and tourism employment in both developing and developed countries. It even suggested that activities related to travel and tourism account for more than 230 million working opportunities, or 8.7 % of employment around the world (WTTC, 2006).

As the quantity of employment is unquestionable, however, the main concern of the many of these jobs is for academics and policy-makers as well. Instead of the idea that of business leaders

and policy makers that people are the most important asset of the industry, most of them remain unconvinced that such an observation is confirmed with the help of empirical evidence. For instance, Douglas Coupland who is a notable cultural commentator has captured the *zeitgeist* when he is talking about pejoratively of “McJob” that he explains as a “low-pay, low-prestige, low-dignity, low-benefit, no-future job in the service sector.” It is considered frequently a satisfying choice of career by people who never have appointed such a good job before (Coupland, 1993: 5; Lindsay and McQuaid, 2004).

MacDonald and Sirianni (1996) have recognized that the challenge of working and living in a service society typical of a McDonald store has characteristics of two kinds of jobs: most of low-skilled and low-pay work and a fewer high-skill and high-income jobs, with some jobs caught in the center of these extremes. A situation of such a type leads labor analysts for asking that what kinds of jobs are being generated and by whom are they being filled. Same point is also true for the hospitality and tourism industry.

Employment diversity within the tourist industry promises good. In fact, in the areas of sub-sector, such as tourism and hospitality provides a high-status and attractive working environment with reasonable conditions and pay that is highly demanded in the labor force and is benefited from low staff turnover. One of the poor conditions, high staff turnover, low pay and problems in the recruitment of the skilled workers in many areas, is the other side of the coin. Some other problems include a high level of labor drawn from the group of socially disadvantaged people, the virtual absence of professionalism and poor status (Baum, 1995: 151).

Researchers have long recognized all the possible intermediaries of work in the service sector, including the interactions the staff will have as regard the holiday maker. Everything they do stands important for building or breaking the experience of tourist. However, the physical product is crucial. Most of the tourists qualify their experience as reliant to a large degree on the interactions they may have with the many of front-line staff in the tourism, travel and hospitality industry. Such points are “moments of truth” and, thus, they so important for effectiveness of organizational success profitability and competitiveness (Carlzon, 1987).

In fact, an industry that is characterized by heterogeneity and diversity in terms of the size, purpose, demands and ownership of the enterprise, one important point of homogeneity is the delivery of service to customers and the need for managing people in a manner which offers a quality service. Core idea behind this point is the belief that this front-line staff would therefore be fairly well paid, motivated and trained offering outstanding service. But reality indeed bites. More often such staff has the lowest status in the business organization; they have the least training, and are obviously the poorly paid employees of the organization.

2.7 Dependence on marginal workers

A global snapshot pronounces a damning verdict. The United Nations and International Labour Organization (ILO, 2001) released a wide-ranging description on the industry of global tourism and hospitality to confirm that, in most parts of the world, it is mostly reliant on the what Wood (1997) has explained as so-called “marginal workers,” such as young workers, women, casual

employees, relatively high numbers of part-timers, students and migrant employees. Within the United Kingdom, for example, around 58 % of the broader leisure, hospitality, tourism and travel workforce is made up of women (People 1st, 2006).

Another snapshot on the UK itself is not encouraging. Young generation is also prominent for the leisure, hospitality, tourism and travel sector. For instance, 37 % workforce of the UK is under the age of 24 years and 58 % of the labor force is under 34 years (People 1st, 2006). Statistics has shown that most part of the workforce in the hospitality and tourism industry is consisting of student, migrant and seasonal workers. An important point to be noted here that the students are an very significant segment of the labor market for tourism and hospitality organizations (ILO, 2001) as they are ready to work for lower wages and can easily be persuaded to be flexible for making changing to their patterns of work (Canny, 2002).

Conclusively, this readiness to embrace a workload for so little in wages creates the so-called “coincidence of needs” between students and employees (Curtis and Lucas, 2001). Again, statistics will show that about three quarters (75%) of working students have employment in the hospitality and retail industries. Most of the students who are doing jobs in tourism establishments perform a myriad of tasks for so small a salary. They are visible in front-line jobs in the likes of sales assistants, waitresses and waiters in restaurants, and operators of check-out in hotels (Curtis and Lucas, 2001; Canny, 2002).

Moreover, there are more workers of ethnic minority in the vast tourism sector (11%), which is slightly higher than 9.6% in the industry (People 1st, 2006). As regard qualifications, up to 2% have college degrees compared to 29% industry-wide. Up to fifteen percent of the workforce is without any qualifications in comparison to the total 11%.

2.8 A Choice between Hard and Soft HRM in tourism.

Tourism-oriented companies that employ temporary workers have a practical reason why they do so. Organizations and practitioners worldwide have attempted for recognizing the various approaches in human resource management (Storey, 1987). Such differences somehow captured the concept of “hard” as well as “soft” human resource management.

The “hard” version describes the instrumental, if not rational, approach to people management. Here, highly strategic values drive HRM to getting a wide range of competitive advantage, which in effect result to maximum control, on the one hand, while reducing the cost of labor to the lowest possible, on the other. Tangent with the concept of labor either as a commodity or resource, the approach is calculative and quantitative.

The *soft* version, on the other hand, adopts an approach of humanistic and developmental nature for the people management in which people management approach becomes in accordance and employees’ high level commitment of management attained. The results are self-evident: high

trust, high productivity and high efficiency, among others. Employees are proactive, worthy of trust and collaboration-ready, aside from being development-oriented.

Notwithstanding soft and hard approaches, employers in the UK vary their people management strategies because there is likelihood of a large number of influences of external nature in human resource management practices. Such external influences are the reflection of a variety of social, economic, political and technological characteristics that impact on policies.

2.9 HRM in Tourism: Several Views.

Generally, the tourism industry has been facing negative perceptions of their employment conditions and practices. In fact, such a perception stands no farther from reality. A host of personnel-related problems almost always plague employers (Keep and Mayhew, 1999). These perceptions often revolved around the following:

Low wages, however skill shortages act to solve this problem (e.g. chefs);

Shift patterns of work, including unsocial hours, that are not suitable and friendly;

Ethnic minorities and women hold in operative positions of low level. Better pay and status are given to men. There is unequal opportunity for both.

Either poor or unavailable structures of career and use of casual/temporary/seasonal employment;

High dependence on the methods of informal recruitment:

Absence of evidence over the practices of good human resource management;

Minimum or absence of trade union;

Larger rate of labor turnover;

Problems in recruiting and retaining workers

Most companies, in recognizing poor employment practices, support the argument that economics should be the main factors which are determining for hiring policies, rules, and regulations in the tourism industry (Riley et al. 2000). Of course, this is a valid point in any industry. However, Riley says this resonates in the tourism and hospitality sector on account of its nature. Business owners and managers have to wrestle with traditional problems associated with fundamental labor imperatives that limit managerial actions. The behavior of the manager, in Riley's view, is dictated upon by the forms and structures under which the company operates. It creates a perspective of perspective strategy formulation and decision making process. Management will most likely cater to a weak labor market. Obviously, the human resource management concerns of tourism companies are consistently being directed to short-term reactions and solutions to problems and issues that are related to recruiting, selecting, and providing basic training.

The general attitude of employers, who are not inclined for the recognition of the extent of human resource management problems in the tourism industry, constitutes another reason for pessimism. Industry analysts remained skeptical about solutions addressing low wages, which

continues to negate the impression of the tourism industry as a good employment section of the economy. Shortages in labor clearly reflected the unwillingness of workers for offering or providing fair salaries and wages and better terms and conditions of job.

The ILO noted the differences between the employers' as well as employees' views, recognizing employers attributed turnover on the temporary nature of the work force, and workers who have cited low pay as the result of employment change. Obviously, their resignation would have been precipitated by inadequate structure for career and benefits (ILO, 2001: 6).

For many years the industry has been criticized for ignoring the glaring compensation and career-development issues. The long, unresolved dispute is reflected in the degree of hostility and opposition that the British Hospitality Association (BHA) has had shown against government initiatives on minimum wage and work schedules. The BHA remained unconvinced that the propositions will have basically positive change in the industry itself (Lucas, 2004).

There have been dominant paradigms already, stressing the negative consequences of employment in the sector of tourism and hospitality. For instance, a survey on 50 top hotels deemed likely to exhibit good HRM practices ended up with the conclusion that there is little room for adoption of sound HRM philosophy (McGunngle and Jameson, 2000). "This study suggests that there has been a little room to adopt the philosophy of human resource management in corporately owned UK hotels. Hospitality has to do a lot before it may claim that it has an encouragement for a "culture of commitment" (ibid, 416).

At one time, based on typology of Schuler and Jackson, there was a case study on “designer restaurant,” which was thought about as more inclined to potentially developing more complicated approach for human resource management as it seems to differentiate and distinguish itself from chain establishments, for example Hard Rock Café and TGI Friday’s. Though the restaurant have adopted a more positive approach in areas such as training, planning, development and appraisal, and ostensibly sought a strategy of ‘innovation’ that, “there was little real evidence that human resources were seen as a source of competitive advantage” (Kelliher and Perret, 2001: p. 434). Instead, its HRM initiatives reflected immediate constraints of environment, for instance the difficulties in staff recruitment and retaining.

At one time, based on the typology by Schuler and Jackson, there was a case study on “designer restaurant,” which was thought about as more inclined to potentially developing a more complicated approach to human resource management as it aims to differentiate and distinguish itself from commercial establishments like Hard Rock Café and Thank God It’s Friday’s. Even though it moved on to positive approach (where planning, training and development appraisal were concerned), there was indeed little evidence that HRM was recognized as a competitive advantage source (Kelliher and Perret, 2001: 434). Instead, its HRM initiatives reflected immediate environmental constraints, such as staff recruitment and retention difficulties.

2.10 HRM in Tourism Industry in UK

In the last 10 years, Hoque produced one of the most significant works on the topic of good practices of HRM in the tourism industry. He sees that the hotel sector is no longer backward and non-strategic and suggested that it should no longer be highlighted as bad management-prone and under-developed; it should be praised for its potential for huge income and high performance (Hoque, 2000: 154).

Three issues were discussed in Hoque's research. The first one dwelt on the extent that hotels have faced with new HRM approaches. The second one was about the factors that can influence process of decision-making and if such factors are different in the hotel industry in comparison to others. Third, he undertook a review in the relationship between the performances of HRM and the hotel industry. Hoque concluded that all the 232 hotels in his survey samples had utilized best-hotel practices. He found out that academic models can overlap and that quality enhancement and innovation approaches could lead to profitable results.

By describing the practices that support the combination of a professional, quality service approach, Hoque's work remains a useful stuff. But there have been criticisms that were leveled at it, mostly from analysts that questioned his analysis (Nickson and Wood, 2000). For one thing, his hotels sample (232) is large than industry standards because it averaged more or less 125 workers per unit (section) in comparison to an 81% standard of industry in establishments hiring less than 25 men and women.

For the most part, it was under question for being “patently unrepresentative” of the industry. Critics insisted that his focus on hotels located in city centers (especially those with a high proportion of corporate clients) does not reflect the general situation. Because his sample was based on the assessment of managers, the failure to get feedback from those at the receiving end of HRM initiatives (ordinary employees) constituted a grave omission.

2.10.1 Engine of National Growth

The tourism industry’s contribution by the UK tourism industry to the GDP is possible measure in terms of expenditures (money spending) or revenues generated by tourists. Government records show that in 2009 alone, overseas tourists had spent more than £21 billion in the United Kingdom, reflecting a huge increase from the £13 billion obtained in 1999 and big improvement of £8 billion over a 10-year period. Although the figure did not specify payments of travel (air or sea) from or to the country, estimates indicate that sales by British carriers posted nearly £7 billion in 2009, according to the British Tourist Authority (BTA) in its March 2010 quarterly report.

These figures do not reflect the true picture of the industry’s share of the GDP, according to BTA analysts, because they do not include the money that UK residents have spent on a day trips within the country. Information and data from the *UK Leisure Day Visitors Survey* showed that they spent around £40 billion. The industry’s share in proportion to the GDP would have risen to 8%, if the figure is included in the calculation, the BTA says.

Domestic tourists from Britons who spent a night away from their homes have had £26 billion in expenditures in 2009, showing a sharp 14% rise on the £22.36 billion spent in 2008. The total tourism revenue in 2009 was £42 billion, which is equal to 4.6% of GDP. Thus, GDP's share that was attributed to industry of tourism was highest in 2006 at 5%, BTA reports show.

Tourism's net contribution to GDP is expected to decrease in the next three years (beginning 2010) because the expenditure of UK residents abroad has risen faster than total expenditure of tourism (at home) in the United Kingdom, BTA analysts say. The decline is attributed also to several factors, including instability or fluctuations in the foreign exchange rate; the greater availability of cheap package tours; higher real incomes and British weather, which has remained unreliable.

2.10.2 New tourism products

Mass tourism in the United Kingdom—and from industrialized countries in nearby Europe and North and South America—is a late 1980s and early 1990s product. In-between these years, there has been so many related developments in the global economy, among them overall economic growth and other socioeconomic changes; overhaul in policies of government; revolutionary technologies; changes in the processes of production and new practices of management. Indeed, these dynamics have turned some parts of the industry from collective tourism to so-called “new tourism”.

This “new tourism” concept suggests the idea of liable, green (environment-friendly), alternative, soft and sustainable tourism. It stands for the diversification of the industry of tourism and its development of duly targeted, niche markets, including Ireland, Wales, and Scotland, where competition among key players is progressively based on wide-ranging diversify nature, rapid parts of market and their diagonal integration.

The process of identifying and exploiting niche markets has also proven as an amazing revenue source in new tourism. This suggests that more customization and diversification are expected and deemed inevitable in the coming years. Market segmentation—which will be noticeable in the lights of cultural tourism, ecotourism and cruise and adventure tourism—will become more apparent as the industry diversifies further, according to the March 2010 tourism report by the International Labor Organization.

Customization of services and technology now plays an important role. There is a clear attempt by tourism players to achieve a competitive edge; they are by now supplying for the individual requirements of their clients. The tourism as a product, therefore, has undergone transformation over time, from its position of completely influenced by collective tourism to an industry in which diversity and needs-specific services are the main ingredients to sustainable business.

2.10.3 Changes in Consumer Preferences

Service design and delivery nowadays comes with the realization that new consumers—whether domestic or local—influence the direction and pace of industry changes. The “new tourists,” intrinsically, are travelers with more experience than they were in the 1990s. Changes in the values and behavior of consumers have become the basic drivers for this new tourism. An increase in tourism experiences also raised flexibility and independence among new travelers, who are creating demand for improved quality, more money value and higher flexibility in their enjoyment of vacations, travel, entertainment, and relaxation, says the ILO report.

There are also demographic changes reflected in new consumers. People are ageing; size of household is decreasing and more families are enjoying greater disposable income than before. Adoption of the new lifestyles by tourists has created demand for more direct and better modified holidays. Close-knit families, single parent households run by single parents, “empty nesters” (i.e. people whose children have left their home), couples with double income and without children—all these from wide lifestyle segments—stand prevalent in tourism moving toward a more distinguished move to tourism marketing.

Changes in individual and social values also generate demand for holidays and vacation packages that are more conscious environmentally and are nature-oriented. Resort owners and travel agencies now give more attention to the ways their potential customers think, behave and feel than they have completed beforehand. At the turn of the 21st century the niche market has become a key factor of the tourism industry. This, in effect, reflected the need for diversification

and customization of the industry, on one hand, and ensured sustainability of the product. Now it is clear that the basic niche markets— sports-related spas, travel and health care, nature tourism, adventure, cultural tourism, cruise ships, theme parks, religious travel, among others—hold main possible and look promising; they are developing fast.

The development of the voyage tourism sector in the United Kingdom is an interesting example. Between 1990 and 2009, the cruise industry has an average growth rate of 7.9%, the Cruise Lines Industry Association (CLIA) says. European countries across the English Channel stand as very important market for the cruise industry that accounts for more than half of all voyages taken in 2006. In the last five years since 2004, cruise tourists arrivals have been higher significantly each year. Moreover, between 2006 and 2009 cruise arrivals are expected to surpass, if not exceed, stay-over arrivals, according to the BTA.

More UK holidaymakers than ever in the past are expected to enjoy a voyage in 2010, says www.cruise critic.co.uk, a cruise reviews and news website. Travel agency owners predicted an upswing as bigger ships are introduced, alongside new destinations, more attractive deals, and a wider variety of choices. This development will be resulted in higher number of UK cruise, higher from the 1.5 million, that was recorded last year, and almost same figure is being expected this year, even in the times of the tough economy, says the BTA. “In short, British holidaymakers have discovered cruising, and they're hooked,” says the website editor, Carolyn Spencer Brown. “It's hard to resist a 'resort' that floats to the next port of call while you sit by the pool. It's the ultimate for relaxing and sightseeing,” she adds.

While the fast development and growth of the voyage tourism industry ushers in key opportunities, it also presents many threats to the Welsh, Scottish, and Irish destinations of tourists. Government planners by now are discussing the environmental and economic impacts of cruise tourism. Because cruise tourism development runs on a faster pace and larger magnitude, the industry directly competes with its land-based counterpart. It threatens the viability of hotels, resorts, and their satellite businesses.

2.10.4 New Demands and Technologies

The impetus for a new tourism becomes evident as preferences of the consumer for flexible leisure and travel services emerge on the side of demand. However, technology has to play an important role, on the supply side, in organizing new tourism. As new technologies are used in the tourism and travel industry, producers provide new and more flexible services options that are competitive in cost with stuffy mass, with high customer-is-right standards, and rigidly packaged options. Tourism service suppliers not only gain the flexibility for reaction to the demands of market through technology, but they also obtain the capacity to integrate diagonally with other suppliers. Above all, they can offer new services combinations and better cost-effectiveness.

In this dissertation, a new range of connective computer and technologies of communication is reshaping the tourism industry. The system of information technologies (SIT), for one thing, boasts of a truly amazing package: teleconferencing, computerized reservation systems, videos,

video text, computers, video brochures, management information systems (MIS), electronic funds transfer systems, airline electronic information systems, digital telephone networks, satellite printers, smart cards, and mobile communications.

Computers, for example, are completely integrated with the other SIT parts. Computer-to-computer communications through modems and wide-area networks (WAN) has allowed hotels for integrating their front and back offices and food and beverage works. Hotels nowadays use internal management systems to link up automatically with a digital telephone network, thereby providing the initial connections for reservation systems of hotels that travel agencies can easily access anywhere in the United States or Europe with the help of their computerized reservations terminals (CRTs). Systems for computerized reservations have gained dominance among other technologies throughout the industry.

Travel agents in London and their counterparts in France and Spain are now using tickets directly at the time of demand with the help of satellite printers in corporate offices. Interactive automated ticket machines (ATMs) now have simplified their routines. This system, consisting of a computer attached to a remote printer, helps passengers for researching fares and schedules by themselves, purchase tickets, make reservations and getting boarding passes without the help of an agent.

Global network connection of millions of computers is possible now. As of 2009, number of internet users was over 950 million worldwide—and are growing rapidly, involving more than

100 countries. An estimate by the International Data Corporation (IDC) puts Internet users in Europe alone at 176 million. The use of Worldwide Web for planning and travel booking has been increasing very fast in the last five years. The quality of customer services and efficiency of production is expected to improve, and demand for latest services will be generated, as rapid information technology (IT) diffusion spreads in the tourism and travel industry.

2.10.5. Student in tourism jobs

Many students juggle going to college and working in tourism-related jobs, including those of Thomas Cooke Group PLC and the other companies catering to hospitality, leisure and travel. As a requirement for graduation they undergo trainings in tourism enterprises. There are over 37% of them in the United Kingdom, according to the National Statistics Office (ONS, 2008). Although literature about tourism employment remains substantial, only a limited number of studies were conducted to highlight the perceptions of students towards careers in the tourism industry. This shows that more empirical studies (on tourism students' perceptions of the industry) are needed to evaluate the status of tourism jobs in the human resources (HR) planning process for the tourism industry.

Generally, human resource management plans in most organizations have focused the employment requirements of large international companies of tourism, particularly in hospitality, and ignore students' perceptions. Negative working attitudes in tourism can be resulted in the failure of industry retain and capture tourism students who are most qualified. As the industry of tourism heavily relies on people for delivering a service, it may result in a negative impact on the

quality of service and satisfaction of consumer, which might then prevent the industry's competitiveness.

Many researchers have explored the perceptions of high or secondary school students about the employment in the industry of tourism. A study of students of secondary school of Australia showed a high level of interest for the positions of management in the industry of tourism (Ross, 1994). Getz (1994) had surveyed the students of High school in the Spey Valley of Scotland; the longitudinal research resulted that perceptions about a potential job in tourism had become much more negative with the passage of a period of 14 years (Getz, 1994).

The secondary school students' attitudes for tourism jobs in the United Kingdom and Greece were compared. The comparative results have shown that students from United Kingdom had a low positive attitude for tourism than the Greek counterparts (Airey and Frontistis, 1997). On the completion of another survey of students of high school in Arizona, researchers found that, though minority students most of times had less knowledge about the jobs of hospitality, they had been more interested in such jobs (Cothran and Combrink, 1999).

Several researchers across Europe and the United States have also researched the perceptions of the students of undergraduate hospitality management and tourism. Expectations of the students hospitality work showed that, though they had tendency of being fairly realistic before completing their graduation, these students' turnover seemed to be high (Casado, 1992).

After the perceptions of continuing and new students of higher education institutions of Scotland were examined, it was found out that, generally, the newly joined students had positive ideas about the industry, the students with supervised work experience, on the other hand, had very low positive views about it (Barron and Maxwell, 1993). From 704 previous students of tourism who answered a questionnaire, it was found that graduate students complained for the availability of little opportunity for the development of their skills of management (Purcell and Quinn, 1995).

From a relatively recent study of central Europe on four-year hotel management tourism students, in seven various schools in Turkey, negative ideas about the various dimensions of employment in tourism were reported (Kusluvan and Kusluvan, 2000). A similar study was carried out through a research among the students of undergraduate tourism in three different Turkish vocational schools and similar results were reflected (Kozak and Kızıllırmak, 2001).

Such as Barron and Maxwell, many other researchers also shown that experience of work (as trainees in the industry) had affected their ideas in a negative way. Conduction his comparative study about the future perceptions of hospitality students' at two different universities in the Netherlands and in the Netherlands, Jenkins (2001) also has shown that, as they progressed in their degree, the perceptions of the students of the industry has tendency of deterioration.

Moreover, senior and junior students of tourism in Turkey's University of Mersin were surveyed to explore the reasons for many students who were not interested in working in the industry after

completing graduation. The core reason explained was the lack of tourism quality education in to make them able to be successful in the industry (Birdir, 2002).

Irregular job hours in tourism had been the second main reason. According to another study, which was conducted among the students of tourism from Adnan Menderes University in Turkey, the hospitality and tourism internship students had expectations from doing job in the sector (Yüksel *et al.*, 2003). According to the results the internship students had given higher priority to 1) fair and good wages; 2) career development opportunities; 3) professional and tactful management; and 4) personal development.

At several four-star and five-star hotels of Ankara, Turkey, the findings of the survey showed that one of the basic reasons for the withstanding poor idea about the industry is the attitudes of the managers with the trainees. Trainees had been used by most of the managers as they were “cheap labor” and utilized such students into job in any department where there was need for the staff (Gökdeniz *et al.*, 2002).

Finally, the most recent survey that was conducted at the Hotel Management in Antalya and Akdeniz University School of Tourism has studied the basic expectations of the students of the industry of tourism. The results have shown that mostly they had less expectation (Aksu and Köksal, 2005). However, the positive perceptions were found in respondents who had 1) chosen the school to be their top three choices at the exam of university entrance; 2) chosen the school happily; and 3) carried out experience of practical work outside of Turkey.

The Literature review examines many aspects of tourism and HRM mainly in the tourism sector in UK.

3. Research Methodology

The research methodology used throughout this dissertation includes a variety of sources such as libraries, internet and also doing a field survey by visiting the Thomas Cook offices of Harrow and Wembley.

3.1 Internet Research

The research for this study, especially data gathering of insights from independent scholars, depended largely on results from the Worldwide Web. Internet research was the most efficient, can-be-done-all-the-time solution toward obtaining background primary and secondary material.

To facilitate the searches across a wide range of engines in the Worldwide Web, here also used Boolean algebra in determining the best scripts for accurate and reliable results. By designing the Internet scripts carefully, there has generated queries efficiently after loaded the script and obtained data far quickly that routine use of Google, Dogpile, and Yahoo engines.

3.2 Interviews

Also here has taken some interviews with friends who are doing job in the hospitality, leisure, and tourism industries. And in this way obtained the important insights, observations, and inferences they could bring into the study. By far the most helpful fact-finding action was the interview with employees at Thomas Cook office in Harrow. The formal, time-consuming survey was dropped for lack of time and insider assistance.

Personal interview can be defined as “a purposeful conversation in which one person asks prepared questions and another person answers them” (Frey and Oishi, 1995). In short, this is the conversation between interviewer and respondent. Personal interviews are the important way to collect detailed and comprehensive information. In this process one person taking interview of another person to find out the personal or detailed information. It is done in order to collect information on a specific topic or a specific research area.

There are main two types of the interviews: structured and unstructured. For one thing, the unstructured interview gets across as “an informal interview, not structured by a standard list of question and feel workers are free to deal with the topic of interest in any order and they phrase their questions as they think best”(Nichols, 1991). The questionnaire is just a list of areas of study that the researcher needs to discuss with an expert of the industry.

The structured interview, on the other, presented itself as a “the range of possible answer to each questions is known as a advance, often possible answer are listed on the form so that the interviewer simply marks the appropriate reply in each case. This approach is much more standardizing using a prearranged list of answers for the respondent to choose from” (Nichols, 1991).

3.3 Surveys

These methodical surveys would have been very reliable. But, for lack of time, and absence of insider help in farming out the questionnaire, which decided to defer this at the last stage of the study.

A survey method is normally used to the collect quantitative data from the population within short time period. There are several methods to collect survey from the market telephone, online survey, mail, personal mail and home survey, intercept survey, electrical survey and more.

Generally, the survey method is based on the sample from the population or organization. Survey methods are efficient way of collecting information from the wide range of the population. This method is flexible so here using this method it can collect more data from the market. The main benefit of the survey method is that it offers a practical and realistic method of survey to dealing with the question about the topic. In preparing for the survey there are few main elements which must be carefully handle by the researcher like selection of sample, questionnaire selection, interview techniques, analysis of non response etc.

3.4 Grounded Theory

Grounded theory, by far, has been the most accurate method because it is based on the data rather than the other way of data collection. This method is normally based on the three elements: concepts, categories and proposition. Normally it is called as hypotheses. In order to complete this study, the grounded theory method approach presented itself as systematic processes for the development of an inductive theory derived that why Thomas Cook Group PLC proved to be a success while others stand in the brink of failure (financial decline) in the global industry of tourism. The main objectives of the grounded theory are carried out; the positive attributes of success were explained altogether by identifying the key points at hand and the relationship between those elements to the context and process of the experiments. In grounded theory research question must be open and in terms of general rather than the formed in to specific hypotheses. Grounded theory requires high level of knowledge and experience for the research. Because of its hard in research mostly researcher are avoid this method until they are achieved proper knowledge or degree.

Survey data from other sources were also obtained via email and analyzed. Most of the other helpful inputs came from colleges and universities offering tourism courses.

Data Collection:

For the purpose of this contemplation a duodecimal epistemology was followed and a questionnaire was utilized as the measuring composes. The assemblage gathering techniques

utilized included a biographical questionnaire and the Line Spirit and Motive Questionnaire as set out by De Beer (1987).

The most important opinion that it has to include some record with respect to this investigation is the one coming from the workers, because as Wiley (1997) claims, they are the best source of information concerning motivational problems. Therefore, the first step was to ask them a wide variety of questions. Due to: the fact that the investigators were not allowed to talk to them while they were working (and investigators need to work fast), the shortness of their breaks, and the difficulty of contacting them before or after work, made us exclude personal interviews from the method of investigation. Instead, investigators constructed questionnaires, and the author that works in the company handed these out on one occasion to people that were on the job that day. There are two different shifts, with 28 people in each shift, so when the questionnaires were handed out; care was taken to hand them out to those that were leaving the morning shift and those who were coming in for an afternoon shift. Since some part-time (season) workers were not present that day, out of the total sample of 55 workers (when excluding the author who cannot participate for obvious reasons), 44 surveys were handed out. The idea was that the employees would take the questions home, answer them and hand them back as soon as possible.

The questions were written in, United Kingdom English, representing the language spoken by the workers who operate in the company. Moreover, here it has tried to make the questions as easy as possible, presented in a simple language. The thought behind offering the survey in this way was that it would help the workers to better express themselves and feel more comfortable

when providing the answers. Also, if someone might understand a question in one language, but be able to answer better in another, they have the possibility to do so. Another issue regards spacing between questions. It was difficult to know exactly how much spacing one could have, since some people write a lot, while others write very little, so here is has let the size of the question decide.

One can say that this survey was some sort of an informant interview, where people with knowledge of the local area play the role of extra observers. These people are very useful in situations where there is not much time to perform observations (they know best about their motivation). In addition, a respondent interview offers more direct information about an individual's own feelings, opinions, and reflections. In practice, the informant and the respondent is often the same person (Repstad, 1999). The workers are then both observing the situation on behalf of the dissertation, and expressing their opinions at the same time.

The questionnaire was structured as for a regular face-to-face interview and is not in a kind of format where one checks boxes and has alternative answers. That way, people could choose on their own what to answer. This enabled us to get more in-depth replies, as here planned to analyses the questions qualitatively, interpreting what people wrote with the help of the theory. It is important to conduct the analysis this way, since motivation is a concept that can better be investigated qualitatively than quantitatively.

The survey can be found in Appendix 1. That way, this research can be easily confirmable. As stated by McMillan and Schumacher (1993), confirm ability deals with objectivity and refers to the quality of the data created by the ways of collecting and analyzing data and not by the researcher's personal characteristics.

3. Results and Analysis

Here just have included some result those are collected from real time data that showing a brief analysis within the report. Result of the analysis showing the impact of management roles for the temporary workers as well as an active view for HRM. Thomas Cook places a great deal of importance on internal communications to create universal understanding of the Group's agenda. The management team also visits the business segments throughout the year and communicates on a monthly basis to update Group employees on the Company's progress and performance. Regular communications within the segments keep associated people up-to-date on the latest business and market developments. In addition, the key markets also host annual conferences to review the previous year's performance and set out the priorities for the coming year.

The temporary worker is a big deal for HRM policy of Thomas Cook Group. The company run their business around Over 70% of their seasonal worker, those are very important for company growth and sustainability. As a result company hold a policy and upgrade that gradually every year, As can be observed hereunder in Table 1, they have a sample of 30 from the Thomas Cook Group PLC staff of Harrow branch. The gender split (between the sexes) was about equal: 48.70% females as against 51.30% males. The analysis of the distribution of respondents

according to class of employment, however, revealed that the number of temporary workers (70.2%) exceed the number of regular workers, which posted 29.8%. This figure reflects the actual distribution of employees in the company’s operations—the number of the agency-hired or contractual workers is higher than the regular ones who had better security of tenure.

(A) Gender of workers	Size	%
Male	14	48.7
Female	16	51.3
Total	30	100%
(B) Class of Employees		
Temporary	5	70.2
Regular	15	29.8
Total	30	100%
(C) Completed tourism course		
Yes	7	28.9
No	23	71.1
	30	100%

Table 1: Profile of Respondents in London (n=30)

The above-displayed table has shown too that a small portion (28.9%) from the respondents have had either completed a course relating tourism or attended a vocational school of tourism before they were hired at Thomas Cook. Moreover, the same illustration table indicates that 76.2% of

the respondents either had practical and/or actual experience of work beforehand in the industry of tourism, two years on average, before they found their way into the company. Finally, 43.6% from the respondents responded in the positive for the question that if they have relatives/friends who are working in enterprises relating tourism. As for Question (E), up to 65.5% of them declared they were decided to stay on in their work for at least five years more. This is more or less reflective of job satisfaction, which also applies on the pay structure, working conditions, and the attitudes of managers and supervisors, more than the reason to stay just to keep their jobs.

(D) Practical experience in tourism	Size	%
Yes	22	76.2
No	8	23.8
	30	100
(E) Intention to work 5 years more		
Yes	17	65.5
No	4	8.8
Undecided	9	25.7
	30	100
(F) Friends/relatives in industry		
There are	12	43.6
There are not	18	56.4

Table 2: Expanded Respondent Profile (n=30)

In Table 3 shown below, a separate survey using two questions drew 30 samples of temporary and regular employees of Thomas Cooke Group PLC in the United Kingdom, which has about 4,465 men and women in its front-line staff who have attended high school and have not yet completed a college degree. Of the 30 respondents, 52.6% or 16 are women and 47.4% or 14 are men. All are between 21 and 26 years old, mostly of foreign origin.

The two questions were intended to measure their sentiments about the industry and find out whether they wanted or wished to build a career in the tourism industry for that matter or keep their jobs at the company for long.

(A) Willing to study tourism in university	Size	%
Yes, I am willing	17	61.3
I was not willing	11	31.9
No, I was not willing at all	2	6.8
	30	100
(B) Rank of preference in enrolled tourism		
Between 1-4	16	56.9
Between 5-8	7	24.8
Between 9-12	5	16.5
Between 13-16	2	6.8
	30	100

Table 3: “Student-respondents” Profile in UK (n=30)

Up to 17 respondents (61.3%) say they would consider enrolling formally in a regular tourism-related course at a university in London or nearby cities where they lived (See Table 3). The inclination raised hints of their readiness to juggle work and study in a 24-hour setting in the run up to building a career in the industry. Those who have second thoughts about pursuing a tourism degree accounted for 11, roughly 31.9% of the number sampled. Up to 2 respondents declared they were not willing to pursue formal education in tourism and were inclined to move on to other employment within the nearest opportunity.

Among those undergrad-level staff at Thomas Cook who wanted to enter college or university to enroll in a tourism-related course, more than one-half (56.9% or 16) wanted a higher rank in their admission. This goes to show that they were confident of the potential of the industry as a choice employer. Up to 7 individuals (24.8%) preferred an admission ranking of between 5 and 8 (good) while 16.5% or 5 wanted to be ranked between 9 and 12, which reflects satisfactory preference. Only a few (2 respondents or 6.8%) say they were not inclined to get the highest, and that they were satisfied to get a passing grade and continue a formal degree in tourism.

Here the analysis showing a result for the sustainability in Thomas Cooks, Plc. That these workers are very much depended on these seasonal workers and those are creating a great value for company business. This is a sample analysis for Harrow branch. Throughout the UK & Ireland, Northern Europe, Continental Europe, North America, Airlines Germany these seasonal workers are creating value as like as regular employees.

4.1 Internal Keys to Success

Thomas Cook Group PLC has built a successful holiday tours enterprise on a history of 168 years, meeting successfully the needs of travel from its customers. Many of the values that its founder, Thomas Cook, himself instilled in the business when he created it in 1841 still hold true. Today, it stands with one of the leading travel groups of the world, with a strategy that is more focused, a business model that is more flexible, a market-leading brands portfolio and a team of over 32,722 people (Most of these seasonal employees) who are all have commitment with its vision of “Going further to make dreams come true” for its customers and delivering sustainable value to its shareholders.

4.2 Employees

To achieve the goals Thomas Cooks CEO says, “We need to put CSR at the heart of our business and the heart of our business is our employees. We need them to understand what CSR is and why it’s important for the company and for them. We also value their input and ideas to help us enhance our CSR performance. To stimulate the two-way flow of ideas and information we’ve formed the Thomas Cook Responsible Business Forum, which regularly brings together participants from departments across the business.”

Thomas Cook, employees—who are led and managed in the best human resource management approach most appropriate to the company—remain central to the future success of the organization. They live its values and go further to understand the requirements of its customers

as they deliver their travel and holiday dreams. With their range of skills and experience, its top leadership believes that they are the key differentiator in the global competitive environment of the industry. Their dedication and high standards stand out, which they continue to maintain.

4.3 Operation Strategy

The strong performance of the company shows that its product portfolio quality and its management team's experience to adapt the demanded changes. It demonstrates too the dependence of the holiday package and the strength of its business model of asset-light that gives the organization high levels cost and operational flexibility for supporting its profitability.

The growth of profit from operations was 13% in 2009, which demonstrate the dependence of the power and package holiday of the Thomas Cook brands, all seven of them. The EBIT margin, adjusted previously, increased from 4.2% to 4.5%, and was driven by its attention on medium pull and higher-margin products, careful cost and capacity management and a strong participation from the mergers and acquisitions.

5. Analysis and Discussion

Human resources management stands at the very core of Thomas Cook Group's central strategy for successful operations and profitability. By exploring the full range of customer needs, the company was able to provide the services, equipment, processes, and systems toward meeting those needs and training the front-line staff how to use them. From customer surveys and interviews of its staff, the following positive observations stand out:

5.1 Adherence to Best Practices

From contemporary experience alone, human resource analysts have suggested that, indeed, there is a universal “best way” for the management of employees at the Thomas Cook Group PLC. No definite formula was followed, but there was deep-seated recognition of the principles that make “best practices” readily possible based on the track record of organizations that pursued them.

With adoption of an approach of best practice, the company sees increased commitment from its workers leading to improved performance of organization, ultimately increases in productivity and profitability and higher levels of service quality. Good strategies in the team level and the positive results they have brought out, indeed, came in “bundles.” For example, the HRM practices that supported a high performance and commitment model ended up being fairly confirmable in general, no matter where employers are located. Thomas Cook Group PLC stands no farther from this. The company has developed, refined, and carried out a detailed program of action, in accordance with the recommendations of Redman and Matthews (1998). Those organizations that adopted this have had a holistic package of practices of human resource management that are suggested as to be important for the strategies of organizations with the aim of high-quality service security:

Selection and Recruitment: Recruitment and selection are two of the most important aspects of human resource management. This aspect emphasizes selecting and recruiting staff, which has

correct behavioral and attitudinal characteristics. An assessments range in the prequalification and the process of selection must be utilized for the evaluation of the values of work, personality, interpersonal skills and abilities of problem-solving of the candidates (potential workers) to evaluate their “service orientation.”

Retention: Employee retention, especially of your best, most desirable employees, is a key challenge in organizations today. And this is another serious matter worthy of utmost consideration is avoidance of a “turnover culture” that may become prevalent in the hospitality and tourism sectors. The “retention bonuses,” use, which tantamount to dangling the carrot can influence employees to stay longer than, expected or predicted.

Teamwork: Teamwork is work performed by a team. In a business setting accounting techniques may be used to provide financial measures of the benefits of teamwork which are useful for justifying the concept. Using the cross process, semi-autonomous and multi-functional teams could work magic among employees who can be motivated to perform efficiently and contribute more under group psychology orientation.

Training and development: In the field of human resource management, training and development is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. The need to empower “ground-level staff” having the spirit of teamwork and interpersonal abilities for developing their “service

orientation.” There is also a need to equip management with a new style of leadership that may be encouraging a move towards a more coaching, facilitative style of management.

Appraisal: Moving away from the approaches of traditional top-down towards appraisal and support initiatives, like customer evaluation, team-based performance, peer review by allowing subordinates to do appraisal of their managers some of the time, better results stand realistic and obtainable. All of such systems of performance appraisal should, therefore, have focus on the organizational quality goals and the behaviors of workers required sustaining them.

Rewarding quality: Reward systems are typically managed by Human Resources areas as well. This aspect of HRM is very important, for it is the mechanism by which organizations provide their workers with rewards for past achievements also an incentives for high performance in the future. Companies should ensure that the requirement of a more creative rewards system is met. This also applies to the design and implementation of systems of payment that reward employees for the attainment of the quality goals.

Security of Job: Job security is dependent on some aspects like business conditions, and the individual's personal skills and economic conditions. Time and again, job security promises are perceived to be basic part of any approach of overall quality in most service companies. This should be felt and honored in the organization.

Involvement and Relations of Employees: While seeking for greater employees' involvement, companies should be able to encourage and develop creativity, autonomy, self-control and cooperation in the processes of work at hand. Use of participative and educative mechanisms, for example quality circles and team briefings are "instruments of change" for the organization; it supports and fosters an empowered atmosphere.

In simple words, the pursuit of best practice at Thomas Cook Group PLC had entailed strong internal programs that enhanced the skills of employees through human resource activities, for example comprehensive training, selective staffing and efforts of development such as job rotation. In addition to this, it encouraged also the empowerment, teamwork and participative problem solving, as well as incentives on the bases of performance. The results spoke for themselves.

5.2 Benefits from UK multi-cultural environment and immigration

More than 58% of the temporary workers hired by the company are immigrants, says a 2009 news report by the British Broadcasting Corporation. Similar findings were also reported by independent news organizations, including the Reuters, Agence France Presse, and the Associated Press.

Up to 2.3 million immigrants left for the UK between 1991 and 2006, according to the National Statistics Office. Up to 84% of the net migration came from outside Europe. A recent projection says the migration will bring 7 million more people to the UK by 2031. According to the latest official figures up to 590,000 people came to stay in the UK, in 2008, while 427,000 people left for their home-countries, showing the net migration of 163,000.

The UK had processed about 149,035 applications of people for the B citizenship of the UK in 2006, which was 32% lesser than in 2005. About 154, 095, foreigners were granted citizenship during the year 2006 only, which was comparatively 5% fewer than in 2005. Nationals from Pakistan, Somalia, India, and the Philippines were largest among the groups of people who were granted the British citizenship. Up to 21.9% of newborn children in Wales and England, in 2006, were born to mothers (non-British women) who were born in another country, (146,956 out of 669,601), according to the official statistics.

Immigration and the multi-cultural fabric of the UK played down into the recruitment, selection, hiring, and retention programs of the company, media reports say.

5.3 Growth Driver Concepts in Training

The company's training regimen succeeded in inculcating important values (work ethic) to its front-line staff. Strategy of groups is built around the organization's vision for growth in order to make the dreams come true. The holidays are the highlight of the year for most of the customers and they want to make sure that such holidays meet their high expectations. The company, at the same time also aims for delivery of outstanding value of long-term to its shareholders. The central strategy that was basically prepared when Thomas Cook AG was shaped in 2007 has a design of delivering against such a vision. While it has refreshed the strategy continuously for the adjustment of the changes in the marketplace, this still holds true.

More importantly, the basis of the strategy remains HRM—alongside its outstanding peoples' team and their acquired values. The men and women in the front-line staff who are working together for delivery of the four tenets of the strategy, drivers of company's growth which are supported with the help of key enablers, for example the leading travel brands' portfolio, technology backbone and key products.

5.4 Adoption of Performance Enablers

Thomas Cook Group PLC succeeded in drilling down service values to its managers and subordinates. Relying on an excellent, customer-is-right orientation, its basic business is always the main business to grow that is basically the charter packages' sale where two or more than two parts of travel, such as hotels, flights, rep and transfer services, are presented together in advance and are sold for the customers through agents and brochures in stores, online via many websites and with phone calls from the call centers of the company.

The holiday charter package has been extremely popular as customers have appreciation for the value for provided money, the ease in choice and selection, and offered security. In the longer term, however, the growth is predicted to be reasonable in sustainable economies. Therefore, the strategy is to maximize the mainstream business value through efficiencies of cost and through increase in the higher value product proportion, for instance four- and five-star properties, inclusive board basis and medium-haul destinations.

In mainstream travel, the organization is reorganizing its destination and purchasing activities of management into a highly centralized structure for the maximization of the benefits of scale and size, at the same time retaining its expertise of local market. It will continue to grow as well, the proportion of online products sale that makes the most of the offered efficiencies by such a channel of distribution, as well as continuity for the improvement of destination and product mix.

Travel that is independent and consumers plan their own tour either by themselves or with the taking help from an agent, has gained fame boosted by better online penetration and by using new technologies, which allow consumers for creating their personal packages (dynamic packaging). Such an area of travel includes scheduled tours too where consumers either plan their trips or buy pre-packaged plans. This includes too the wholesale business of the company where it operates as a middle agent among agents and suppliers, providing them the ability for building their customers' holidays.

The company, in an independent travel, plans to make further investments and changes in the capabilities of e-commerce to strengthen its position as a travel agent online, leveraging its inventory, brands buying multichannel and organization model. It also continues investment in capabilities of dynamic packaging and its general independent product portfolio.

An independent travel will continue to develop with the help of improvements in technology and continued demand by consumers. The major strategy of Internet is to take advantage of this development, particularly increased online penetration. The company plans to particularly develop both sales of its online inventory of in-house and third party products sales, with performance of the role of an online agent of travel.

Through workshops in small operating units of the business, the company drilled into the hearts and minds of the staff that, indeed, there's always a reason to be P-R-O-U-D in their work. Each letter of the acronym represents the following values:

Initiating the future

Orientated towards results

Obsessed with services for customers

United like one team

Applying robust decisions

5.5 Better Working Conditions

5.5.1 Training and Equipment

Thomas Cook Group PLC recognizes the impact of technologies in its operation. It has equipped its human resources well for successful service delivery. Systems of information and communications technology (ICT) that integrate the Internet power, management of customer relationship and management of supply chain in one-source, seamless destination site that allows a lot of operations, such as ordering, product selection, tracking, fulfillment, reporting and payment – to be performed with the help of a tool that is easy-to-use. Cutting out one or more shapes of the structure of purchasing, such systems produce cost savings by helping the buyer to some instances into direct communication with the supplier. They also have implications for employment, as intermediaries have found that their part of the market is reducing, with noticeable reductions in labor needs upstream of the sector of HCT.

Company managers and supervisors are aware that technology that facilitates on-line restaurant, hotel and theatre reservations or arrangements for travel, will have an influence in terms of reduction in the front-desk hotel staff that performs such duties. This technology calls too for various ranges of employees' skills. While designers of systems who are aware of the quick turnover between front-desk employees, are working on products, which are easy to operate with and consequently reduce time of training for new recruits. However, the technology is changing quickly that knowledge also becomes disused ever more quickly. Training therefore will become a regular requirement and the remaining jobs will demand more skills.

In most hotels owned by the company, personal computers have been installed in the guest rooms. The facility allows customers for using hotel rooms as their own offices. Increased numbers of guests of business are also travelling with their personal portable computers. In marketing and service tie-ups with other hotels, Thomas Cook sees to it that the technology needs of its patrons are also met. Hyatt International Hotels are good example of how these job profiles can be produced as a consequence of this technology. This group has introduced "technology concierges" in their deluxe properties around the world. These specialist employees, who are known within that group as "compcierges", get training for helping help guests for setting up their equipment of mobile communications, for explaining how to utilize the technology of in-room, hooking up laptop computers, helping the guests in accessing the internet or email, and so on. In addition to this, they also may help to locate search for local retailers that provide service for stock software and computers.

As the expertise of technology is crucial, the main emphasis is service; all the members of team come from with a background in hospitality and have additionally received the required training for becoming electronic troubleshooters. Installation of ICT equipment in hotels also needs planning and maintenance departments, to make this a new field with potential of job creation, however such work can largely be subcontracted to the operators from outside.

5.5.2 Tie-ups with travel agencies

On-line booking access via Internet is creating significant problems for traditional travel agents. Thomas Cook Group sees to it that technology upgrades is shared with its partners. It is now possible to reserve tickets of travel by using new technology of mobile phone, without any requirement of a computer. According to a recent survey carried out by the International Air Transport Association (IATA), some 37% of tourists around the world had used these electronic tickets, particularly in the United States, 50% of tourists are expected to use these tickets by the end of 2000.

Some agents of travel have responded to this situation with the help of adopting an attitude that is more entrepreneurial, and charge customers a fee rather the traditional commission earned on the price of ticket. However, as agents may contain contracts of business, there is possibility for them to lose business of individual customers for simple trips; such a drop in trade can have an influence on levels of employment in the branch. Other companies seek to strengthen their role, in the future, as consultants who will be capable of planning complicated trips that involve a lot

of varied means of travel and stop-offs. While the human element will not completely disappear, however, it will diminish probably with the spread of travel agents of 24-hour “warehouse” (much as 24-hour banking has been introduced) that allow customers to make their bookings by calling at any time.

5.5.3 Better Salaries and Wages

Although it is not the highest in the industry, Thomas Cook Group salaries and wages are known to be fairly competitive. The company has built a reputation of a better-paying employer. A 1996 survey conducted by the European Foundation for the Improvement of Living and Working Conditions involving 15 European Union countries, has explored that working conditions within the industry included a lot of basic problematic areas, for example irregular hours of work, much work on Sundays, wages without a permanent basic element in most of cases, increased absence of payments of overtime and levels of wages generally 20 % less than the average of European Union.

The company has been open to changing certain forms of remuneration for managers and subordinates. Basic wages show the competitive markets of labor, national laws and collective agreements. Variable pay is being introduced for rewarding the employees whose performance increases the success of an organization. This idea is not common yet as a strategy in the industry, however it has started to take hold in some of Thomas Cook’s marketing partners. In the US, Rodeway Inn International, Orlando, and Motel Properties, Inc. have successfully

developed techniques for rewarding employees more than their initial salaries, on the basis of schemes of monthly assessment.

5.5.4 Lower job turnover

Company programs are in place to prevent or address turnover-related problems and issues in front-line functions. Turnover numbers are variable from region to region in a country; however the overall picture is frightening. According to a 1998 study, in US, 21 annual turnovers in 1997 was operating at 51.7% for employees of line-level, 11.9% for levels of supervisory, and 13.5% for managers of property. The study has shown that the turnover rate for the levels of management is far lesser than for employees of line-level.

In Asia, where Thomas Cook promotes family reunion travel packages, it quotes rates at 30%, which is lower than 50% in China and Hong Kong.

In the United Kingdom, where the Institute of Personnel and Development conducted a study in 1997, the national rate of turnover was 42%—which was second only to retail trade (43.5%) and followed by construction, at 25%.

In the fast food sectors of the United Kingdom and the US, turnover rates run higher than 300%. These turnover numbers do not distinguish jobs of non-standard part-time, from full-time positions in the industry.

A report by the American Hotel Foundation indicated that the employee's replacement cost paid by the hour is between \$3,000 and \$10,000.

Both employees and employers noted different reasons for high turnover. In the case of Thomas Cook Group, its retention programs are geared at addressing the problem halfway for a holistic solution. For the most part, employers attributed the high turnover rate on the transient nature of men and women who comprise the workforce—students, young moms, and young people. They relate to the general difficulty of retaining workers in front-line jobs.

5.6 Expected Results

Financial services relating travel, fall broadly into the travel money categories that are products to help customers for paying for goods and services while travelling, among them foreign exchange of pre-paid nature; travel assurance that are the products which cover the different risks related to travel such as accidents insurance and thefts; and finance of travel which are products which allow consumers for financing their travel, for example, credit cards. Such products are typically high-margin, and are clearly sold alongside other components of holiday. The strategy here is to empower the front-line staff, and take benefit of the brands and capabilities of distribution to continue to grow this crucial part of the business.

In financial services relating to travel the company is seeking both for maximization of cross-sell opportunities and the growth of the sales of direct-to-consumer within present markets. Again,

the organization will rely on the staff to launch many innovative and new products across the company. It is seeking for the opportunities to use the Thomas Cook brand for expansion into new markets of source.

To support organizational growth drivers, the company will open constantly itself the opportunities to bolster its business through, acquisitions, mergers or partnerships. As the developed markets become mature, it will focus on the ways to consolidate such markets and maximize their value, on the one hand, and the new areas of growth of emerging markets, particularly, fast growing large markets such as India (in which they are a leading player already), China, and parts of South America and China on the other. Its leadership is in developed stages of discussions with both Chinese and Russian travel providers and aims to complete one of these at least early in 2010. Additionally, it is most of times on the lookout for reduced deals to enable us maintaining the competitive advantage.

This year has been about making the most of its flexibility and careful management of the capacity it offers and the prices it sell at. The trading results for the year came in as it expected in line with capacity, but with average selling prices up as it continued to grow the proportion of four- and five-star and all inclusive products and medium-haul destinations. The company also successfully managed the “lates” market, which is often where consumers expect to get cut-price deals.

As a result revenues will be up 5% overall, despite a slight fall in passenger numbers. The company has also continued to streamline its mainstream businesses, looking for ever greater benefits of the scale and size of the frontline units as well as continuing to remove duplication of functions and invest in systems like automated results management.

In the airline business it has made a number of strategic developments. These in part were the result of the decision to retain the German airline, Condor, as part of the overseas team. Given this decision, it has made prominent development in identification of synergies among its different airlines and has begun to deliver significant savings in cost.

6. Conclusions and Recommendations

Looking forward, the trend of late booking is still an evident, however the winter 2009/10 trading position of the company continues for improvement and trend for its planned capacity. Though it is early still in the cycle, summer 2010 bookings are in line too with its expectations. Recently conducted research of customers, shows that consumers of UK remain consistent on taking their holiday choice abroad in the coming summer and the enterprise are seeing strong development in bookings to destinations of medium-haul such as Egypt and Turkey.

While the trend of late booking is still an evident, Thomas Cook's trading position of winter 2009/10 continues to develop and trend towards its estimated capacity. This is still earlier in the cycle of summer booking. However, it is confident that it has capacity of management of in line trading that is being demanded.

A lot of initiatives in its power reduce its confidence of financial situation in the current year. The business model has allowed its rank and file to flex product mix and capacity well into the booking cycle of summer 2010. Capacity rationalization, in addition, throughout the sector has supported discipline of pricing. It has additional scope of management of the input costs and it has negotiated with suppliers to ensure that costs, particularly the accommodation costs have been reduced. It also has the cost discipline that is tight throughout the business, hedging currency and fuel against maximum volatility. As always, it has plans of contingent nature for cutting overhead costs further.

Thomas Cook Group PLC remains committed for the achievement of the significant development and has moved on a strategic initiatives program that will deliver profit, revenue and margin development over the medium term. It includes centralized accommodation purchasing in order to supplement the company's buying power scale in mainstream tourism; building on the heritage of financial services in main markets; aimed acquisitions in developing markets; and taking benefit of opportunities of consolidation as they grow. Additionally, it has started restructuring its self supporting business and targeting important long-term development in the online travel agency (OTA) of European market.

The asset-light business model flexibility has given the company the adaption ability of market conditions during the previous challenging period and it has made strong the basis through the rationalization of cost to reduce the performance of future even if conditions of demand prevail.

The mainstream travel market, in addition has been strengthened with rationalization of capacity throughout the industry. Reductions in capacity in the UK market, for instance, amount to 30% approximately over the period of last two years with its actions and those of participants from other markets. The dependence of its partner hotels on the breadth and strength of the distribution of group, gives us noticeable purchasing power for the management of costs of accommodation, which represent the revenue of more than 30%.

6.1 Confidence for the Future

Its latest research has suggested customers to remain consistent on taking their holidays of summer. The purpose of delivering distinguished accommodation in large destinations along with the ability to meet the changing demand with flexing capacity and improvement of the efficiency gives the employee confidence for the coming year.

The cost adjustment ability for basic changes in demand is also crucial, in particular, in the present conditions of the market. At the start of the summer season, less than 10% of its group-wide capacity of hotel is engaged, that gives the organization considerable aim to make more adjustments in capacity which is required as the season comes. Company officials and unit managers also have flying flexibility right up till the time of the start of the season. Tough control of all costs is a basic part of the Thomas Cook approach of business and it has, and will be continuing to cut costs of operating throughout the company to make sure that it operates as efficient and as flexible as possible.

Costs of fuel represent 9%, approximately, of revenue and currency is also an important element of the costs during a year of instability. Hedging will remain an important tool for the management of these costs to ensure certainty of pricing. By using of a combination of collars, swaps and options to make sure of its flexibility.

Foreign exchange is hedged in advance, from 6 to 15 months in advance of the estimated costs. It has had hedged 89% of its euro and dollar needs for winter 2009/10 and 85% of the dollar and 87% of the euro needs for summer 2010.

The mixture of the long experience of the team of management, a compact marketplace, its own current trading and initiatives support the confidence that its top managing leaders can meet the Board's requirements for the present financial year. Looking ahead, company officials have confidence that they can increase profit, revenue and margin in the medium term. It will be achieved with noticeable development in the independent of the company and businesses of e-commerce; growth of its financial services heritage in most important markets; targeted acquisitions that includes growth into emerging markets and taking benefit from opportunities of consolidation as they develop; and continued efficiencies of cost and improvements in mainstream distribution.

6.2 External Challenges

The previous 12 months have seen few of the most objective global economic conditions experienced for a generation. The leisure and travel market has been impacted particularly by disposable incomes of the consumers and unemployment rates, confidence, currency fluctuations and movements in oil price. All of these main drivers have violated significantly. GDP is expected to decline in major developed markets up to 6% in 2009. Rate of unemployment have grown on average by two percentage points. The prices of oil continue to be increasingly volatile and major currencies, such as sterling, have devalued noticeably against the US dollar and euro.

It is no more a surprise that insolvencies of corporate have increased noticeably, which has contributed to the trillions of governments' pounds bailouts and plans of stimulus put into place in 2009. In addition to a general tough economic environment there have been many other factors that have impact on the markets of global travel. Worldwide terrorism, for example the attacks in November 2008 in Mumbai and the more recent Majorca bombings, has influenced the confidence of consumers. The epidemic of swine flu has particularly affected plans of travel, both in terms of inbound travel to Mexico as well as outbound travel generally.

Increase in taxation has had an important impact on the affordability of travel—with governments searching for the ways both to raise money payment of the aforementioned stimulus bailouts and plans and to use taxes in order to mitigate the change of global climate as the company has seen with current airport departure tax increase. As a result of such challenging

economic conditions along with some other factors has impacted the travel market over the last year. There has been a noticeable reduction in the overall market of travel. This has been highlighted in the plan of contingency that has shown that the European unmanaged business travel and leisure market in 2009 has been forecasted to shrink by 9% compared to 2008.

A major external challenge is - the changes in economic climate have led to a lot of new trends of consumer behavior, as well as a continuity of some present trends. Uncertainty of consumers has influenced the travel markets in many ways. A few people have travelled to foreign countries cutting, particularly, the second holidays and breaks of weekend. During the last year, there has been an increase in holidaying of the consumers in their home countries (the famous “satiation”).

However, consumers have prioritized their main summer holiday in foreign countries; although it is necessary to have waited later to book their trips to assess both weather in their home country and personal finances. There has also been a realization that “satiations” in many developed markets can in fact be more expensive than overseas trips and be subject to much less predictable weather.

For the consumers who did take a foreign holiday, they have searched for the management of their budgets with care. As a result there has been a remarkable increase in demand for all-inclusive products that allow for easy budgeting, as well as strong demand for package holidays that offer both consumer protection and a single bundle price for travel.

6.3 Conclusion

While there are so many literatures available about what comprises bad or good HRM practice, prevalence of instructive content could not prevent organizations from running into error. As was noted beforehand, the tourism industry stands likely to fall into diversity as regards HRM policies and practices. This dissertation aims to develop a realistic account about how employers and their managers formulate and implement their own (Boxall and Purcell, 2003: 61). The most positive suggestion is that best practice should be something that organizations should aspire to. From these discussions employers will be able to avoid the pitfalls and refine their own deluxe version of best practices.

6.4 Scope of Future Research

This study so far has zeroed in on best practices at Thomas Cook Group PLC, especially in the design of its HRM approach over nearly 18,500 temporary workers it has hired to man its front-line marketing, sales, and product research divisions. Probably it would be most helpful to the government and the industry itself if an independent study is conducted toward drawing a comparative matrix on the compensation wage structures of the world's top 5 travel and leisure companies. Thomas Cooke's isn't the biggest, though. It is second only to TUI Travels in terms of revenue and manpower base. That would be a good topic to pursue next year.

The different workers' unions will be most helpful in crosschecking the data, inferences, and observations that will be obtained in the next round. Union groups remain the bulwark of employee welfare, especially on issues concerning salaries and wages.

Another good topic will be the measurement of job satisfaction among workers in the industry—from the lowest travel arrangement clerk and utility worker to team heads or managers in the leading tourism companies.

Deeper, widespread insight can be obtained if a survey (using a questionnaire) is conducted among the enterprises that share top 5 billing with Thomas Cook Group PLC in Europe.

7. Appendix

Questionnaire

The aim of this survey is to understand how Thomas Cook Group PLC employees in the United Kingdom perceive tourism careers in the company itself and in the industry. It will take about 10 minutes to accomplish or fill out this form. Because your response will be kept strictly confidential, please do not write down your name. Your straightforward and honest answers are very important for us in order to provide a correct picture of your perceptions and help the tourism industry focus on job satisfaction-related issues. Please answer the questions after reading them very carefully. Thank you in advance for your contribution.

Part I: GENERAL INFORMATION

1. Your specific assignment is in:

- a. Bookings
- b. Marketing
- c. Sales

2. The nature of your job is:

- a. Managerial
- b. Supervisory
- c. Ordinary

3. Your job tenure is:

- a. Regular
- b. Temporary/Contractual
- c. Agency-hired

4. Your gender:

- a. Female
- b. Male

5. What is your educational attainment?

- a. Undergraduate
- b. Graduate
- c. Post-graduate

6. Did you graduate from a vocational school of tourism and hotel management?

- a. Yes
- b. No

7. Do you have any practical work experience in the tourism industry?

- a. Yes
- b. No

8. If your answer is yes, what is the total number of years you have spent in the

Tourism industry? _____ Years

9. In what type(s) of tourism-related businesses did you work? (You can circle more than one

Answer)

a. Hotel

b. Holiday village

c. Travel agency / Tour operator

d. Airline Company

e. Restaurant / Bar

f. Other (please indicate): _____

10. Do you intend to work in the company till retirement?

a. Yes

b. No

c. Undecided

11. If your answer is yes, what is (are) your preference(s) for working in specific tourism Sector(s)? (You can circle more than one answer.)

a. Accommodation

-
- b. Travel agency / Tour operator
 - c. Air transportation
 - d. Food and beverages
 - e. Entertainment
 - g. Other (please indicate): _____

12. Do you have any friends or relatives who work in the tourism industry?

- a. Yes
- b. No

Part 2: TOURISM CAREER

Please tick the appropriate category which best describes how strongly you agree or disagree

With each statement given below.

13. Promotion opportunities are satisfactory in the tourism industry.

- (1) Strongly Disagree
- (2) Disagree
- (3) Neither agrees nor disagrees
- (4) Agree Strongly

(5) Agree

14. You see good promotion opportunities in your company.

(1) Strongly Disagree

(2) Disagree

(3) Neither agrees nor disagrees

(4) Agree Strongly

(5) Agree

15. Your employment will become regular next year.

(1) Strongly Disagree

(2) Disagree

(3) Neither agrees nor disagrees

(4) Agree Strongly

(5) Agree

16. Tourism related jobs are more respected than the other jobs.

(1) Strongly Disagree

(2) Disagree

(3) Neither agrees nor disagrees

(4) Agree Strongly

(5) Agree

17. One can make good money by working in tourism.

(1) Strongly Disagree

(2) Disagree

(3) Neither agrees nor disagrees

(4) Agree Strongly

(5) Agree

18. Working in tourism does not provide a secure future.

(1) Strongly Disagree

(2) Disagree

(3) Neither agrees nor disagrees

(4) Agree Strongly

(5) Agree

19. Your take-home salary is satisfactory.

(1) Strongly Disagree

(2) Disagree

(3) Neither agrees nor disagrees

(4) Agree Strongly

(5) Agree

20. Irregular working hours in tourism affects family life negatively.

- (1) Strongly Disagree
- (2) Disagree
- (3) Neither agrees nor disagrees
- (4) Agree Strongly
- (5) Agree

21. Meeting new people by working in tourism is a pleasant experience.

- (1) Strongly Disagree
- (2) Disagree
- (3) Neither agrees nor disagrees
- (4) Agree Strongly
- (5) Agree

22. It is not necessary to have a university degree to work in the tourism industry.

- (1) Strongly Disagree
- (2) Disagree
- (3) Neither agrees nor disagrees
- (4) Agree Strongly
- (5) Agree

23. It is hard to find job security in tourism.

- (1) Strongly Disagree
- (2) Disagree
- (3) Neither Agree nor disagree
- (4) Agree Strongly
- (5) Agree

**24. Since many of the managers in tourism do not have a university degree, they are
Jealous of university graduates working in the industry.**

- (1) Strongly Disagree
- (2) Disagree
- (3) Neither agrees nor disagrees
- (4) Agree Strongly
- (5) Agree

25. There is no sexual discrimination in tourism.

- (1) Strongly Disagree
- (2) Disagree
- (3) Neither agrees nor disagrees
- (4) Agree Strongly
- (5) Agree

26. In general, the advantages of working in the tourism industry outweigh the disadvantages.

(1) Strongly Disagree

(2) Disagree

(3) Neither agrees nor disagrees

(4) Agree Strongly

(5) Agree

8. Bibliography

World Travel and Tourism Council (WTTC): *Tourism Satellite Accounting Research, Estimates and Forecasts for Governments and Industry, Year 2008*, London, 2009 (CD-ROM).

British Tourism Authority, *Tourism Intelligence Quarterly*, Volume 21 No. 3, March 2010

Office of National Statistics, First Release, *Overseas Travel and Tourism March 2010*

ONS, *Travel Trends, A Report on the 2008 International Passenger Survey*

English Tourism Council, *Insights*, March 2010

Cruise Lines Industry Association (CLIA): *The Cruise Industry: An overview*, marketing edition, CLIA, New York, 2010.

A. Poon: *Tourism, Technology and Competitive Strategies*,
Oxford, UK, Redwood Books, 2008

Baum, T. (1995), *Managing Human Resources in the European Hospitality and Tourism Industry – A Strategic Approach*, Chapman and Hall.

Baum, T. (1997), Making or Breaking the Tourist Experience: The Role of Human Resource Management, in C. Ryan (ed.)
The Tourist Experience: A New Introduction, Cassell, 92–111.

Boxall, P. and Purcell, J. (2000) ‘Strategic Human Resource Management: Where Have We Come From and Where Should We Be Going?’ *International Journal of Management Reviews*, 2(2), 183–203.

Canny, A. (2002): Flexible Labour? The Growth of Student Employment in the UK, *Journal of Education and Work*, 15(3), 277–301.

Carlzon, J. (1987) *Moments of Truth*, Ballinger.

Curtis, S. and Lucas, R. (2001) A Coincidence of Needs? Employers and Full-time Students, *Employee Relations*, 23(1), 38–54.

D'Annunzio-Green, N., Maxwell, G. and Watson, S. (2002) *Human Resource Management: International Perspectives in Hospitality and Tourism*, Continuum

Grugulis, I. and Wilkinson, A. (2002) Managing Culture at British Airways: Hype, Hope and Reality, *Long Range Planning* 35(2), 179–194.

Heery, E. and Noon, M. (2001) *A Dictionary of Human Resource Management*, Oxford University Press.

Hoque, K. (2000) *Human Resource Management in the Hotel Industry*, Routledge.

International Labour Organization (2001) *Human Resource Development, Employment and Globalization in the Hotel Catering and Tourism Sector*, ILO.

Kelliher, C. and Perrett, G. (2001) Business Strategy and Approaches to HRM: A Case Study of New Developments in the United Kingdom Restaurant Industry', *Personnel Review*, 30(4), 421–437.

Lashley, C. and Taylor, S. (1998) Hospitality Retail Operations: Types and Styles in the Management of Human Resources', *Journal of Retailing and Consumer Services*, 5(3), 153–165.

Marchington, M. and Grugulis, I. (2000) Best practice” human resource management: perfect opportunity or dangerous illusion? *International Journal of Human Resource Management*, 11(6), 1104–1124.

McGunnigle, P. and Jameson, S. (2000) HRM in UK hotels: a focus on commitment, *Employee Relations*, 22(4), 403–422.

Nickson, D. and Wood, R. C. (2000) ‘HRM in the hotel industry: a comment and response’, *Human Resource Management Journal*, 10(4), 88–90.

Schuler, R. and Jackson, S. (1987) ‘Linking competitive strategy with human resource management’, *The Academy of Management Executive*, 1(3), 207–219.

Spiess, L. and Waring, P. (2005) ‘Emotional and aesthetic labour: cost minimization and the labour process in the Asia Pacific airline industry’, *Employee Relations*, 27(2), 193–207.

Storey, J. (1987) ‘Developments in the management of human resources: an interim report’, *Warwick Papers in Industrial Relations*, 17, IRRU.

Storey, J. (1995) ‘Human resource management: still marching on, or marching out?’, in J. Storey (ed.) *Human Resource Management: A Critical Text*, Routledge, 3–32.

Vaughan, E. (1994) 'The trail between sense and sentiment: a reflection on the language of HRM', *Journal of General Management*, 19(3), 20–32.

Wood, R. C. (1997) *Working in Hotels and Catering*, International Thomson Press, 2nd edition

Arrowsmith, J., Gilman, M.W., Edwards, P., Ram, M., 2003. The impact of the National Minimum Wage in small firms. *British Journal of Industrial Relations* 41 (3), 435-56.

Doran, M., Haddad, K. and Chow, C. 2003.

The relationships between corporate culture and performance in Bahrain hotels: findings and managerial implications.

International Journal of Hospitality & Tourism Administration 4 (3), 65-80.

World Travel and Tourism Council (WTTC) (2006) *Travel and Tourism Climbing New Heights: The 2006 Travel and Tourism Economic Research*, at <http://www.wttc.org/2006TSA/pdf/ExecutiveSummary202006.pdf> (accessed 29 July 2010).

Aksu, A. A. and Köksal, C. D. (2005) Perceptions and attitudes of tourism students in Turkey. *International Journal of Contemporary Hospitality Management*, 17(5), 436-447.

Airey, D. and Frontistis, A. (1997) Attitudes to careers in tourism: an Anglo Greek comparison. *Tourism Management*, 18(3), 149-158.

Barron, P. and Maxwell, G. (1993) Hospitality management students' image of the hospitality industry. *International Journal of Contemporary Hospitality Management*, 5(5), 5-8.

Birdir, B. (2002) Turizm ve otel işletmeciliği eğitimi alan lisans öğrencilerinin turizm ndüstrisinde çalışmayı tercih etmemelerinin temel nedenleri: Bir nominal grup tekniği araştırması. In: Ministry of Tourism (ed.), *Proceedings of the conference and workshop on tourism education*, 495-504.

Bull, A. (1995) *The economics of travel and tourism* (second edition). Melbourne: Longman.

Casado, M.A. (1992) Student expectations of hospitality jobs. *Cornell Hotel and Restaurant Administration Quarterly*, 33(4), 80-82.

Cothran, C. C. and Combrink, T. E. (1999) Attitudes of minority adolescents toward hospitality industry careers. *Hospitality Management*, 18, 143-158.

Getz, D. (1994) Students' work experiences, perceptions and attitudes towards careers in hospitality and tourism: a longitudinal case study in Spey Valley, Scotland. *International Journal of Hospitality Management*, 13(1), 25-37.

Jenkins, A. K. (2001) Making a career of it? Hospitality students' future perspectives: an Anglo-

Dutch study. *International Journal of Contemporary Hospitality Management*, 13(1), 13-20.

Kozak, M. and Kızılırmak, Đ. (2001) Türkiye’de meslek yüksekokulu turizm- otelcilik programı öğrencilerinin turizm sektörüne yönelik tutumlarının demografik değişkenlere göre değişimi.

Anatolia: Turizm Araştırmaları Dergisi, 12, 9-16.

Kuslivan, S. and Kuslivan, Z. (2000) Perceptions and attitudes of undergraduate tourism students towards working in the tourism industry in Turkey. *Tourism Management*, 21(3), 251-269.

Purcell, K. and Quinn, J. (1995) *Hospitality Management Education and Employment Trajectories*, Oxford: School of Hotel and Catering Management.

Riley, M., Ladkin, A. and Szivas, E. (2002) *Tourism Employment: Analysis and Planning*. Clevedon: Channel View Publications.

Ross, G. F. (1994) what do Australian school leavers want of the industry? *Tourism Management*, 15(1), 62-66.

United Kingdom, The World Fact Book: Central Intelligence Agency, July 2010 (online) edition; <https://www.cia.gov/library/publications/the-world-factbook/geos/uk.html>, as retrieved 29 July 2010

Human Development Report 2009: The United Nations:

http://hdr.undp.org/en/media/HDR_2009_EN_Complete.pdf as retrieved 29 July 2010.

Office for National Statistics, (2001), Britain 2001: The Official Yearbook of the United Kingdom, p. vii

Thomas Cook AG, Annual Performance Report to the Board of Directors, January 2010.

Agenda 2010 for small businesses in the “World’s largest industry”, Final communiqué of the United Kingdom Presidency Conference, Llandudno, 20-22 May 1998.

M. Smith: “Employers to discuss rights for temporary agency staff”, in *Financial Times* (Europe Edition), 5 May 2000.

The challenge of HIV/AIDS in the workplace: A guide for the hospitality industry, produced by the Joint United Nations Programme on HIV/AIDS and the International Hotel and Restaurant Association, Geneva and Paris, 1999

Subcontracting in the hospitality industry, Report by the HERE Department of Research and Education, June 1997.

Tourism in Europe – Trends 2005-2008, Office for Official Publications of the European Communities, Luxembourg, 2009

36 European tourism – New partnerships for jobs, Conclusions and Recommendations of the High Level Group on Tourism and Employment, European Commission Directorate General XXIII, Brussels, October 2008