



AN OVERVIEW ON SUSTAINABLE HUMAN RESOURCE MANAGEMENT: AS AN INTEGRAL PART OF TOURISM STRATEGY AND PLANNING

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Abstract:

The goal of this article is to look at the ideas that support sustainability as a new way to develop human resources in the tourism industry. Scientific methods like theoretical analysis, synthesis, and generalization were used to reach the goal. Sustainable development can be looked at a social, a business, and an individual point of view. Sustainable development of human resources can be good for both organization and society as a whole. Sustainable development of human resources in the tourism industry is important to businesses in the govt. sector, public institutions, educational institutions, and international organizations, to name a few. If we work together, the tourism industry's human resources could grow in a way that is sustainable. To explain the importance of planning for sustainability in the context of inter-institutional cooperation; analyze the importance of sustainability for the development of human resources; and explain the importance of planning for sustainability in the context of inter-institutional cooperation. Using the above methods, important research was put together to help readers understand the challenges of sustainability and human resource development in the context of their own lives.

Keywords: Sustainability, HRM, SDG, tourism, strategy, planning.

Introduction:

The tourism industry is part of the service sector, where most of an organization's value comes from its people (HR). Due to things like a lack of seasonal workers, low motivation, and a high turnover rate, it can be hard for companies in the tourism industry to manage and grow their human resources (Beda-Garca et al. 2012). Customer service should be one of an organization's top goals because professionalism, job satisfaction, and developing human resources tend to improve it (Drucker 2004). Several things are affecting the state of the tourism job market at the moment. Some of the problems with human resource management and growth in the tourism industry are low-skilled workers, employees with little or no experience, a lack of seasonal workers, a lack of employee enthusiasm, and frequent staff turnover. With all of these things in mind, the way

the sustainability strategy fits into human resource development is looked at. Sustainability should be used to build up human capital, take care of the environment, and make sure that people can live together in peace.

Theories about how people will change over time in the tourism industry:

Over the past few decades, there have been big changes in both the growth of human resources and the travel and tourism industry. For businesses to respond quickly to changes. One of the sectors of the global economy that has expanded the greatest is tourism. Between 1950 and 2005, the number of permanent foreign residents grew by 25 million, from 50 million to 75 million. In 2017, 1.3 billion new people moved to the country. This number is still going up. Without people working in the tourism industry, it would be hard to meet the needs of the growing number of tourists (UNWTO highlights). Many changes in society affect how people travel, which in turn affects tourist services and the tourism industry as a whole. Employees should be the first to adjust to changes that are expected, like new reservation systems, sales channels, visitor profiles, languages, and a large number of visitors during peak season. Investments in the development of human resources are needed to help people who work in the tourism industry find good jobs and solve the problems listed above. "Using methods and practises for developing human resources that make it easier to reach long-term, externally-facing financial, social, and environmental goals while keeping an eye out for unintended side effects and negative feedback" (Ehnert et al. 2014). This idea means that sustainable human resource development can be looked at from different points of view. The most important rule is to develop human resources in a way that is good for the company's financial, social, and environmental health as a whole. Some people might say that when businesses that serve tourists or make things for tourists invest in the growth of their employees, it's good for the worker, the business, and society as a whole. Kira and Lifvergren say that a sustainable strategy at work aims to improve the development and well-being of employees, which may have a positive effect on the social, environmental, and economic environment. Human resource development is considered sustainable when it has positive effects on the above sectors that last for a long time. Changes brought on by the growth of human resources help the individual because they are better able to deal with changes at work. Then, this positive view spreads to the company, the family, and the community.

Changes in employment opportunities for visitors Concerns about job quality aren't taken into account in the research on the tourist workforce, which is a big problem. From the point of view of employers, most of the talk is about management and looks inward (Baum, Kralj et al., 2016). Because of this, Andriotis and Vaughan are right when they say that "some of the underlying assumptions and relationships are rarely, if ever, addressed" in the context of tourist employment (2004, p. 67). They show how important the bigger picture is for jobs and policy in the tourism industry by asking "whether the characteristics of tourist occupations are really good or bad, and whether identifying them as problems is always the best way to go forward." Bartlett, Johnson, and Schneider (2016) say that the problem is that businesses and the industries in which they work tend to focus on links to the outside environment that are seen as having the most risks and opportunities. This is done to show how these things are linked. The author found these links after doing a lot of research on the job market, travel, and tourism. They are not meant to be all-inclusive, and the relative importance of each encounter will change a lot from one place to the next. Andriotis and Vaughan (2004), for example, talk about the "pluriactivity" of tourism jobs in many different industries, but especially in agriculture, where the need for seasonal workers is higher than in tourism. This shows how important it is to coordinate policies across different parts of the labour market. Figure 1 shows some examples of links. These could be expanded to include topics like gender, migrant labour, mobility in the tourism industry, and the workforce in light of changing skills and immigration policies (Baum, 2013). This paper puts the tourism industry in its proper place by giving specific information about career options and destinations, as well as the role that training for the industry plays in launching different careers and giving people skills that can be used in a wider range of fields. Dinica (2009, pp. 583–584) talks about how important it is for the government and other public institutions to support and encourage this kind of working together to make policy. She lists many skills that affect tourism, such as "spatial planning, infrastructure development, fiscal policies, transportation policies, labour policies, and water management."

In fact, policies can be linked in more ways than this. The skills needed in a certain sector, like tourism, are a key policy driver for the labour market, education, and national human resource development (NHRD). McLean (2004), on page 269, says that the ideas in this study fit with the NHRD concept. The author says that NHRD "goes beyond concerns about employment and getting ready for work to include health, culture, safety, community, and a whole host of other things that haven't usually been thought of as manpower planning or human capital investment."

Planning for the future workforce is important, especially since many industrialised countries are seeing a growing gap between jobs that require low and high levels of expertise (Solnet, Kralj et al.). When UKES (2014, p. v) says that they expect more jobs for people with both high and low levels of education, they stress this point. From a modern point of view, technology has changed how work is done, how power is distributed, and how things are done.

Making a long-term plan to increase the number of people who can work in the tourism industry:

Human resource problems in the travel and hospitality business, like a lack of workers, high turnover, low skill levels, etc., are caused by the HR model's short-term, out-of-date goals. Baum (2006) says that in the tourism, hospitality, and leisure industries, the sustainable human resource paradigm "focuses on the planning needs in this area at all levels, whether it's a small company expanding or diversifying its markets or a city or region planning to re-orient its economic and employment structure toward tourism and hospitality from other, possibly declining, areas of activity." Baum (2006) says that many people who work in the tourism and hospitality industries still think that training and development are a waste of money, which suggests that this way of thinking hasn't changed. This is because people thought that these people would use their new skills as a bargaining chip to get better jobs elsewhere. But from the point of view of strategic human resource management, it is important to have skilled and motivated employees in the future to ensure staff renewal and development and to set up these conditions within the business. Employers sometimes forget how long it takes for investments in human resource development to pay off financially, since the benefits only become clear over time. The United Nations World Tourism Organization says that one in ten people around the world work in the tourism industry (UNWTO highlights). It's important to remember that the quality of the jobs is now more important than the number of them. In a 1999 study, the ILO said that "decent employment" was not just the creation of jobs, but also the creation of jobs that were good enough. In the study, it was also talked about how decent work should be one of the main strategic policy ideas because it is so important for society to move forward. One of the European Commission's goals for 2006 was to spread good work around the world. In June of that year, the European Council agreed with the Commission's suggestions to improve EU policies that support this goal both inside and outside the EU. Baum says that a community needs sustainable human resource planning to reach its full potential in terms of skills and other traits (2006, 304). A statement from the European Commission says that "You might be able to get a job and make money if you have skills. How competitive you are in a global market that changes quickly and how well you can come up with new ideas will depend a lot on your skills. (<http://eur-lex.europa.eu>). The European Commission started the New Skills Agenda for Europe on June 10 to try to close the gap between what students learn in school and what the service industry and manufacturing sectors need. One of the main goals of the Agenda is to make skills and certificates easier to understand and compare. Since tourism is a global industry that changes quickly, it is important to look at the major trends in the skills that tourism professionals need to learn and see if they match up with the real world of the market. One could say that the tourism industry, which has about 2.3 million businesses and creates 9.7 million jobs each year, is a big part of what keeps the economies of the EU and the rest of the world going. (Eurostat.org) There are many different parts to the tourism industry, and each one needs a different set of skills and knowledge. Schools that offer degrees in tourism should change to keep up with the changing needs for workers in that field. Colleges and institutions often make the link between the work world and the business world. It is important for schools and organisations that teach tourism professionals to not only keep an eye on changes in the field but also respond to them. Schuler and Jackson (2006) say that when talking about human resources, it's important to think about both current employees and people who might be hired in the future. In light of this, it could be said that interorganizational

collaboration should be the basis for building human resources that can last. One goal of the Lithuanian Tourism Development Programme for 2014–2020 is to "improve the skills of people who work in the tourism business and their chances of becoming entrepreneurs in the tourism sector."

What role do the ideas of sustainability, sustainable growth, and, most importantly, sustainable tourism play in this discussion? People are becoming more and more interested in the "new world of sustainability," which Rimanoczy and Pearson (2010, p. 11) call the "new world of human resource management." This shows that companies are changing the way they look for, hire, and train their current and future employees. According to them, for there to be a fundamental shift toward more sustainable practises in these areas, the organization's culture and leadership must change, and this change must be driven by moral and more general corporate social responsibility (CSR) issues. According to the UNWTO's (n.d.) definition of the term, it is possible to talk about how sustainable tourism affects the labour force and jobs. According to this definition, sustainable tourism "meets the needs of visitors, industry stakeholders, the environment, and host communities while taking into account the economic, social, and environmental effects of tourism now and in the future."

How important it is for many organisations to work together to plan for long-term growth in the tourism industry's human resources:

Tourism businesses, the government, public institutions, educational institutions, international organisations, and other groups all play a part in the sustainable development of human resources in the tourism sector. It is very important to make sure that the plan for sustainable human resource development works on each of these levels. Cooperation could help the tourism industry develop people who are good for the environment. Richter (1985), Stiglitz (2002), Lloyd and Payne (2004), and Richter (1985) all say that the government is putting a lot of attention on economic activity because it is a key indicator of how well people are doing. So, the most important question right now is not whether or not the government helps the growth of human resources, but rather what kind of help it gives. Baum et al. (1997) say that one problem with tourism and hospitality education is that it has to be like a business that is diverse and divided, with few clearly defined technical or knowledge-level requirements. Large airlines, hotel chains, or historical sites have very different needs from small and medium-sized enterprises (SMEs) in the same industry. They also have very different needs from each other. Since the public and private sectors are involved in tourism and hospitality in many different ways, there isn't often a single entity in charge of managing and coordinating education, training, and development projects to help the business. This job shows how important it is for the country to invest in its people. There is still no agreement on a model for sustainable human resource development in the tourism industry, whether it's about the role of the government or the best way for the tourism industry and higher education institutions to work together. But it is clear that well-educated and developed people are essential to the success of tourism expansion. Researchers Hall (2000), Liu (2005), and Wall (2006) agreed with this point of view. They pointed out that there are no rules for how to include the problem of human resource development in the framework for tourism planning. Baum and Szivas from 2008. The integrated approach is what should be used to talk about national human resource development. There should be many different ways to do what was said above. Baum and Szivas say that it should start by looking at tourism as a whole and taking into account the needs of all tourism sub-sectors (2008). There must also be a cross-institutional approach that includes both the public and private sectors. It should also include the dynamic relationship between business, education, and training. To track and evaluate the state's role in HRD in the tourism industry in different local and national contexts, an applied research agenda needs to be made (Baum and Szivas 2008). Baum and Szivas from 2008. HRD issues should be part of planning and policy for tourism, because past experiences show that projects and products can't succeed without coordinated efforts to find, train, and keep good people.

Conclusion:

Today, the tourism industry has reached a turning point in terms of its ability to create jobs and bring in money from other countries (World Tourism Organization, 2014). This says that by 2015, more people will move to underdeveloped countries than to developed countries. Also, in 2030, only 43% of immigrants from other countries would come from developed economies, down from 70% in 1980, while 57% would come from developing countries, up from 30% in 1980. The Asia and Pacific region is expected to see the most growth, with arrivals going up by 331 million to reach 535 million in 2030 (+4.9% each year). Ironically, because of this faster growth, the market shares of Asia and the Pacific, the Middle East, and Africa will all rise from 22% in 2010 to 30% in 2030, from 6% to 8%, 7%, and 5%, respectively. But Europe's share of global tourism will drop from 51% to 41%, and the Americas' share will drop from 16% to 14%. This is because well-known tourist spots in North America, Northern Europe, and Western Europe are growing more slowly. Also, the WTTC (2013) says that the travel and tourism industry will create 74.5 million new jobs over the next 10 years, of which 23.2 million will be in the industry itself. It is expected that travel and tourism will add 0.5% more to the GDP in 2024 than they did in 2014. These numbers show that more people from developing countries will want to travel and that travel and tourism will make up a bigger part of consumer spending as a whole. Long-term travel and tourism growth is still led by Asia, with Turkey and Russia making big contributions to Europe's growth. These numbers show that tourism is without a doubt the biggest and fastest-growing industry in the world, and that it has pretty much taken over every part of life. Businesses and places say that people are important to their success, but everyone agrees that workforce issues in the tourism industry are "challenging". There isn't much evidence that the debate or solutions have changed much in the last 25 years, but there is a growing connection between the story of sustainable HRM and what are seen as "difficult areas" in how tourists are employed. Such topics should be at the centre of a research plan on the tourist workforce that goes beyond trying to find operational solutions to "problems" in management and instead tries to understand and explain the context. Solnet et al. in Australia and Scotland analysed how policies for the tourist workforce were made. Such studies could try to do the same thing (2014). To find out if a destination's SEC, SDC, and SQC have value beyond theoretical and conceptual levels, it would also be helpful to come up with specific ways to measure these metrics. Comparative studies that look at the lessons that can be learned from putting workers' concerns into policymaking in different times and places could also help us learn more about the problems in this field (Rose, 1991).

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