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## **HUMAN RESOURCES MANAGEMENT**

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**Abstract:** *This article presents the management of human resources starting from the general notions and ending with the achievement of the objectives in relation to the development of the activity and the improvement of the quality of the services of the tourism staff.*

**Key Words:** *tourism, labour productivity*

**JEL Classification:** *I29.*

The material presents general notions regarding tourism management in our country.

The aspects presented in this material have the role of highlighting the factors that influence tourism as well as the activity of human resources in the field.

### **I.1 Aspects regarding tourism management**

The relationship between tourism and human capital is complex; it interrelated each of the two elements having both the role of cause and effect. Tourism impresses the work performed in this sector with a series of characteristics. High consumption of living labour compared to other branches. Tourism is part of the tertiary sector, and here the introduction of technical progress is not recommended in all cases. Replacing the person with the car is not a happy solution for accommodation, reception, food, service. Superior material and moral responsibility. The qualities of a good worker in the field of tourism consist in:

maximum fairness, patience, solicitude, the ability to anticipate the needs of the tourist. High level and complex training. Working in tourism requires, in addition to technical knowledge, a high general level of training and culture, close to that of tourists. The tourism worker must have communication skills and great flexibility. Physical skills and attire are mandatory. Direct worker-client relations, through a participation - in a greater or lesser proportion of the tourist to the realization of the service itself. Accentuated seasonality and high fluctuation of the staff compared to other activity sectors due to the seasonal concentration of the tourist circulation and the temporary functioning of an important part of the technical-material base. Using the part-time work model. These are weekend jobs, on the occasion of various events or holidays or for certain activities. Feminization of the labour force, high mobility, employment of the entire working time of a day.

All these directly influence the number and dynamics of workers, their structure, the level of labour productivity, the systems of interest and corresponding, the policy of selection and recruitment, the organization of professional training<sup>145</sup>. The evolution and structure of the staff employed in tourism. The development of tourism was accompanied by a sustained dynamic of the staff employed in this branch. More accentuated than in other compartments of the economy, the increase in the number of workers reflects, on the one hand, the trends in the evolution of the tourist phenomenon and, on the other hand, the characteristics of work in this sector.

The total number of tourism workers according to the WTTC has thus evolved:

The direct contribution of tourism to the number of jobs:

Worldwide	2011	2012	2013	2014	2015	2016	2017	2018
Real growth	1,4	5,1	0,6	2,7	3,1	-4	-3,1	-0,8
% Ratio in the total	9,2	9,5	9,4	9,5	9,6	9,1	8,8	8,6
Workplaces (mil)	242,3	254,7	256,5	263,5	271,8	260,8	252,7	250,5

Source: [www.insse.ro](http://www.insse.ro)

Compared to the global evolution, the situation differs significantly from one country to another. Thus, the countries ranked in the top in terms of tourist traffic - such as France, Spain, USA - are also characterized by a good staffing, with important shares of its total workforce, in the second sample are countries launched relatively recently in the tourist circulation, emitting countries like Great Britain, Germany. A distinct group is formed by the countries with a tradition in tourism and where the share of workers in tourism, relatively high, remains constant. Countries with a modest number of tourism workers, this category also includes our country.

The evolution of the population employed in tourism in the period 2010-2018

Indicadores	2010	2011	2012	2013	2014	2015	2016	2017	2018
Population employed by hotels and restaurants, mil.	95	105	133	133	134	156	162	125	133
Population employed in economy, thousand	8329	8306	8238	8390	8469	8726	8747	8411	8371
Population employed ratio in tourism	1,14	1,26	1,61	1,58	1,58	1,78	1,85	1,48	1,58

Source: [www.insse.ro](http://www.insse.ro)

Foreign researchers appreciate the diversity of employees in this sector appreciating that in some geographical areas, tourism and hospitality offer an attractive environment, a high status, competitive conditions and good wages, which have a high demand on the labour market, but at the opposite pole is also, the unqualified staff, being characterized by poor conditions, low salaries, being recruited from socially disadvantaged groups, not having the skills and professionalism required for this sector of activity (Baum, 1995).

In characterizing the labour force, along with the quantitative aspects, we are also interested in structural mutations. The most common way of grouping workers is the function performed. Thus, from the point of view of the sector in which he works, we have staff employed in: hotel, represents, on a global scale, 40-50% of the total, food, with 30-40%; travel agencies, about 5%, tourism administration, 1-2%; other sectors of the tourism industry, by 3-4%. From the point of view of the role or importance of the position, the tourism workers fulfill: direct functions - in the hotel, food, travel agencies, transport - 90% of the total employees; indirect functions - in the cultural-sports, recreational and entertainment sectors - 10% of the staff (Minciu, 2001).

From the point of view of professional training: Management staff with higher education - 10%; technicians with specialized secondary and higher education - 8%; basic staff with specialized quality - 42%; basic staff without qualification - 40%.

The structure of workers according to professional status shows that over 90% of employees have the status of employees, 7.3% employers and almost 3% self-employed (Minciu, 2001). And, in the future, an increase in the number and share of tourism workers is expected, in parallel with a diversification of professions, as a result of adapting to the evolutions of demand.

## **I.2. Labour productivity in tourism:**

**Labor productivity of tourism workers.** The labour productivity is also for the field of tourism one of the main indicators of the quality of the activity, respectively of the quality of the activity, respectively of the efficiency of the use of human resources (Minciu, 2001). The labour productivity can be defined by the amount of goods and services produced in the unit of time. The most appropriate way to characterize labour productivity in the field of tourism is the expression of value: earnings, percentage of GDP, value added per worker and/or unit of time. The labour productivity in value expression does not completely reflect the economic and, especially, the social effect of the labour spent. As such, it is necessary to use the combined value and physical indicators to get a complete picture of how the workforce is used and its efficiency. The labour productivity indicators are calculated both at the macroeconomic level, for the whole tourist activity, and on various components or structures depending on the objectives pursued. The labour productivity in

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the field of tourism takes lower values than in other branches of the economy, due to the high consumption of living labour and the reduced possibilities of introducing technical progress.

The labour productivity in tourism is influenced by a number of direct and indirect factors. The category of direct factors includes: The level of training of workers. It is obvious that a high level of training allows the exercise in good conditions of the functions and obtaining superior performances. Work organization, i.e. the need for scientific work organization in order to reduce labour consumption and streamline the activity.

Degree of technical endowment. It is obvious that a superior technical endowment with high performance devices will allow you to obtain better results. The category of indirect factors includes: the level of prices and tariffs and their modification; the seasonality of the tourist activity; structure of tourists. In the category of determinants of labour productivity in tourism we can include: the location of units to the main orientations of passenger flows, the attractiveness of different areas, the reputation of holiday destinations among tourists, with effects on demand and activity.

Staff interest. Achieving the objectives regarding the development of the activity and the improvement of the quality of the services, in connection with the saving of the social work and the increase of the productivity, supposes the creation of an adequate system of co-interest of the works, of their remuneration. For an employee, remuneration means first of all a source of income that ensures his existence, but which also offers him security, independence, a certain social status.

For the company, the remuneration represents a cost, an expense - often the most important - that will affect the financial results; then it is also seen as a lever for the development, attraction and loyalty of workers. The remuneration system must ensure - from an economic, material point of view - a reward for the work done by each worker, a reward for individual and collective performance; at the same time, the achievement of the general objectives of the organization, branch or field of activity must be taken into account. Remuneration takes the form of salary, to which are added various prizes and bonuses depending on the individual or group results, as well as other benefits and facilities. In establishing the forms of remuneration and, especially, the level of rewards, it is necessary to respect some principles, focused on two directions: equity and performance. Regarding equity, the internal one must be pursued, aiming at achieving

a balance between the level of rewards for jobs with similar requirements and responsibilities, as well as the external one, resulting from the comparison with the offer of other similar organizations or even other fields of activity. Compared to this last aspect, the salary level in "hotels and restaurants is, in our country, among the lowest, which does not respond to the importance of tourism in the economy and does not encourage its development."

Average monthly net earnings by activities of the national economy in 2016/2018

Activity branch	Lei/ person		The ratio to the average salary in the economy	
	2016	2018	2016	2018
Total economye	1309	1391	1,0	1,0
Agriculture	930	1024	0,71	0,73
Industry	1193	1388	0,91	0,99
Construction	1156	1125	0,88	0,80
Trade	1040	1166	0,79	0,83
Hotels and restaurants	773	786	0,59	0,56
Transports	1576	1557	1,21	1,11
Financial intermediation	3208	3200	2,45	2,30

Source: [www.insse.ro](http://www.insse.ro)

### Conclusions

The article presents the relationship between tourism and human capital, but also the influencing factors of human resources management in the field of tourism.

This article presents the achievement of the objectives regarding the development of the activities as well as the provision of services in relation to the remuneration of the tourism staff as well as to the economic, social and demographic conditions offered.

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