

"The role of human resource training In improving tourism services"

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Abstract:

This article aims to define the concept of investment in human resources through its approach to the entry of human resources training and its role in the improvement of tourism services through three axes, the first axis deals with the conceptual framework human resources training, while the second axis deals with the nature of tourism, while the third axis deals with the role of human resource training in improving tourism services.

There is no doubt that human resources are an essential element to the success of any economic establishment, let alone the establishment of services which relates to the provision of services with the human element in the first place. The nature of the investments made in the tourism sector (accommodation, food, transport, entertainment) requires the availability of a distinct quality human resource which constitutes the cornerstone.

All this can only be achieved by having training in the field of tourism to develop human skills in exchange for all tourism services provided, and taking into account the importance and sensitivity of human resources to the tourism sector, our research document has come to underline the role of the formation of the human element in the enrichment and the improvement of tourist services.

Keywords: Human resource, tourism services, hotel, training needs.

Introduction

Preliminary Remarks

Tourism is considered one of the oldest phenomena practiced by various peoples throughout history. In the past, tourism was confined to specific destinations and was mainly undertaken by explorers, travelers, wealthy individuals, rulers, and merchants. The Phoenicians were known for practicing tourism through their trade and exploration voyages across the Mediterranean Basin, the Red Sea, and West Africa. Likewise, the Romans and Greeks traveled to numerous regions in Africa, Europe, and Asia, participating in the Olympic Games as well as artistic, religious, and cultural festivals, all of which constituted major tourist attractions.

Arabs and Muslims also played a significant role in the practice of tourism through the journeys of Arab and Muslim travelers and merchants who reached many regions extending from China in the East to the Atlantic Ocean in the West, as well as Central Asia, Africa, and Europe. Knowledge of these journeys has been preserved through the descriptions provided by those travelers and merchants in the books they authored, which remain among the most important tourism references to this day. One notable example is *Tuhfat al-Nuzzar fi Ghara'ib al-Amsar wa 'Aja'ib al-Asfar* (A Gift to Those Who Contemplate the Wonders of Cities and the

Marvels of Traveling), written by the famous traveler Ibn Battuta.

Since the mid-twentieth century, the tourism sector has experienced remarkable growth and expansion. Tourism has extended to virtually all regions of the world and is no longer limited to a particular category of people. It has become a global social phenomenon and currently constitutes one of the most important economic sectors in many countries. Tourism contributes to increasing national income and fostering economic development on the one hand, while also helping to achieve human resource development objectives on the other.

Research Problem

In light of the foregoing discussion, the following main research question is raised:

How does human resource training influence the improvement of tourism services?

Sub-Questions

What is the theoretical framework of human resource training?

What is the theoretical framework of tourism?

How does human resource training affect the improvement of tourism services?

Significance of the Study

The importance of this study stems from the significance of training as a key function of human resource development and its role in enhancing employee performance within the tourism sector. Through training, employees become aware of the procedures and practices required to perform their essential duties effectively. Training in tourism services enables employees to better understand their responsibilities and assigned tasks, thereby increasing their self-confidence. Such confidence serves as a fundamental driver of

outstanding performance, innovation, and the pursuit of new ideas that contribute to the success of tourism organizations.

Furthermore, training enables employees to continuously develop their skills, keep pace with emerging developments, improve efficiency, and achieve competitiveness, particularly given the intense competition that characterizes the tourism industry.

Objectives of the Study

To identify the conceptual framework of human resources and human resource training.

To examine the nature and characteristics of tourism services.

To highlight the role of human resource training in improving the quality of tourism services.

Previous Studies

1. Study by Abdul Amir Kadhim

A study entitled “The Role of Training in Preparing Specialized Tourism Human Resources and Its Impact on the Level of Service Delivery” concluded that training represents one of the fundamental pillars in the development of human resources working in the tourism industry. It aims at enhancing specialized skills necessary for achieving the objectives of diverse tourism institutions.

The researcher also emphasized that training plays a major role in preparing specialized hotel personnel and directly influences the quality and level of services provided to hotel guests. The study further presented a set of recommendations at various levels aimed at promoting the adoption of an effective concept and strategy for designing specialized training programs for employees in the tourism industry.

2. Study by Khaled Gashi (2017)

In his article entitled “Tourism Training as a Means of Developing Human Resource Competence in the Tourism Sector: The Takamul Project in the Kingdom of Saudi Arabia as a Model,” the author sought to clarify the concepts of tourism and tourism investment through their definitions, types, distinguishing characteristics, and the factors that attract tourism investment.

The second section of the paper was devoted to the theoretical foundations of human resources, discussing their characteristics, the importance of recruitment, the concept of human resource competence, and related terminology. The study also addressed the importance of training in developing organizational human resources in general. Finally, a separate section examined the role of tourism training in enhancing the competence of tourism human resources by highlighting the methods and approaches employed for this purpose. The experience of the Kingdom of Saudi Arabia in tourism training through the Takamul Project was presented as a case study.

3. Study by Hasnain (1987)

The study entitled “Identifying Training Needs in the Jordanian Public Sector and the Role of the Institute of Public Administration in Meeting Them” aimed to identify the objectives of administrative training within ministries and public institutions. It also examined the methods and approaches used by these organizations to determine their training needs, the different types of training requirements across organizational levels, and the role of the Institute of Public Administration in fulfilling these needs.

The researcher concluded that identifying training needs requires extensive study, careful analysis, and continuous consultation with the beneficiaries of training programs. The study recommended establishing training units

within every ministry, agency, and institution to collect information and statistics, identify training needs, develop training plans, and oversee their implementation.

Research Methodology

This study adopts the descriptive-analytical approach. It describes the process of human resource training on the one hand and tourism services on the other, while also analyzing and drawing conclusions regarding the relationship between them.

First: The Conceptual Framework of Human Resource Training

1. The Emergence of Human Resource Management

God created human beings in the best form and made them male and female, rich and poor, and divided them into peoples and tribes so that they might know one another. Human beings cannot live alone, isolated from others; rather, they are social and interactive beings who influence and are influenced by those around them. This characteristic may be considered the starting point for the formation of human resources.

If we take social organization beginning with the family as a basis, we observe that parents represent management, while children represent employees whose affairs are managed. This small-scale management gradually evolved into larger forms represented by the extended family and tribe, and later by society with its various groupings and institutions, whether social or economic. These institutions interacted with the human element, focused on it scientifically, and sought to formulate theories regulating human interactions and activities within the work environment. Consequently, numerous theories emerged to study the human element and its composition within organizations.

It can be argued that there are two major stages in the study of the human element in human resource management:¹

- a. The Pre-Scientific Management Stage.
- b. The Post-Scientific Management Stage.

a. The Pre-Scientific Management Stage

To understand this stage, it is necessary to clarify the state of management and organizations during that period. This stage coincided with the emergence of the Industrial Revolution and the expansion of industries. Industrial life developed significantly after the Industrial Revolution. Prior to that, industries were largely confined to specialized guild systems, where craftsmen practiced their manual trades in their homes using simple tools.

From the perspective of human resource management, the Industrial Revolution marked the beginning of many problems associated with the emergence of factories and machinery that required operators and maintenance personnel. During the seventeenth century, several theories emphasizing the importance of the human element appeared, accompanied by numerous writings. Among them was the work of Robert Owen in 1791, which emphasized the necessity of adopting a new perspective toward society. His primary objective was to introduce change within factories in a manner that served the public good.

Similarly, Adam Smith's book *The Wealth of Nations* had a profound impact on the emergence of ideas and principles related to human resource management. Subsequently, several theories appeared, including Babbage's Theory, which emphasized principles of industrialization such as the division of labor and the achievement of mutual benefits for both workers and employers.²

Due to the growing attention devoted to human resources, the increasing number of studies and problems, and the rise in workers' demands and needs, a transition occurred toward the second stage.

b. The Post-Scientific Management Stage

This stage began with the emergence of Scientific Management under Frederick Taylor in 1914. Taylor defined management as:

“Knowing exactly what you want people to do and ensuring that they perform it in the best possible way.”

Scientific management adopted an approach different from prevailing practices by utilizing scientific and objective methods in job design. Through time-and-motion studies, work methods were analyzed with the aim of increasing productivity. Consequently, workers were often treated as productive machines, and strict supervision and disciplinary measures were employed to support productivity objectives.

As a result, company profits increased. Among the most important principles emphasized by this theory were the following:³

Achieving productive efficiency, meaning the accomplishment of tasks with the least amount of time, effort, and cost, while linking employees' income to their productivity levels.

Reliance on scientific experiments and research, based on accurate information and data rather than guesswork.

Division of work and responsibility between managers and employees.

Training workers and establishing scientific methods for their selection, training, development, and performance improvement.

Dependence on rules and regulations to ensure discipline in the performance of work.

Despite its contributions, this theory was criticized for several shortcomings, including:⁴

Neglecting the human aspect by treating individuals as machines and ignoring the influence of the external environment.

Assuming that employees are motivated solely by money while overlooking moral and psychological incentives.

With the emergence of numerous human and organizational problems associated with Scientific Management, researcher Elton Mayo turned his attention to studying human behavior within organizations. Human Relations Theory is regarded as a theory that closely reflects the realities of human behavior at work. It is based on the premise that individuals should be treated humanely in order to preserve their dignity and satisfy their needs, thereby enabling them to achieve organizational objectives.

Its main principles include:

Promoting a spirit of cooperation among individuals and groups in the workplace.

According to McGregor, Theory X represents a pessimistic view of human nature, whereas Theory Y reflects an optimistic view, as illustrated in the following table:

Theory X	Theory Y
Human beings are naturally lazy.	Internal motivation.
Individuals lack ambition, do not take initiative, and avoid responsibility .	Individuals are ambitious, proactive, willing to assume responsibility, and aspire to greater responsibilities.
Individuals are resistant to change.	Individuals are capable of learning new things.
Individuals are inward-looking and concerned only with their personal goals.	Individuals are open-minded and concerned with organizational goals.
External control.	Internal control.

Motivating individuals and groups to enhance productivity.

Enabling individuals to satisfy their economic and social needs through organizational participation.

Recognizing human behavior as a major determinant of productive efficiency.

Acknowledging the influence of managerial leadership on productivity and motivation.

Emphasizing the importance of communication, information sharing, and open social interaction between workers and management.

Advocating democratic management as the most effective approach to achieving productive objectives.

Viewing organizations as systems of relationships among groups of individuals, closely linked to social relations.

Subsequently, Douglas McGregor introduced Theory X and Theory Y, arguing that most managers formulate assumptions about employees and then apply management practices based on those assumptions to motivate them toward achieving organizational goals.

The Present Stage

In recent years, the influence and status of the personnel function have expanded considerably for several reasons, including:⁵

Organizational management increasingly recognizes personnel management as more than merely satisfying hourly workers or implementing governmental regulations.

Personnel management itself has become an active workforce function responsible for selection, rewards, promotion issues, and, at times, nominations for positions.

The existence of specialized professional groups within organizations whose high expectations must be met by personnel management.

The growing necessity of workforce training at all organizational and managerial levels, making it a fundamental responsibility of personnel management.⁶

2. Human Resources

The human resources of any state or organization consist of groups of individuals who are both capable of and willing to perform work seriously and responsibly. Capability and willingness must interact harmoniously in order to ensure organizational success.⁷

a. Human Resource Management

Human Resource Management (HRM) is the process of managing all matters related to the human resources required by an organization to achieve its objectives. This includes attracting these resources, supervising their utilization, maintaining and preserving them, directing them toward organizational goals, and developing their capabilities.

HRM may therefore be defined as the process of making the best possible use of employees within organizations and unleashing their potential across various functions in order to improve overall organizational performance.

In general, the term Human Resource Management carries several meanings. It is sometimes used to refer to the organizational unit responsible for carrying out human

resource activities. It may also denote the management discipline itself, which has become a scientific field studied and developed by scholars of business administration and specialists in this area.

Furthermore, the term is used to describe the various activities associated with managing the human resource function, including human resource planning, recruitment, compensation, training and development, motivation, working conditions, and other related activities.⁸

b. The Importance of Human Resource Management

The perception of Human Resource Management (HRM) has changed significantly in recent times. It has become one of the most important administrative functions in modern organizations. Numerous factors explain the evolution in the way contemporary organizations view HRM and their increasing interest in it as a specialized managerial function and as a distinct branch of management. Among the most important of these factors are the following:⁹

The recognition of the importance of human performance as a fundamental determinant of productive efficiency. This means that human beings, with their skills, abilities, and motivation to work, constitute the primary factor in achieving productive efficiency, while machines, equipment, and other material resources serve merely as supporting elements.

The recognition of the importance and capability of Human Resource Management in directing and influencing human performance. Through the effective execution of its functions, HRM can provide organizations with highly qualified, skilled, and motivated personnel, thereby enhancing production capacity and improving productivity.

Human Resource Management has become as important as the core administrative departments within organizations. Its significance has been reinforced in the

literature of management thought, particularly within the Human Relations School and the Behavioral School, both of which emphasize that individuals do not seek only material satisfaction. Rather, they possess psychological and social needs that constitute the basis of their motivation at work. Therefore, management must establish personnel policies capable of satisfying these needs.

Furthermore, the importance of Human Resource Management today is reflected in the diverse responsibilities assigned to HR departments, including job analysis, recruitment and selection, employee training, promotion and transfer, compensation and incentive system design, communications and information management, improvement of working conditions, and the enhancement of social relations, among others.

Through the interaction and effectiveness of all these factors, sound HR policies play a fundamental role in supporting every field and specialization. This study seeks to emphasize and further reinforce this reality.

c. Objectives of Human Resource Management

Human resources constitute an essential and vital component of all organizations, whether productive, commercial, educational, or governmental. The survival of an organization and the achievement of its objectives largely depend on the methods used to acquire and manage personnel through leadership practices.

Therefore, management must continuously pay attention to human resources and to the ways in which these resources are utilized and developed, whether through personnel policies or through the methods and procedures governing workforce management. Organizations must make the best possible use of their available human resources.

From this perspective, the objectives pursued by Human Resource Management are essentially aligned with those pursued by

management in general. The main objectives of HRM can be summarized as follows:¹⁰

Establishing a stable and competent workforce.

Developing and training employees while maintaining an appropriate level of skills and performance capabilities.

Retaining employees and ensuring their continuous contribution to the achievement of organizational objectives.

Maintaining comprehensive and organized personnel records.

Promoting cooperation among employees so that each individual contributes positively and willingly toward achieving the desired level of productivity.

Understanding and effectively utilizing the relationship between human resources, job performance, and productivity.

Achieving compatibility between job requirements and employees' qualifications, that is, placing the right person in the right position.

d. The Concept of Training

Training is a planned activity consisting of a set of programs designed to teach human resources how to perform their current jobs with a high level of efficiency through the development and improvement of their performance.¹¹

Training may also be defined as a continuous and ongoing process carried out periodically with the aim of equipping human resources with the skills and capabilities they lack, bringing about positive changes in their behavior and attitudes, enhancing their knowledge, and improving their ability to perform assigned tasks efficiently. This ultimately increases both their productivity and the productivity of the organization in which they work.¹²

Operational Definition of Training

Operationally, training refers to a set of actions and behaviors that enable an organization's human resources to remain continuously and proactively prepared to

perform both their current and future duties, while taking into consideration the

environmental conditions within which the organization operates.

Figure (1): The Training Process ¹³



e. The Importance of Human Resource Training ¹⁴

Improving Human Resource Performance: Continuous training helps employees enhance their performance in carrying out assigned tasks, ultimately leading to increased productivity in both quantitative and qualitative terms through the improvement of skills and job-related knowledge.

Shaping Attitudes: One of the general objectives of organizational training programs is to develop positive attitudes among human resources toward the organization, thereby securing support for its activities and policies, as well as fostering broader cooperation and genuine loyalty.

Meeting Workforce Requirements: Organizations may face difficulties in recruiting employees with a specific level of skill. In such cases, training provides an effective long-term solution through the establishment of specialized vocational training programs.

Enhancing Organizational Flexibility and Stability: Training contributes to greater organizational flexibility and job stability, thereby creating harmony between employees' interests and those of employers.

Providing Benefits to Employees: The acquisition of new knowledge and modern job-related skills increases an individual's value both within and outside the organization. Furthermore, training prepares employees for promotion to higher positions, thereby

enhancing their material and intellectual standing.

f. Principles of Training ¹⁵

The training process is governed by several general principles that should be observed throughout all stages of training activities:

Legality: Training must be conducted in accordance with the laws, regulations, and policies of the organization.

Rationality: Training should be based on a clear and accurate understanding of training needs.

Goal Orientation: Training objectives must be clear, realistic, and precisely defined in terms of subject matter, timing, location, quantity, quality, and cost.

Comprehensiveness: Training should encompass all aspects of human development, including values, ethics, knowledge, and skills. It should also target all organizational levels and employee categories.

Continuity: Training managers in any organization should establish training strategies that take into account continuous change and transformation.

Gradual Progression: Training should begin with simple issues and topics and then progress systematically toward more complex subjects, while maintaining flexibility and keeping pace with developments.

g. Identifying Training Needs

This stage is considered one of the most important phases of the training system. The process of collecting and analyzing

information should not be viewed merely as a temporary or isolated activity; rather, it constitutes an integral component of the training system. Such information provides

both present and future foundations upon which sound planning and training-related decision-making can be based.

Figure (3): Training Needs Assessment Process ¹⁶



Second: The Nature of Tourism

1. The Concept of Tourism

Numerous definitions of tourism have been proposed. Among the most important are the following:

According to the International Academy of Tourism, tourism refers to: “Recreational travel and the set of human activities organized to achieve this type of travel. It is an industry that cooperates in satisfying the needs of tourists.” ¹⁷

Tourism is defined as the collection of activities, services, and industries that constitute the travel experience, including transportation, food and beverage establishments, entertainment facilities, activity management, and hospitality services provided to individuals or groups traveling away from their usual place of residence. ¹⁸

Accordingly, tourism can be defined as:

“The movement of individuals outside their place of residence for various purposes, particularly recreation and leisure.”

2. Characteristics of Tourism Services

Tourism services possess distinctive characteristics that influence the ability to market them effectively. Understanding these characteristics and their dimensions is essential. Moreover, the process of providing tourism services is complex and interconnected for several reasons: ¹⁹

The production and consumption of tourism services occur simultaneously, making it difficult to distinguish between them.

The provision of tourism services involves numerous and diverse components, including transportation facilities, accommodations, hotels, catering services, and others.

Tourism service delivery involves the production and distribution of a wide range of goods and services provided by different institutions, such as hotels, information services, communication services, transportation services, and others.

The provision of tourism services requires the participation of multiple actors who form a working team; however, this team is often diverse and heterogeneous in terms of

qualifications, competence, and training levels.

Both tourism and non-tourism institutions contribute to the delivery of tourism services, including organizations operating in health, trade, communications, and other sectors.

The most important characteristics of tourism services can be summarized as follows:

Intangibility

The implication of the intangible nature of tourism services lies in the inability to display or physically demonstrate them. For example, a travel agent cannot physically present a trip to a particular destination. This increases the perceived risk associated with purchasing tourism products, as they cannot be tested before consumption.

Simultaneity of Production and Consumption

Tourism services require the presence of both the tourist and the service provider at the same time during production and consumption. In travel agency services, tourists contribute significantly to the production of the service through their motivations, preferences, and specifications regarding the type of service they desire (service design). The service provider, in turn, seeks to satisfy these needs and preferences based on professional expertise and technical skills.

Variability

This characteristic refers to the difficulty of standardizing tourism services, particularly those that rely heavily on human interaction. Service providers cannot guarantee that services will always be identical or homogeneous, nor can they consistently ensure a specific quality level. Consequently, both service providers and tourists may find it

difficult to predict the exact nature of a service before it is delivered and consumed.

Perishability

Tourism services are characterized by their short life span and inability to be stored. For instance, travel agencies cannot store unsold airline tickets for future use. Airlines and hotels often impose financial penalties on canceled reservations. Because of the difficulty in balancing supply and demand, airlines frequently offer discounts during off-peak periods in order to stimulate demand.

In addition to the above, tourism services possess several other characteristics, including:²⁰

Substitutability.

Inelasticity of tourism supply in the short run.

Seasonal fluctuations in tourism markets.

Multiple production sources due to the integrated and composite nature of the tourism industry.

Diversity among tourism product sectors.

3. The Importance of Tourism

Tourism is considered one of the most important sources of income for many countries. Consequently, governments seek to promote and develop tourism in its various forms in order to attract larger numbers of tourists. Its benefits extend to the state, local communities, and tourists alike. The importance of tourism can be summarized as follows:

Generating foreign currency revenues that contribute to national economic development and help improve the balance of payments.

Creating employment opportunities for young people and various social groups.

Wherever tourists travel, they require a variety of services, thereby generating numerous job opportunities.

Serving as a means of cultural exchange among peoples. Tourism facilitates intellectual and cultural interaction, enabling tourists to experience the culture of the host country while allowing local populations to become more familiar with other cultures.

Providing recreation and enjoyment. Tourism offers opportunities for psychological and physical relaxation through participation in activities that promote well-being and satisfaction.

Acting as a cultural mirror that reflects the civilization of a nation, showcasing its customs, traditions, and cultural values, thereby conveying an impression of the level of development and sophistication of its people.

Contributing significantly to the development of tourism destinations and urban areas. In order to maximize tourism revenues, governments invest in infrastructure development, preserve tourist attractions, establish hotels and resorts, and diversify services. Such efforts benefit both the state and its population while promoting balanced development between established tourist areas and less-developed regions targeted for improvement.

4. Forms of Tourism

Tourism takes many forms, and tourists do not travel from one country to another for the same purpose. Rather, the motivations for tourism vary from one tourist to another. Some travel for medical purposes, others for recreation, while some seek to explore the culture of a particular country, among many other objectives.

a. Medical Tourism

Medical tourism refers to travel undertaken for treatment and recreation simultaneously. It may involve traveling to specialized hospitals for medical care or seeking treatment through natural resources such as mineral springs, sulfur-rich waters, therapeutic sands, and sun exposure, with the aim of treating certain skin diseases and rheumatic conditions.

b. Social Tourism

Social tourism, often referred to as “holiday tourism,” has become one of the most widespread forms of tourism in recent times. It involves the organization of low-cost travel packages, the provision of affordable accommodation, and the establishment of youth camps that require relatively little financial expenditure.

c. Cultural Tourism

Cultural tourism is undertaken with the objective of learning about a country's culture and historical landmarks. Tourism motivated by cultural interests accounts for approximately 10% of total tourism activities.

d. Religious Tourism

Religious tourism aims at visiting religious and historical sites for purposes of spiritual and intellectual reflection, learning about other religions, promoting a particular faith, engaging in charitable activities, or organizing educational and voluntary religious events. Examples include the Religious Complex in Old Cairo, which encompasses the Mosque of Amr Ibn Al-As and the Hanging Church.

e. Sports Tourism

Sports tourism involves travel from one country to another for participation in sports tournaments and competitions, or for the enjoyment of sporting activities such as diving, fishing, and skiing.

f. Ecotourism

Ecotourism is considered one of the modern forms of tourism. It involves traveling to natural sites for the purpose of enjoying nature while maintaining a sense of environmental responsibility and preserving natural attractions without causing harm to them.

g. Festival Tourism

Festival tourism refers to travel undertaken to participate in or attend various festivals and events, which may include sporting, cinematic, artistic, fashion, or folk-culture festivals.

h. Recreational Tourism

Recreational tourism is the most widespread form of tourism, accounting for approximately 80% of tourist activities. Tourists travel primarily for leisure, enjoyment, relaxation, and participation in various recreational activities aimed at rest and entertainment.

Third: The Role of Human Resource Training in Improving Tourism Services

1. The Concept of Tourism Training

Tourism training is a sequence of procedures and successive operations based on a carefully designed plan that provides employees with new experiences and expertise. It is also regarded as a set of processes aimed at enhancing individuals' skills and knowledge in order to improve performance levels and achieve positive outcomes for both management and employees within the tourism sector.²¹

The importance of tourism training lies in enriching trainees' knowledge and broadening their perspectives, thereby enhancing their ability to think, conceptualize, and develop awareness. This enables them to understand the circumstances and consequences

associated with their actions when delivering tourism services.

2. Identifying Training Needs in the Tourism Sector²²

The training needs of the individuals targeted for training represent a response to situations indicated by various signs suggesting the possibility of their occurrence due to one or more of the following reasons:

Updating and developing the information and knowledge of employees involved in tourism service delivery systems.

Modifying or improving the behavioral and operational capabilities of employees working in professional hotel departments, such as reception systems in front-office departments, conference services, and meeting management.

Developing productive skills when expanding hotel facilities, introducing new services, or transferring services from one location to another, such as during festivals, exhibitions, and similar events.

To ensure accuracy in identifying training needs within this sector, the following dimensions must be taken into consideration:²³

a. The Organizational Dimension

This dimension involves conducting a comprehensive assessment of all tourism and hotel departments to determine whether their human resources require training due to weak service performance or the need for service development. Particular attention is given to the nature of employees' skills and competencies and their compatibility with the tasks and services they provide.

This assessment is carried out across all departments and organizational levels and should be a continuous process throughout the life cycle of tourism and hospitality

institutions, especially whenever developments occur within the industry.

b. The Analytical Dimension

This dimension focuses on analyzing jobs and tasks, either in their entirety or in specific aspects. Job analysis serves as a basis for designing training programs aligned with job requirements, taking into account strengths and weaknesses in actual performance.

Accordingly, standards are established regarding performance levels, job responsibilities, and service delivery skills.

c. The Human Dimension

This dimension focuses on identifying the individuals who require training in order to develop their abilities, skills, and knowledge and improve their performance in current or future positions.

This is achieved through evaluating each employee's performance and determining the developmental requirements necessary to enhance the competencies and skills needed for current or anticipated job responsibilities.

It is also essential to investigate the underlying causes of poor performance, which often result from inadequate service delivery tools and facilities in hotels or from management practices that compel supervisors to adopt inappropriate methods of service delivery for various purposes.

3. Training Methods Used to Improve Tourism and Hotel Services

Specialists in tourism and hospitality management emphasize the necessity of adopting two categories of training methods:

The First Type: Pre-Service Training

This type focuses on training before employees begin providing services. Its objective is to enable workers in the tourism

sector to apply the knowledge acquired during their educational stages before being assigned to actual job positions.

In other words, individuals are trained in tourism policies, procedures, and work patterns prior to assuming responsibilities in the workplace. This approach applies particularly to graduates specializing in tourism and hospitality until they obtain employment.

The Second Type: In-Service Training

This type involves training after employees have assumed their positions and acquired practical experience. It continues throughout their professional careers until they leave their jobs.

This category can be divided into three stages:

a. Initial Stage

This stage corresponds to an employee's first job assignment. The initial training program is designed to match the employee's level of practical skills and field experience.

b. Intermediate Stage

At this stage, training programs are developed when employees assume new positions, receive promotions, or move to higher-level responsibilities within the same department.

Examples include promotion from a food and beverage attendant to a chief attendant in the banqueting and conference department, or from a receptionist to an assistant front-office manager. Employees at this level require the development of professional and managerial competencies to ensure successful adaptation to their new responsibilities.

c. Reorientation Stage

The objective of this stage is to expand employees' knowledge and direct it toward administrative and leadership functions. The training program at this level serves as a continuation and extension of the training received during previous stages.

4. Steps for Designing Training Programs to Improve Tourism Services

Preparing training programs in the tourism sector is considered one of the most effective means of overcoming difficulties associated with obtaining specialized human resources in this field. Preliminary procedures are undertaken through tourism administrations that are aware of and responsible for developing tourism and hospitality services.

Specialists in this field emphasize that the most appropriate approach to organizing such programs is to design them professionally according to the nature of departments and to separate them based on different specializations. Designing a single training program for employees from various departments and specializations often fails to achieve its primary objective.

To ensure the effective design of training programs for the tourism and hospitality industry, the following steps should be followed:²⁴

a. Determining Objectives

At this stage, the objectives of the training program are formulated. The effectiveness of the program largely depends on the designer's ability to identify and write appropriate objectives. This process involves establishing both general and specific objectives that reflect the hotel's needs, job behaviors, duties, and training methods.

Objectives constitute the foundation upon which all subsequent training program activities are built, as educational decisions are

based upon them, and all program components are directed toward achieving them.

b. Analyzing Tourism Training Needs

This step requires the program designer to determine whether the proposed training program corresponds to the actual needs previously identified for the purpose of developing and improving work within the tourism sector.

This may involve addressing an existing problem or creating opportunities for improvement. It has been observed that some training programs are merely documented on paper without implementation, while others are designed in response to deficiencies in service delivery without providing skill-based solutions through the training program itself.

c. Analyzing Job Behavior

The effective design of tourism training programs requires the analysis of each job task into its fundamental components. This includes examining the knowledge, information, and skills associated with the position.

Such analysis encompasses all behavioral, operational, and professional activities and their compatibility with the job position. It is essential for ensuring alignment between job requirements, employee qualifications, and the nature of the training program being developed.

d. Analyzing Trainee Needs

At this stage, the program designer gathers information about the trainees, including:

Expected number of participants.

Job positions and work locations.

Educational background, personal qualifications, and previous training programs attended.

Years of professional experience.

Skill level of participants.

Language of instruction for the training program.

Motivational and incentive methods.

e. Implementation

The implementation stage begins once all previous steps have been completed and finalized. The program should be executed in accordance with the established design specifications.

It is essential that implementation be continuously monitored by responsible

Figure (3): Steps for Designing Training Programs to Improve Tourism Services ²⁵



5. Human Resource Training Methods Used in the Tourism Sector

a. Lecture Method

The lecture method is a traditional training approach that focuses on transferring knowledge from a specialist to a group of participants. It provides both theoretical and practical foundations related to a particular topic, delivered by experienced lecturers in the field of tourism.

b. Orientation Method

This method aims to familiarize new employees with the departments in which they will work, the nature of departmental activities, and the tasks they will perform. It

personnel. Furthermore, the program should be evaluated after the completion of the training course to benefit from all aspects of the experience and improve future training initiatives.

f. Correcting Errors, If Any

At this stage, the system and any deficiencies identified in previous stages are reviewed and corrected. Indicators such as tourist satisfaction levels and the rate of customer complaints provide valuable feedback for identifying shortcomings and making necessary adjustments.

includes information regarding responsibilities, authority, work procedures, and supervisory structures.

c. Direct Training Method

Under this approach, department heads directly train employees within their respective departments to enhance their skills and acquaint them with new developments in guest service delivery.

This method also facilitates the identification of outstanding employees and provides on-site training to prepare them for promotion to higher positions.

d. Discussion Method

This method involves the exchange of information between employees and department managers through periodic meetings. Participants discuss strengths and weaknesses in work performance and share opinions and suggestions aimed at improving service quality.

e. Conference Method

This method consists of specialized forums that bring together professional groups from hotels, tourism institutions, travel agencies, and tourism organizations.

These conferences provide opportunities to discuss industry challenges and propose solutions to operational issues periodically faced by the tourism sector.

f. Meetings Method

This approach supports participatory management practices. Department managers meet regularly within their work units to discuss predetermined topics, develop solutions, and formulate recommendations.

g. Seminar Method

This method involves the participation of hotel employees in seminars organized by companies, institutions, universities, or specialized academic departments focusing on specific professional topics.

h. Consultancy Method

This method involves inviting consultants from various specialties to provide expertise, answer questions, and enhance employees' knowledge.

An example is inviting technical experts to train hotel engineering staff on the operation of newly installed equipment and systems.

i. Scientific Research Method

Under this approach, senior management assigns qualified personnel to conduct research on recurring problems affecting hotel operations.

Research findings are presented through practical studies and recommendations designed to evaluate the feasibility and effectiveness of proposed solutions. This process provides managers and employees with updated and objective information for addressing recurring organizational challenges.

j. Case Study Method

The case study method is a form of group training characterized by active participation and meaningful discussion. It focuses on analyzing and solving specific problems that may extend across multiple departments within the organizational environment.

Participants examine real or hypothetical situations, discuss possible solutions, and develop recommendations aimed at improving organizational performance and service quality.

Conclusion

After highlighting the theoretical aspects of both human resource training and tourism, as well as the training of human resources working in the tourism sector, several findings can be drawn:

Human resource training plays a crucial role in improving the quality of tourism services, stemming from the fundamental importance of human resources as the primary element in service delivery.

Tourism represents an important mechanism for job creation and reducing unemployment. Therefore, it is essential to attract qualified and competent individuals in the tourism field in order to achieve both their

personal objectives and the objectives of the tourism sector.

Tourism contributes to creating a more stable political environment by fostering understanding and cooperation and helping to reduce unresolved issues among nations.

Tourism training is not merely a developmental necessity but also a cultural, civilizational, and human imperative. It serves as a means through which countries promote their culture and heritage. Effective management of tourism training generates benefits for all stakeholders, including governments and local communities.

Recommendations

Based on the findings of this study, a number of recommendations can be proposed to enrich and improve the tourism sector in Algeria in particular:

Time must be utilized efficiently in order to keep pace with rapid global development and progress. This requires benefiting from the experiences of other countries, adopting practical approaches, and advancing steadily through the necessary stages of development.

Greater attention should be devoted to the hospitality sector through the training and preparation of individuals capable of achieving the desired objectives of the tourism industry, given that hospitality represents the second face of tourism.

Training and qualifying human resources working in the tourism field should occupy a central position within tourism development plans. Without qualified human resources, efforts directed toward tourism development lose much of their significance; therefore, tourism training must be treated as a strategic priority.

Planning tourism human resource training programs should be aligned with the traditions, values, and beliefs of each society. Training is one of the most effective means of promoting cultural and civilizational dimensions. The attractiveness and growth of any tourist destination are closely linked to the quality and specificity of its training system. Neglecting this critical dimension may undermine the preservation and promotion of a nation's cultural heritage, making tourism training a decisive factor in sustaining and enhancing its civilizational legacy.

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