



**Standing Committee for Economic and Commercial
Cooperation of the Organization of Islamic
Cooperation (COMCEC)**

Sustainable Human Resource Management In Tourism Sector



COMCEC COORDINATION OFFICE
October 2022



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This report has been commissioned by the Standing Committee for Economic and Commercial Cooperation of the Islamic Cooperation (COMCEC) Coordination Office to a team led by Professor Feride Bahar İŞİN. The team members and affiliations are:

Professor Feride Bahar İŞİN, Professor of Management, Department of Business Administration, Faculty of Economics and Administrative Sciences, Başkent University, Türkiye
İpeksu DEMİREL

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Necatibey Caddesi No: 110/A 06570 Yücetepe
Ankara, TURKEY
Phone : +90 312 294 57 10
Fax : +90 312 294 57 77
Web : www.comcec.org
*E-book <http://ebook.comcec.org>
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ACRONYMS

| | |
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| COMCEC | : The Standing Committee for Economic and Commercial Cooperation of the Organization of the Islamic Conference |
| GDP | : Gross Domestic Product |
| GHRM | : Green Human Resource Management |
| GTA | : Gambia Tourism Authority |
| HRM | : Human Resources Management |
| HRMS | : Human Resources Management System |
| IATA | : The International Aviation Industry Association |
| ICAO | : International Civil Aviation Organization |
| IMF | : International Monetary Fund |
| MMPC | : The Maldives Marketing & PR Corporation |
| OECD | : Organisation for Economic Co-operation and Development |
| OIC | : The Organisation of Islamic Cooperation |
| PPP | : The Public Private Partnerships |
| UNDP | : The United Country's Development Programme |
| UNWTO | : The United Country's World Tourism Organization |
| WEF | : The World Economic Forum |
| WHO | : The World Health Organization |
| WTO | : The World Tourism Organization |
| WTTC | : World Travel and Tourism Council |
| CCS | : The current cost of supplies |
| OCB | : Organizational citizenship behaviours |
| VAT | : Value-Added Tax |



EXECUTIVE SUMMARY

The tourism industry is one of the most important parts of the service industry. It is a significant global industry and the main source of economic growth in the services industry. The initiative for the advancement of a sustainable tourism industry centres on human resource development (HRD). It has been noted that the demand for more educated and specialized personnel has increased over time, changing the supply and demand patterns of human resources for the travel industry. The development of human resources in the tourism industry, however, faces numerous challenges and is lagging behind in terms of professionalism. Corona pandemic, which forced governments and the general public to start limiting travel. Due to a decrease in manufacturing and a broken supply chain, this tighter lockdown also upset the industrial cargo. The medical supply transportation somehow made a profit for the cargo industry. Regional (Asia-Pacific, Europe, and North America) and international air travel were negatively impacted, and carriers saw an almost 50% decline in value (IATA Economics, 2020a). Pilots, crew, and ground employees are currently without jobs as a result of the lockdown and travel restrictions enforced by the governments. Additionally, despite the governments' announcements of airline bailout plans, the airlines will need to reduce their expenses in order to survive in the face of this epidemic. International travel could decline by 60–80% in 2020, according to a recent estimate from the United Country's World Travel Organization. The World Health Organization has issued a warning that maintaining social distance and practicing good personal cleanliness can help stop the spread of viruses. This suggests that travel in the future will necessitate adherence to contemporary rules and be governed by new standards. As a result, airlines will also need to manage a new group of clients and an updated staff policy. The issues that the aviation industry may face in the future are discussed in this study along with potential solutions. To solve these issues, we have used an HRM perspective. Studying HRM is essential because every crisis ushers in a "new normal" for the sector, requiring management to make difficult choices and where cost-cutting is the gold standard. For instance, Singapore experienced a socioeconomic crisis as a result of the SARS outbreak, and businesses there quickly adopted cost-cutting strategies to remain competitive (Lee & Warner, 2006).

The first difficult choice management must make in circumstances like this is likely to reduce headcounts by keeping the skilled employees. Millions of people have been furloughed and laid off as a result of airlines doing the same thing all over the world. Airlines should make the most of their chances in a dynamic, inventive environment during these trying times, even at the risk of policy changes. For instance, HR managers during the Malaysian crisis changed their focus from broad objectives to more precise ones by concentrating on new opportunities and emphasizing staff training and development (Smith & Abdullah, 2004). During the global financial crisis, numerous other countries (such as Estonia, Spain, Hungary, and Slovakia) advocated similar tactics (Fodor & Poór, 2009; Vösa, 2010; Susaeta, Suarez, & Pin, 2013). Despite its strategic importance, HRM has received little attention in the aviation industry, which makes it worthwhile to investigate. Employee training is a core HRM activity. Following 9/11, passenger health and safety became an increasing issue, and ground and crew staff training helped to increase the passengers' well-being and security (Boyd, 2001). Additionally, a few airlines (such as Singapore Airlines) enhanced their cost effectiveness and service quality and gained their strategic position with the aid of HRM (Wirtz, Heracleous, & Pangarkar, 2008). HRM can still contribute value in strategic alliances (such as OneWorld, Star Alliance, or SkyTeam), particularly in the area of shared organizational learning. Standardization of policies and procedures, however, becomes crucial in this situation. In order to meet the needs of the company and the customers,

HRM, which is closely related to both individual and organizational growth, often implements the policies and procedures across many systems (such as hiring and selecting talent for the workforce) (Igbokwe-Ibeto, 2011).

How might HRM assist airlines? Due to HRM's primary function in establishing the organization's strategic goals and effectively communicating them to the workforce, which understands that an organization's success is a major component in their career growth (Armstrong, 2009; Guest, Michie, Conway, & Sheehan, 2003). Due to the fact that every airline has a different HRM policy based on their business model, there may be an anomaly in how different tactics are implemented. Airline HRM standardization could help to lower costs and improve the economics of flying. Since HRM deals with organizational culture and leadership, which shape organizations during times of change (Cooper, 2009; Shen & D'Netto, 2012), organization researchers have highlighted that the role of HRM is crucial during a crisis (Arzenek & Musek Lenik, 2016). This is true even though HRM is understudied in the airline industry. Airlines should therefore update or reassess their HRM strategy in the short to medium term of the current crisis in order to maintain break-even, particularly during lockdown, and then start producing profits in the following phase, once things have returned to normal.

The ineffective management and a lack of capital in people have led to a skills gap in the industry. The workforce in the tourism industry seems to be "unmotivated, untrained, unsuccessful, and ineffective." Therefore, it is necessary to improve the public image of the industry's employees through accepted methods of human resource management and development, which calls for the support of those working in the tourism industry, because the best functioning and development of the tourism industry is provided by sustainable human resources. While the lack of sustainable human resources causes disruptions in the tourism industry, the right human resources management becomes an issue that most countries should consider.

The successful administration of people inside an organization is what is meant by HR management. HR management aids in closing the performance gap between personnel and the strategic goals of the company. A strong HR department can also give businesses a competitive advantage. Operations involving human resources are crucial to an organization's success. Consequently, human resource management has become a well-liked academic field. Human resources managers have significant roles in companies such as; learning, development, recruitment, compensation, and building employee relations. Learning is a lifelong activity that is vital to increasing productivity among workers. The professional development of current employees as well as the orientation and induction of new hires fall within the purview of HR managers. They are in charge of planning development programs. Additionally, they must be able to recognize and analyse the areas in which personnel require training. Moreover, the recruitment of new employees is one of the key duties of an HR manager. It is crucial that the correct individuals are hired for the right function because the workforce employed heavily influences an organization's success. The management of benefits and compensation is an also key duty of an HR manager. As well as negotiating pay and benefit packages with prospective employees, they are in charge of developing compensation plans, performance management systems, and compensation structures. Effective employee relations greatly increase productivity and contribute to the success of an organization. In order to make sure that an organization cares for the total wellbeing of its employees, employee relations initiatives are put into place. Therefore, without strong human resources management, businesses would not be able to attract and retain top talent, grow and improve their operations, or preserve a positive, accepting workplace culture (Chams et.al, 2019).

While this study analyses the human resources problems faced by countries in the tourism industry, it also aims to decide on the best human resources planning they offer as a solution. This study has been conducted to shed light on the issues and difficulties facing HRD in the OIC countries and non-OIC countries in order to create the best sustainable human resources management in the tourism industry. As a result of the comparative approach, strategies that should be implemented in this direction are suggested in order for OIC countries to be more successful in the tourism industry. The issues that countries face with their human resources have some solutions. The most significant of these have been the adjustments to sustainable human resource management policies, laws, and strategies. Each country has created strategies to address its unique issues and weaknesses while also attempting to improve the tourism industry overall. Various conclusions were drawn from comparing OIC and non-OIC countries.

The first issue we notice when examining Indonesian human resource management is the difficulties brought on by the pandemic. In this context, Indonesian tourism businesses should adjust to the new global order, make use of advanced technologies, meet customer expectations, and draw more tourists. For employees who are untrained and inexperienced, in-service training is also crucial. The goal of raising the standard of work and service should be to raise employee productivity. To improve employees' performance, motivation needs to be taken into consideration. With various internal motivational techniques, the tourism industry can achieve greater success. It is considered to be green human resources management to practice the suggested human resources strategy for Malaysian tourism. The task of implementing GHRM will be essential for organizations whose responsibilities include making the operations of human resources departments more environmentally friendly. GHRM's main objective is to instil a lifestyle that is environmentally conscious. GHRM may provide training. It is necessary to improve work while boosting adaptability, collaboration, team updates, and communication possibilities. People can assist their workplaces in achieving their goals and plans by successfully integrating hiring, selection, training, performance reviews, organizational culture teams, and training. The focus of GHRM on the environment and people's education results in the creation of resources and the development of human capital. This significantly raises interest. It can be said that the purpose of HRM procedures is to manage the workforce so that the organization may fulfil its mission and uphold its culture. HR managers can, when done successfully, assist in the hiring of new employees with the qualifications needed to advance business objectives as well as assist in the training and development of current staff members to achieve goals. Therefore, through producing long-term outcomes as a result of corporate future planning, human resources planning offers long-term quality. As a result, Malaysia's employee-expectation crisis will be resolved, visitor volume will rise, and tourism will be more successful. It is clear from examining the Tunisian tourism industry that there are issues with the workforce of the travel agencies. It has come to light that HR staff members' capacity for innovation is insufficient, and their emotional commitment is not evident. In this context, sustainable human resources management should take into account practices and a work environment that allow employees to feel more at ease and content. They created an HRIS project as a result. The implementation of this system will boost overall employee productivity, increase their capacity for innovation, and enable them to deliver better services. In the case of Azerbaijan, it is seen that companies lack qualified personnel. This issue is brought on by the inadequate infrastructure of tourism educational facilities. This calls for Azerbaijan to prioritize tourism education.

On the other hand, in order to improve Azerbaijan's tourism industry, which has been severely harmed since the pandemic, it is necessary to take tourism health and expectations into account. Tourism, which has been damaged by the pandemic, needs to be restructured. More convenient methods should be preferred in order for people to feel sympathy for tourism again. Thus, people

will rely on tourism that protects their own health. Planning for the tourism industry must be revised to reflect the new norm. Employment and education are essential for the provision of high-quality services as well as the fight against unemployment that the industry generates. to advance knowledge and digitalization, particularly to improve France's tourism industry's capacity for global competition. Management problems damage Italian tour operators and travel companies. The difficulties businesses have with human resources reduce the effectiveness of the tourism industry. These problems can be attributed to the human resources management inefficiency. The findings paint a clear picture of the information exchange between Italian travel bureau and tour companies. The deliberate creation of an organization with a clear policy requiring, all employees to complete a specific amount of formal training each year is one of the selection criteria. In the strategies, the establishment of a learning organization and the purposeful use of accurate job descriptions during selection or recruitment are additional training criteria discussed for the Turkish tourism industry, certification, incentives, and a reduction in administrative impediments are highlighted. The purpose of incentives is to enhance and support tourism. It aims to advance international capital tourism by removing administrative obstacles. The Ministry of Culture and Tourism's certification of tourism businesses that support tourism activities helps the industry maintain the highest standards of quality and procedure. In order to boost revenue and the country's economy, the Ministry of Health also wants to raise the standard of service offered in the tourism industry. Thus, the plans it generates emphasize the importance of education strategy. Tourism education raises the level of service by improving the knowledge of staff members in tourism businesses.

Furthermore, GHRM is kept in the foreground when Spain is used as an example, just like it was in Malaysia. With green employment, there are more job opportunities and long-term quality. There are many aspects of Spanish tourism that can and should be improved, two of which are the calibre of the working conditions in the industry. Countries with a faster rate of growth in tourism competitiveness will soon surpass Spain. Development of human resources and testing of new, reputable, and long-lasting employment opportunities are therefore crucial research areas in the Spanish hospitality industry. The basis for the solution that can be found is investigating potential chances for job creation in the Spanish tourism industry. Finally, when management strategies for human resources in the Maldivian tourism industry are examined, there aren't many findings that differ from those found in other countries. If jobs are created for Maldivians, the island country's citizens will have a workforce that is truly local, independent, and self-sufficient, which will boost and maintain the local tourism industry. A disorganized workspace will also become more uniform if workers in the tourism industry are given the opportunity to advance professionally and the industry as a whole is formalized and institutionalized to hire more qualified personnel. Furthermore, establishing systems, policies, and regulations will ensure that there is control at the state, society, and business levels. When all the analyses are considered, it is obvious that the countries' human resources strategies should give high priority to the education, motivation, and skill sets of HR employees

SUSTAINABLE HUMAN RESOURCE MANAGEMENT IN TOURISM SECTOR

INTRODUCTION

Tourism is very essential for the success of economies of the countries. A country's infrastructure is improved, its money is raised, and a sense of cultural engagement between citizens and visitors is fostered through the tourism industry. It is also notable how many employments are generated by tourism throughout many different regions. Since tourist income have stagnated due to the epidemic, medium- and long-term tourism strategy has had to be "rethought" and because jobs tied to tourism are among those most adversely affected by the crisis.

The technical aspects of employing, appraising, training, and rewarding employees were generally the focus of personnel administration, which became a clearly defined field by the 1920s (at least in the US) and was primarily a "staff" role in most firms. The discipline typically did not concentrate on the systematic links between such practices or the impact of discriminatory employment practices on overall organizational performance. Additionally, the field lacked a guiding paradigm. As a result of factors including globalization, deregulation, and rapid technical advancement, American business organizations started to see a significant increase in competitive pressures by the late 1970s. This led to the development of HRM. Due to these challenges, businesses have been more concerned with strategic planning, which involves anticipating changes in the environment (such as the kind and amount of the market) and coordinating the various organizational parts in a way that will increase organizational effectiveness (Devanna et.al, 1981). Human resource management plays an important role in the tourism industry. The adoption of HRM strategies and practices that enable the achievement of financial, social, and ecological goals with an impact both inside and outside of the organization and over a long time horizon while controlling for unintended side effects and negative feedback is known as sustainable human resources management. HRM serves many purposes. These include HR flow, compensation, HR performance evaluation, HR compensation and selection, and HR performance evaluation. Remuneration and noncash benefits are included in compensation. Organizational transfers (moving departments while holding the same or a similar role), vertical or horizontal promotions, demotions, and layoffs are all considered to be part of "HR flow" (Piwovar-Sulej, 2014). Sustainable HRM is defined as "the long-term economically and socially successful recruitment, improvement, training, and disemployment of employees" by Zaugg, Blum, and Thom (2001). In defining socially responsible HRM, Shen and Benson (2016) also highlighted some of its fundamental responsibilities, including "providing employees with advanced pay and working conditions, providing CSR training, retaining and recruiting socially responsible employees, and focusing on employees' social contributions in promotion, remuneration and performance appraisal." Human resources management is carried out by specialized HR experts, who are in charge of carrying out day-to-day HR-related activities. In most organizations, human resources will take up an entire department. The size, structure, and function of each position within an HR department might vary significantly between different businesses. Few HR generalists, each of whom performs a wide range of HR duties, are not unusual in smaller firms. In larger firms, there may be more specialized jobs, with specific

workers responsible for tasks including hiring, handling immigration and visas, managing people, providing benefits, paying salaries, and more. Despite the uniqueness and specialization of certain HR professions, job responsibilities may frequently overlap.

The COMCEC Tourism Working Groups in 2022, in its 18th and 19th Meetings, focused on sustainable human resource management in tourism industry within member countries and a research study prepared on the theme of the meetings to elaborate which managing human resources in tourism in a sustainable manner. The “Sustainable Human Resource Management in the Tourism Industry” is the study’s key area of focus. The study aims to ascertain the contribution of local employment and tourist education to the destinations’ sustainable growth of tourism. The report is expected to provide information concerning the current status of tourism human resources in OIC countries. A comparison with non-OIC countries is also expected. The report shall inform policy makers in different OIC countries with various tourism products and development levels on the amount and profile of human resources in tourism. The study also explores the challenges tourism faces as a sustainable career opportunity, and impacts of Covid-19 to current status of human resources in tourism. Understanding the problems in tourism jobs and impact of the pandemic from different tourism stakeholder perspectives might facilitate a better design of sustainable HR strategies in tourism. Such an approach might also help identifying a road map for creating tourism as a desirable career opportunity. Another aim of the report is to identify gaps on the competencies required in tourism industry and competencies acquired in tourism education and benchmark different tourism education contents in OIC and non-OIC countries in order to identify ideal educational strategies to be adopted and create successful certification systems and offer tourism education policy to develop necessary skills, knowledge and abilities in tourism.

Based on the mentioned objectives, the study is expected to suggest various strategies, models, systems, practices and regulations for different stakeholders that would lead to a more efficient training, education, certification, recruitment, career development, motivation, retention and protection of human resources in tourism. This report focuses on four main areas namely; Current Profile and Status of HR in tourism, Problems and Impacts of Covid-19 on Tourism Employment, Human Resource Management Planning and Development in tourism, Sustainable Human Resource Policies for Tourism. While doing so, the study will consist of the following six sections namely current profile and status of human resources in tourism, problems in tourism employment and impacts of Covid-19 on tourism human resources, human resource management planning and development in tourism, situation analysis for OIC member countries, Benchmark case studies and sustainable human resource policies for tourism.

The study’s primary target group consists of decision makers from OIC Member Countries who attend meetings of the COMCEC Tourism Working Group, OIC/COMCEC Ministerial Meetings, and other pertinent fora. In addition, the study’s potential audiences include the global community, non-OIC Member States, and international organizations like the UNWTO and WTTC. Sensitivities of the Member Countries must be taken into account because the study will be presented on an intergovernmental platform.

Both primary and secondary data are used to support the analytical report. While the core data will be based on fieldwork, secondary data will be drawn from academic literature, public records, and industry reports (observations, interviews and questionnaires). To find new topics,

qualitative data is subjected to content analysis. Following the identification of these themes, a poll was created to undertake a quantitative study in order to gauge their impact on one another and gauge their relative strength. These quantitative analyses, which were based on information gathered from tourism workers and industry stakeholders, offered details on the profile of human resources in the industry, the discrepancy between the competencies taught in tourism programs and the skills needed in the industry, the difficulties employees face in committing to longterm employment in the industry, the changes taking place in the industry, and their effects on the sustainable practices of HR.

In order to manage human resources in tourism in a sustainable manner for tourism at different levels should be matched with the needs of the industry, terms of jobs should be established, career opportunities and working conditions in tourism industry should be improved and regulated. Qualified and motivated employees would inturn enhance service quality which consecutively enhances competitiveness of tourism industry in the OIC.

1. Current profile and Status of Human Resources in Tourism

Many economies around the world succeed in large part because to tourism. The tourism industry provides employment opportunities and contributes to cultural interaction. Many tourists around the world, travel in order to their medical treatments, to study, to learn a language, to work or to attend seminars, meetings or concerts. Thus, tourism does not only provide entertainment opportunities, but it also contributes to many other vital industries. In 2019, approximately 235 million people engage in the tourism industry in the world. The majority of tourism employees in hotels consist of people with tourism diplomas. Tourism employees are interested in all tourism activities; it is an industry that provides a wide employment from tour operators to hotel consultant, from passenger hostesses to hotel cooks (WTTC, 2020).

Because tourism has a large multiplier effect on employment creation, foreign exchange revenues, and the balance of payments, governments in developing countries support and promote it. All of these actions also contribute to the reduction of poverty (Khan, 2020). Governments which are very reliant on tourism, are heavily investing in order to improve and develop this industry to make better. These countries, which aim to attract more and more tourists, want to have safe and advanced infrastructures by investing in new highways, improved public spaces, airports, sophisticated schools, hospitals or fancy hotels. Such progressive and safe infrastructures provide a constant flow of services and sustainable human resources. Furthermore, it is noteworthy that tourism provides the inflow of receipts to the country, it also creates solutions to the unemployment problem by ensuring new job opportunities. "The World Tourism Organization (WTO) reported in 2018 that foreign visitors spent \$462 billion in total in 2001 alone, or \$1.3 billion each day. Through the growth of this industry and the relaxation of strict visa requirements for foreign visitors and tourists, the government may increase tax revenue while simultaneously raising household income." (Manzoor, 2019). Therefore, while tourism contributes to the local economy, it also provides an opportunity for growth and innovation.

On the other hand, it is acknowledged that tourism enhances the cultural diversity between the tourists and local citizenships. Since tourism activities rise the interaction between people, otherwise it ensures the cultural exchange. Traditions, social behaviours, way of life, perceptions of tourists and tourism-related activities by locals, interactions across cultures, and knowledge transfer are all potential social repercussions of a developing tourism industry (Ozcan, 2020). Recognition of different worldviews and lifestyles creates cultural richness, and the living conditions are ameliorated depending on renewed goods and services.

It is considered that a strong tourism industry has an essential contribution to the socioeconomic development of the country. The contributions of tourism to the entertainment and cultural industries are demonstrable as well as its impacts on the economy and employment. Tourism is a human intensive service, and constitute 10% of global employment. Simply described, the nature of the tourist and hospitality industries is labour heavy and service oriented. However, there is little information on the profile of HR in different industries of tourism industry.

Due of people's dynamic nature, human resources management is crucial for organizations and jobs that are complicated. People are different according to their technical skills, mental

abilities or sentiments. People in the same organization are of different age, gender, socioethnic group, have different levels of education or intellectuality. For this reason, different degrees of performance and diversity of behaviour patterns cannot be overlooked. Since people cannot work like robots and machines, they must have a certain management. For this reason, while determining the structure and nature of the organization, the management also takes into account the desires and personal needs of the employees. The success of the company depends on how effectively it manages its human resources. Because, apart from some external problems, the future and success of an organization are determined by the social relations there. Olivary Sheldon (2022) states that as long as the fundamental principle that every industry is ultimately driven by people is ignored, no industry can be made efficient. It is a group of guys rather than a mass of equipment and technical procedures. (BrainKart,2022). That is, human resource management actually means to involve people in the organization, to work, to develop and improve resources, and to shape and maintain their services according to specific needs. As it has been said before, it is actually a term that addresses the values, attitudes and behaviours of individuals as well as the skills of a particular organization. Human resources management can be defined as managing, the activities of compensating, developing, employing, and utilizing human resources. The evolution of human and industrial relations is the consequence of this planning, organizing, and controlling, and it determines upcoming HRM policies and practices with the aim of proportionately (as a result of them) contributing to organizational, individual, and social goals. (ANUCDE, 2022). Therefore, human resources management is the key to the future and success of the organization.

Human resources management, together with creating the infrastructure of the existence of the organizations, can only continue its development and continuity with the right management. There are many features of human resource management. HRM covers all employees in an organization. Management is applied from the lowest level to the highest, including the government. Secondly, it is concerned with the human dimension in management. The management, which includes individuals as well as groups, is responsible for the unity of the organization as a team in order to achieve its goals and objectives. It should also consider manpower planning. It acts in line with all the needs and wishes of its employees for the continuity and future of the organization. On the other hand, human resource management encompasses many policies, regulations and plans related to human resources. Management creates the most welfare environment for its employees in the organization. The organization that develops the most appropriate strategies achieves success only by constantly developing and changing its sustainable human resources. The business environment is constantly changing, and in the changing environment, one should be open to developments, and improvement and training should be provided for easy and comfortable adaptation. Thus, the wellbeing provided in the business environment also increases motivation. It helps people who work willingly and effectively establish cooperation. Finally, human resource management should aim to provide longterm benefits. Longterm strategies and planning contribute to career development, peace and security within the organization, and most importantly, the stability of the organization.

Human resource management also provides a lot to the modern economy as it affects the success and current potential of organizations. The correct and appropriate use of the physical resources of the countries depends on the human resources. A country with a wealth of natural resources won't benefit from them unless its people resources use them. Utilizing national resources and transforming traditional economies into modern industrial and knowledge economies actually

fully depend on human resources with the right attitude (Human Resource Management MBA). Human resources play a vital role in transforming the industrial and knowledge economies into the right attitude. Inadequate use of the resources at hand is one of the fundamental reasons a country stays poor. While there are enough of competent and talented resources in countries with high literacy rates (Cingano, 2014). In addition, human resource management affects the current position of employees in the organization, resulting in a more productive workforce. The working standard of the employee with a high standard of living will also be high and a high level of productivity will be achieved.

Since human resources management covers every organization, it is inevitable that it will have very important and vital effects in the tourism and tourism organizations. The tourism industry is the largest economy producer and service industry. The growth of the tourism industry, an essential source of wealth in the global economy, has also resulted in an increase in both the quantity and quality of the workforce. The intensive and high labour force in the tourism industry makes employment compulsory. Although the decrease in the labour factor in production with the developing technology and mechanization affects the tourism industry, human resources can be seen the most essential services of this industry. Therefore, human resource management in tourism enterprises has a vital importance in terms of the efficiency of this industry. In order for tourism and hospitality industry operators to provide excellent services and sustain growth, sustainable human resource management methods are essential. Environmental concerns have received a lot of attention when evaluating an organization's sustainability, while sustainable human capital has received less focus. In order to ensure the smooth progression of the process, countries should pay attention to human resources planning, which serves as the foundation for human resources management.

The human resources department has many responsibilities in the tourism industry, including pricing, safety, organizational culture, workforce, business planning, creation and management of organizational structure, career development, employment and social relations. While human resources management increases competitiveness in the field of tourism, it also increases productivity and makes the service and product healthier by improving it. The competence of its human resources is acknowledged as a crucial and determining factor in the sustainability of a business. In order to determine sustainable human resource management, the use of human resources in the hotel business has thus become a crucial success component. Tourism as a career option has been overlooked despite the potential employment prospects it offers and the young demographic structure in OIC countries. A sustainable workforce is even more important to address future needs given the rise seen in OIC tourism. However, given the generational shifts in the industry, finding, training, and keeping a sustainable staff continues to be a major concern. Tourism jobs are usually perceived as seasonal, temporary, informal, offering low remuneration and requiring long and irregular working hours. This perception also reflects itself in working conditions, wages, employee turnover and motivation.

Organizations can use many methods to improve human resource management and make it more efficient. These techniques are intended to boost motivation of the employees and, accordingly, providing the further development of the company. Human resources management can be improved by rewarding employees according to their performance, by rewarding them throughout the process, or by financial arrangements such as bonuses. In addition, healthy human relations and a collaborative working environment are another important factor that

motivates employees. Manpower, education and motivation are the factors that can get maximum efficiency from human resources management. Today, every country has its own human resources management plan. These strategies include specific competencies, skills, motivations and knowledge; that is, it reflects human quality. The plans and strategies that human resources management implements provide longterm and significant contributions to businesses, while at the same time helping the economy to improve by efficiencies in the process.

The development of human resources is given particular attention in the Annual Report on Tourism in India. In India's tourist industry in 2019–20, the development of human resources would play a significant role. The Indian government has established numerous educational institutions across the country where students can gain information and pave the way for the quality of the tourism industry because there is currently a significant potential for human resource development in the industry (Sardar, 2021). On the other hand, it is seen that human resources management in the United States of America is planned by considering national politics, current market and their multinational cultures. HoltLarsen and Trompenaars's survey analysis and empirical paper demonstrates that "The national employment market, national culture, and national legislation all have an impact on human resource management techniques"

2. Problems and Impacts of Covid-19 on Tourism Human Resources

Covid-19 has been a disaster that has completely changed people's lives and lifestyles around the world. Beyond restricting vital activities, it is a terrible process that changes all life conditions, where people struggle with their health, danger of death and quality of life. This disease, which endangered human health, has spread all over the world and has had many terrible consequences. In addition to human health and deaths, it has deeply affected the country's economies and reduced the quality of life of people. It has harmed the economic balance and employment of the countries and decreased the productivity in all industries. The tourism industry has been the most significant industry affected by the pandemic. Human capital is also essential for the revival of the tourist and hospitality industries in light of the present COVID-19 pandemic and the "new normal." Travel movement has ended, and the tourism business has abruptly stagnated, with the onset of voluntary and mandatory quarantine implementations globally. Numerous steps have been taken to address the tourist problem in response to this halt, and finally, due to the drop in the number of cases, some latitude was given with regard to travel restrictions (Göktepe et.al, 2020).

Following the proclamation of an emergency in the world with Covid-19, countries closed their entrances and exits, sealed their borders, and each country went to the full lockdown within itself. It was impossible to visit or travel to other countries, as people could barely even go to the markets close to their homes. However, among the devastating effects of the pandemic in the tourism industry are limits on travel, hotel closures, and the extinction of the entertainment industry. These conditions destroyed social relations and even international relations caused serious damage to the economies of the countries and completely eliminated the tourism industry.

The pandemic has had a terrible effect on the tourism industry. The loss of revenue from the tourism industry has not only hampered interpersonal interactions but also severely harmed the economy of the country, leaving many people jobless. According to UNWTO (2021) predictions, export revenue associated with tourism could drop from \$1.2 trillion to \$910 billion by 2020. A 1.5 percent to 2.8 percent decline in the global economy could be the result of more extensive repercussions.

After Covid-19, human resources management has become more important. Due to the pandemic's suspension of employment prospects in the tourism industry, there was a labour shortage and people tended to shift their attention to other industries. Tourism as profession has various problems with informal labour, low pay, hard work and unionization. Considering the speed and impact, Covid-19 also had a large impact on tourism employment. Despite the fact that the tourism industry has experienced numerous crises, the Covid-19 pandemic has had the greatest impact on the industry. Previous crises only had a local or regional influence, but this epidemic has demonstrated its effects on a global dimension. As a result, Covid-19, which extended from China to the rest of the world, has had an impact on tourism not just in China or the Far East but also globally in terms of economy, society, and psychology (Çoban et.al, 2021). In countries where tourism is a major industry, these consequences are more pronounced. The quick and successful transmission of COVID-19 sets it apart from other epidemic diseases in a significant way. Since its emergence, COVID-19 has been classified as a pandemic due to the rapid rise in case numbers worldwide. In order to stem the virus's spread, countries closed their

borders and instituted both voluntary and required quarantines. Supply chains broke down and businesses went out of business. In other words, COVID-19 had an impact on society, the economy, and mental health globally. One of the first and worst hit industries in this regard has been the tourism industry. Due to quarantine procedures, travel was fully halted, and those who were mentally affected postponed or cancelled their travel plans. In conclusion, the tourism industry has experienced crises before, like COVID-19. However, because its impacts were global and not just local, the entire world suffered greatly as a result (Çoban et.al, 2021).

Despite government measures to protect the Human Resources in Tourism, a major portion of tourism professionals have been lost to other industries during the pandemic. Despite there are various global forecasts on its impact, there is also need to understand the extent of Covid-19 outcomes in OIC tourism industry from human resources perspective. In fact, an important point here started with the change in people's own career perception. Due to the Corona pandemic, employees' regular income, possibilities for career advancement, or level of productivity were unknown, which permanently damaged their approach of the tourism industry. For this reason, employees began to leave the tourism industry, affected by the conditions caused by the pandemic. Under these demanding worldwide conditions, employees tried to safeguard their health while also doubting their jobs and having financial issues. The world's exposure to the pandemic process for years has led to the emergence of a new normal life. The new world order, called the new normal, has brought many changes with it. Concerns at the beginning of the pandemic process and disrupted works began to evolve in the process. While the world is trying to keep up with the new order, it has started to create new living conditions. The development of technology and the increase in the use of technology have been an important part of the new order.

Many changes, such as the shift of education to the online platform, the shift of most companies to remote work, have been important evidence of people trying to cope with Covid-19. "All businesses are impacted, but those involved in tourism suffer the most. Due to the significant changes brought about by COVID-19, businesses must respond, adjust, and appropriately manage their human resources. Organizations must come up with and implement fresh recruitment and development strategies in light of all these changes. The workers in organizations affected by the consequences of the worldwide pandemic must learn a variety of skills that provide them to deal with new technology and functions." The most important effects of the Corona pandemic crisis are seen in human resources management in tourism companies. Companies had to find solutions to the crises experienced after the pandemic, adapt to the new normal and develop new human resources management strategies. Therefore, it is important to be informed of the HR policies that will remain in place during the epidemic.

• Distant Work Policy

Infrastructure and technology preparation initially presented a challenge, but as the months went on, the obstacles and priorities evolved. Due to current living arrangements, children, connectivity challenges, and the limited resources available, HR policies had to be adjusted frequently to account for the change in employee work hours. Therefore, the policy on remote work affects not only the workplace culture but also employee wellbeing and engagement (Sudha et.al, 2022).

After the pandemic, remote working practices would focus on bringing employees into line with the objectives of the company and creating selfmanaged teams that could work well even when communicating and collaborating virtually.

Here, open communication, giving staff more flexibility, and routine inspections to find and eliminate any performanceimpairing barriers all contribute to ensuring engagement.

• Health Regulations

The attitude toward health and safety is the only thing that has dramatically changed as a result of the pandemic. According to a poll, the Covid-19 pandemic could have an impact on employees' mental health due to job insecurity, financial loss, Infobesity, and the unknown. Benefits related to health and wellbeing will revolutionize the industry. The public and commercial sectors are both attempting to improve what appears to be a somewhat broken system while our entire health care system continues to develop. In the not too distant future, that will alter the function of HR professionals (Sudha et.al, 2022).

What began with businesses issuing regulations requiring masks, temperature checks, and sanitization has now grown to include regulations for physical and emotional welfare. To help employees who are unable to make inperson appointments, organizations have begun to offer telehealth and virtual healthcare coverage. Due to the rising levels of mental tiredness experienced by employees, routine checks to assess stress and anxiety levels are becoming necessary. The HR rules will address topics such as empathy and compassion as well as access to tools for sustaining mental health.

• Vacation and Absences

Never before has the vulnerability of health been so apparent. However, this means that organizations will experience unforeseen absences and struggle to meet their objectives. The facets of leaves and compensation are often covered by globally outlined governance norms. However, there are discrepancies in how the public and private sectors apply certain laws, such as paid leaves, vacation days, and sick days. Giving employees an inclusive workplace and having uniform policies that are advantageous to them become more crucial as a result of globalization and its effects on all industries (Sudha et.al, 2022).

In light of this, HR's function will become increasingly important in the postpandemic age. While maintaining compliance changes, employee demographic changes, attitudes and characteristics that influence human behaviour, and the duty of creating cohesive, productive teams are all responsibilities that HR will be equally concerned with. The HR rules must be intuitive to bring out the best in employees and to guarantee their engagement and retention when firms adopt new workplace procedures (Sudha et.al, 2022).

Moreover, restrictions were introduced in hotels and travels with HES code applications. The maximum person limit has become an important point in terms of health safety in airplanes, buses and hotels. Fire control was made mandatory at the entrances to the airports. The settlements on the planes were prepared in accordance with social distancing. The necessities of the new normal life were aimed at taking health measures (Robinson, 2020).

For instance, in human resource management, the business must offer staff members a range of opportunities and training to help them adapt to new technology. Companies adapt to the new order and preserve their efficiency as a result of rapidly advancing technology and radical globalization, greatly aiding in commercial operations.

3. Human Resource Management Planning and Development in Tourism

The main goal of the company is to maintain its efficiency, increase its production and maintain its competitiveness. Due to this, businesses should concentrate their human resources management efforts on employee performance. While employee motivation, skills, and abilities serve as the foundation for performance, it is a significant aspect that has a direct impact on a company's productivity.

During the corona pandemic, companies in China found themselves faced with a massive labour shortage. The reason why employees did not return to the enterprise was related to their health being in danger. The lack of workers in hotels was the most fundamental problem of human resources management. At this point, educated or trained employees, that is, qualified workers, became their main target. Sogno explains, Training is a crucial element that supports the value of boosting labour prices. Implementing a training program will cost money in terms of training materials, textbooks, certification courses, and instructor fees. A thorough training program will notably increase output, customer happiness, revenue growth through upselling, and employee satisfaction, which lowers attrition (Çoban et.al, Özel, 2022). When the Corona pandemic process in Vietnam and the human resources interaction of businesses were examined, three different stages were examined in the research. Prepandemic, pandemic process and postpandemic focused time periods.

According to the research, the offensive and aggressive responses to the crises that emerged during the pandemic were considered as examples that helped the process to work properly. After the quarantine, remedial and development strategies have been the focus of the regulations for the protection of businesses. Researchers argue, Offensive responses are actions taken to help the hospitality and tourism industries recover following the lockdown. These actions include talent management, job redeployment and performance management. It is interesting to note that HR practices applied during the lockdown, such as those that enhance economic capital, reflected control and accountability, and social power, are seen as both aggressive and defensive responses that aid businesses in surviving the crisis and then adapting to change for the development of organizational resilience.

• Talent Management

A corporate strategy that helps create a competitive edge is talent management (Phillips & Edwards, 2009). Because their top employees were looking for career prospects in sectors that were less affected by Covid, informants in the recovery phase expressed concerns about maintaining the workforce and attracting competent personnel. In order to recover from a crisis, retention strategies for employees are crucial. According to the report, large salaries maintain employees in their jobs. Employers should be very explicit about their desire to keep talented workers on the basis of a fair wage.

• Job Redeployment

Responsible restructuring based on redeployment, relocation, and retention is encouraged throughout the postlockdown period (Cascio, 2009). Managers attempted to rehire workers as more hotels and restaurants reopened and domestic tourism was prioritized. However, in order to serve fewer visitors with fewer staff members, they chose the best workers who were adept

at multitasking. Employees have the opportunity to practice multitasking during a crisis so they can execute other people's duties and quickly adapt to turbulence, assisting companies in their recovery.

The opportunity for downsizing brought on by the crisis allows businesses to choose the top performers so they can operate effectively later in the period of recovery.

• Performance Management

After a crisis, when organizations must go above and beyond to win back their customers' business, performance management is crucial (Augunis, 2013). Employers believe that performance management is crucial to providing the level of service needed to support business recovery. Additionally, they contend that regular reviews encourage the sharing and learning that workers must do to help the company bounce back. If their employers do a formal performance evaluation and encourage them to do their best work, they can work more attentively and with their full devotion.

According to the results of a study conducted in Dubai, Crisis management is significantly and positively impacted by training. In other words, there is better crisis management with more personnel training. Crisis management is favourably and profoundly impacted by leadership. To put it another way, effective crisis management results from recognized organizational leaders who carry out their duties and willing employee compliance. Better crisis management is favourably and dramatically influenced by organizational strategy. That is, if organizational management is well defined, communicated to personnel, and results in effective crisis management. According to Özel and Çoban (2022), there are many different human resources management strategies to overcome the negative impacts of Covid 19. According to study findings, managers took steps to boost productivity and gave employees prominence in order to get through the crisis. Lai and Wong (2020), looked at how the hotel industry responded to the Covid-19 situation throughout both the initial and pandemic periods. In the initial phase, a few strategies were employed, including pandemic prevention, price, care practices, grantin aid, and human resources. During the pandemic period, measures were made to prevent crises, to lower prices, to direct hotel staff to unpaid leave, and to put off hotel maintenance tasks. Grantin aid has a low priority at this time. According to the findings, different countries have different crisis management approaches. On the other hand, The USA's solutions to these difficult business conditions have been different.

According to Rodríguez-Antón and Mar Alonso-Almeida's study (2020), they explained, The European Union has taken a more active role than ever in reviving economic activity within its purview by providing large financial resources to pandemic-hit countries, some of which are nonrepayable and some of which are in the form of attainable credits. In a same vein, all governments have committed to taking significant economic, financial, and labour measures to get out of the crisis. They also examined the case of Spain and they concluded that, Businesses in the industry are adhering to action measures that were published by the Secretary of State for Tourism in response to the epidemic, in the particular example of Spain. The case study that was conducted, which shows that the five most profitable Spanish hotel chains have their own COVID-19 action plans, further proves that the hospitality industry is taking its own preventative steps.

To try to capitalize on local tourism while limits on international mobility are still in place is one of the conceivable short to medium term remedies given the steep decline in the number

of foreign tourists entering Spain. In light of the current scenario, the Spanish government will concentrate, like many other countries that benefit from foreign travel, on attempting to boost domestic travel, as it did in the past during times of crisis. Publicprivate cooperation and governmental actions to support the tourism industry are therefore essential in the meantime. The hospitality industry should concentrate on gaining the confidence of visitors, enhancing its brand, and adjusting its practices to the so-called “new normal.” Those tactics might be helpful now and in the near future when the pandemic is under control.

According to Gössling & Schweiggart (2022), Examples of research gaps in “education and research” include “postpandemic research agendas and paradigm shifts, educational technologies, experiential learning activities, and the expansion of the discipline’s conceptual boundaries via the construction of a post-COVID curriculum. The second key point, according to their argument, is that “marketing” encompasses “postpandemic passenger expectations, perceptions, and attitudes, such as those connected to travel interest, risk perceptions, or psychological consequences on travellers.”

The last significant point that they concluded is that, “Digital economy, robot utilization, security and health procedures, yield and revenue management, as well as more general challenges with innovation, are all identified as gaps in the context of “operations.” Once more, several of these subjects have drawn attention, such health and safety procedures (Khatib et al., 2020). Last but not least, “target” deficiencies include operational strategies, operations for travel service providers, image restoration, crisis management during a pandemic, government interventions, transformation, sustainability and operational strategies.

According to the Carrebean perspective, the main tourism markets for SIDS in the Caribbean are countries with high COVID-19 prevalence, and tourism receipts are particularly crucial because many of these countries continue to struggle with high levels of debt (United Country’s, 2020). A 15% rise in demand could affect treatment in other areas, such as maternal and child health and the prevention of noncommunicable illnesses, when professionals are redirected to COVID-19 related duties. These Caribbean SIDS already have a shortage of personnel, particularly in the nursing field.

As a result, it is accepted that the Covid-19 virus completely changed the world and caused it to enter the new order called the new normal. The negative consequences of the Corona pandemic, challenging new living conditions and changing living standards have paved the way for a long adaptation process for people. The tourism industry, which was affected by the pandemic process, which limited social life and most importantly left economic damage to countries, has dynamically regressed and progressed. Covid-19, which prevents people from coming together, has moved new business environments to the online platform. Businesses managed by teleworking, working from home and virtual team have made changes in human resource management.

Companies that have to adapt to the new world order that has occurred with the pandemic, achieve success and maintain their efficiency; most importantly, they made new arrangements and improvements in order to ensure the continuity of their competitive structure. Problems in human resources management have reduced the productivity of enterprises. Lack of workforce, lack of employee motivation, lack of education and training can be considered as the negative effects of Covid-19. For this reason, in the research, the practices, plans, strategies and effective human resources management of tourism businesses from various countries, taking into account their reactions to Covid-19, their future, stability, and sustainability are shown as examples.

3.1. The Importance of The Education

Education is a process that empowers people throughout their lives; it should aid citizens in developing their personal growth and becoming empathic people, as well as in understanding one another. Education makes people more accurate decisions and becomes a more successful person in the social dimension. He can cope with the troubles he encounters more easily, resorts to more conscious methods to overcome the problems, and most importantly, he takes his steps harder against life. Behrman (1997:3) discussed the benefits of the education and he argued that, “These advantages include a better manner for us to care for ourselves, which leads to the development of a better society”. Therefore, it can be said that education is an effort that makes people more conscious, provides expertise in certain subjects, and determines how they will behave not only in their field but also in life.

Behrman (1997: 3) also claimed that education may be beneficial in three different ways: by altering people’s choices, by removing restrictions from their lives, or by enhancing the knowledge or information on which people base their conduct. On the other hand, a knowledgeable, skilled person becomes more selfconfident and more respected, thus achieving success in his life. Humans always need education. Although education ensures the development of people in the social order, it cannot be ignored that it also contributes the economic development. Education provides people with new job opportunities and prevents poverty. It also helps people to play an active role in every branch of life. In the book of ‘Education for All: A Human Right and Basic Need’, education is considered, At the individual basis, education creates opportunities that would not otherwise be available, such as a better chance to live long and healthy lives, to actively engage in civic and political activities, and to defend and safeguard basic human rights. Since education is a tool for empowerment that may benefit all people, it is essential for reducing poverty. Therefore, it allows people to step into the political world, ensure their own future and lead a more prosperous life for them.

3.2. Education and Certification in Tourism

The service industry includes a significant portion of the industry that creates the majority of new jobs globally: The industry’s demand for a professional and educated workforce as well as the local demand for employment must be met by tourism education. Similar to this, having qualified human resources is essential for business owners to remain successful in markets. The human component is still seen as being the most important factor in the service industry, despite the fact that mechanization, digitalization, and other recent productionrelated trends have reduced the amount of labour and labour force. Employee qualifications and performance, recruitment, training, motivation, remuneration, and retaining are considered to be the most important aspect of human resources management.

According to Pelit et.al (2020) estimated that even though certain tourism businesses are impacted by hr management, the human factor is still the most crucial component of the longterm quality. Tourism businesses must effectively manage their human resources since consumer happiness and loyalty are closely correlated with employee performance. The first step in the complete process of human resources management is human resources planning, which is the cornerstone of human resources management. As a result, careful planning will guarantee a

smooth process. For this reason, human resources management directly affects the efficiency of tourism enterprises and helps the development of the businesses. Strong and effective human resources management ensure the continuity and success of tourism companies. Therefore, tourism businesses should focus on human resources management and seek solutions to potential problems. Although the tourism industry provides maximum employment opportunities, it is thought to be insufficient in terms of personnel adequacy and skills.

According to the World Tourism Organization, the labourintensive industry of tourism employs a large number of people, but even at the lowest level, there are issues with finding jobs for qualified workers. This is due, in part, to the fact that the workplace and working circumstances fall short of what the staff expects. Therefore, he claims that people leave their jobs when they discover better ones (UNWTO, 2018). Thus, it can be said that tourism education should be an essential focus for the development of employee skills and abilities when considering human resources management. It is a significant criterion in this regard that the ability, skills and training that companies should provide are suitable for human needs and principles. The tourism industry should attach importance to the presence of quality personnel in order to provide the best employment and efficient service. When tourism is examined in general terms, it creates the relationship between the tourist and the personnel working in the tourism service. Thus, it can be seen that the tourism employee has an important role on the basis of the success of a tourism business. Amoah and Baum (1997), argued that the availability of qualified employees to provide, run, and manage the tourist product is essential for the survival of the tourism business, which is a labourintensive service industry. The relationship between tourists and those working in the tourism industry is essential to the overall visitor experience.

Today, the lack of qualified employees in the tourism industry can be overcome with appropriate guidance and training. It is a source of potential problems that may arise with emerging training programs and career guidance. According to Amoah and Baum, education is crucial to the general climate of human resources in the tourism industry since it can increase the prospects for the industry's human resources. It can be proved that the education contributes to the development of tourism by improving the problems that occur in human resources management and respond to human needs. The quality of human resources is acknowledged as an important criterion for competitiveness of tourism industry and identified as one of the weaknesses of OIC Tourism Industry in various policy documents published by COMCEC.

Education has an important place in the tourism industry. Education provides a qualified workforce in the tourism industry and provides an easy adaptation to changes in the environment. The fundamental objective of the framework is to ensure that the implementation of tourism education changes in a way that is consistent with both the dynamic environments of tourism and education. As a result, there will be reduced sensitivity to change and a stable atmosphere that will help recruit and retain top talent. (Amoah, Baum, 1997). Education and qualified workforce provide a stable working environment and lead to strong human resources management. Needs such as customer education and service requirements, employment regulation, development of technology, increasing career and reputation in tourism, need for qualified personnel are seen as factors that need to be developed in human resources management. In order to change the image of tourism and to provide the best service, countries make many tourism education plans. Tourism education policies close the gaps between education and tourism and provide integration together. The more general political, economic, social, and environmental conditions have an effect on the fairly vibrant tourism industry and educational environment. Policies must be in place in order to create a reliable and consistent environment for tourism education.

This article makes the suggestion that, because policies are guidelines to be followed before execution, they should be developed at the national level in conjunction with stakeholders from the tourism industry and the education industry. (Amoah, Baum, 1997). Tourism policies and education support the accurate human resources planning while giving direction to future tourism. Countries have implemented different plans and strategies on tourism education in order to improve their human resource management. Programs are supervised by tourist advisory boards at the Georgian College of Applied Arts and Technology in Ontario, which are made up of prominent businesspeople in the industry. Turkey's new higher technician hotel management curriculum was created with input from two committees: an "external" validation committee made up mostly of representatives from the tourism industry, and an "internal" validation committee composed of the required educational bodies (Amoah, Baum, 1997). For instance, tourist planning and education are highly prevalent throughout Asia. Future research should concentrate on Asian countries because of how global politics, unstable economic conditions, and the hospitality and tourism industries are all impacted (Liu, Schänzel, 2019).

From vocational training courses in the 1970s to a variety of programs offered by various universities through diverse study methods, Hong Kong's tourism hospitality education has grown (Lo, as cited in Hsu, 2005). Hong Kong, Singapore, and Malaysia's governments "liberalized their educational policies to become the region's education hub and have subsequently evolved into global participants with the goal of strengthening regional profiles and competitiveness," according to the study (Hsu, 2015). International partnerships and transnational education from "exporting" countries like the UK to countries like China, Hong Kong, Malaysia, Singapore, Japan, and India have led to the rise of tourism and hospitality programs. In Europe, great importance has been given to tourism education and regulations. The enhancement of education and professional training is given significant consideration in the European employment strategy. Investments in human capital are viewed as the key element in raising productivity in order to support the orientation toward a knowledgebased economy. These investments must ensure significant advancements in the ability of the educational system to adapt to increase education accessibility at all levels, to increase participation and responsibility of regional municipalities and employers in ensuring the accessibility to professional education, and to create a successful lifelong education system (Zivitere, Oborenko, 2019).

Moreover, the hotel industry introduces its own certifications and employs certification methods. The quality awards for customer service are undoubtedly a distinct kind of certificates for hotels. The following are included in audits carried out at the direction of certification authorities: level of service in the hotel restaurant, options for communicating with hotel workers in other languages, registration procedures, or the accessibility and allure of added offerings. Quality certificates serve a number of crucial purposes. A product's brand serves three purposes: assurance, promotion, and identification. The purpose of quality certificates is the same, with the identifying purpose deserving special attention. -certificates set apart the goods (or businesses) bearing their labels from a variety of others, including the so-called brandname goods. Additionally, certificates related to various elements of the hotels' operations are given. Examples of these are green certificates (linked to the development of the CSR strategy), regional certificates (confirming that a given facility is a unique place in the given region and emphasizing its contribution to the functioning and development of the local community), and certificates for facilities that are accommodating to a particular segment of the population (e.g., the disabled, children). There are also competitive certification programs, just like in the health and spa industry. Finally, a voluntary standardization, which is a particular kind of classification outside of the national legal systems, occurs in the hotel business, particularly in independently

owned hotels.

At the same time, the function of tourism schools is also very important. Quality job opportunities are provided for the tourism sector-oriented careers of the employees. Thus, more knowledgeable, experienced and talented employees related to the tourism industry are trained. In addition, certification and inservice training aim to increase the quality of their businesses and to provide confidence to tourists. A strong brand attracts more tourists while increasing professionalism. Thus, tourism businesses become more qualified, efficient and reliable.

As a result, human resource management cope with the human dimension of the organization and significantly affects the success of the organization. Management made for the advancement of the economy and the use of resources in the right way ensures the stability of the company and leads to its growth. As in all industries, the place of human resources in the tourism industry is also important. It is the responsibility of the human resources management to realize the improvements, plans and strategies to be made in the tourism industry.

Today, each country carries out its own different human resources management planning and thus contributes to the development of the industry. The most important issue that they attach importance to in human resources management is seen as education. Education is inevitable for the human resource management because it closes the gaps between the developing environment and the tourism industry. Thus, trained and skilled workers contribute to the development and progress of the tourism industry. Therefore, the efficiency and productivity of the industry develops depending on the qualified workforce.

4. Situation Analysis for OIC Member Countries

In this section, Indonesia, Malaysia, Tunisia, Azerbaijan, Gambia, Maldives and Turkey have been selected to evaluate the OIC member countries. A literature review is made on secondary and primary sources were carried out. Related research was evaluated by making a literature review for Indonesia, Malaysia, Tunisia, Gambia, Azerbaijan, Maldives and Turkey. By going to Azerbaijan, data were collected with the relevant stakeholders using the indepth interview method. For the sampling of Turkey, primary data was collected and analysed by performing a quantitative analysis, which will explain the method below. Italy, Spain and France were selected for benchmarking.

4.1. Indonesia

4.1.1. Background

Between the Indian and Pacific oceans, between Southeast Asia and Oceania, is the country of Indonesia. There are more than 17,000 islands in it. Streams in Indonesia, which is rich in water resources, have short and irregular regimes due to the nature of the earth. Indonesia is the fourth most populous country in the world. The population is around 268 million in 2018. Indonesia's population, which ranks 4th in the world with 272 million people in 2021, is estimated to be 285 million people in 2026 (IMF-2021). In 2016, the population over the age of 65 made up 5.3% of the total population. It is estimated that by 2030 the rate will reach 8.4%. Southeast Asia's largest economy is that of Indonesia. The manufacturing industry is primarily focused on the manufacture and processing of goods with domestic origins, which account for the majority of the country's export potential. The GDP, which is estimated to be 1.1 trillion dollars in 2021 at current prices, is expected to be 1.2 trillion dollars in 2022 (IMF-2021). GDP, which is expected to increase by 3.2% in 2021 compared to constant prices, is estimated to increase by 5.9% in 2022 (IMF-2021). Ministry of National Development and Planning that the new national capital (Nusantara) will provide various opportunities for medium and longterm investments in the future (Indonesia's new capital reveals New Business Opportunities, 2022). In this context, the Indonesian Government is designing an economic development plan for the new capital city and surrounding regions in East Kalimantan. In this framework, it has been reported that significant investments will be made in renewable energy production in the Samarinda region and in the oil, gas and petrochemical industries in the Balikpapan region. Additionally, six industrial areas comprised of the medical and pharmaceutical, sustainable agriculture, ecotourism, chemical materials industry, and low carbon energy industry are planned to be established as part of the investment plans (Indonesia's new capital reveals New Business Opportunities, 2022).

In Indonesia, whose foreign trade volume reaches 300 billion dollars annually, the main export items are palm oil, electrical equipment, coal, rubber and machinery, while the main import items are petroleum oils, telephone equipment, spare parts for motor vehicles, iron and steel and basic food products. The country's biggest partner in foreign trade is China, which accounts for about a quarter of both exports and imports. In terms of the Indonesian economy, it can be said

that such a dependency in foreign trade carries a risk. The country is also rich in underground resources. Tin, petroleum, natural gas, coal, bauxite, manganese, gold, silver, nickel, copper and salt mines are of great importance for the country's economy. Major actors in foreign trade other than China are Japan, Singapore, Malaysia, USA, India, South Korea and Thailand (World Bank Group, 2018). The tourism industry is a very essential for Indonesia's economy. Statista Research Department (2022) demonstrated that the tourism industry contributed almost five percent of its gross domestic product. The island of Bali used to be Indonesia's most popular tourist destination and therefore has a great importance in international tourism.

4.1.2. Implications of COVID-19 Pandemic to the Travel and Hospitality Industry

Prior to 2020, Indonesia's tourist industry saw consistent expansion, with an increase in foreign visitors; however, the outbreak of the COVID-19, leads to the serious damage to the Indonesian economy, as it did all over the world. The virus has a negative impact on Indonesia's tourism industry, as seen by the drop in visitors from January 2020. 1.5 billion US dollars were lost by the tourism industry. The number of Chinese tourists made up the majority of the loss overall (Hong et al., 2020). Indonesia, whose economy is mostly supported by Micro, Small and Medium Sized Enterprises (MSMEs), is also severely impacted by this epidemic, not only in terms of overall output and trade value but also in terms of the number of individuals who have lost their jobs as a result. The COVID-19 pandemic has brought about major changes. Because there are no tourists coming to this archipelago, nobody can survive. Ever since the World Health Organization (WHO) declared the global COVID-19 epidemic, the tourism industry has almost completely collapsed (WHO, 2020). The tourism industry has slowed down and has nearly collapsed after the government issued instructions to carry out physical distance and to keep moving at home in order to break the chain of circulation of COVID-19.

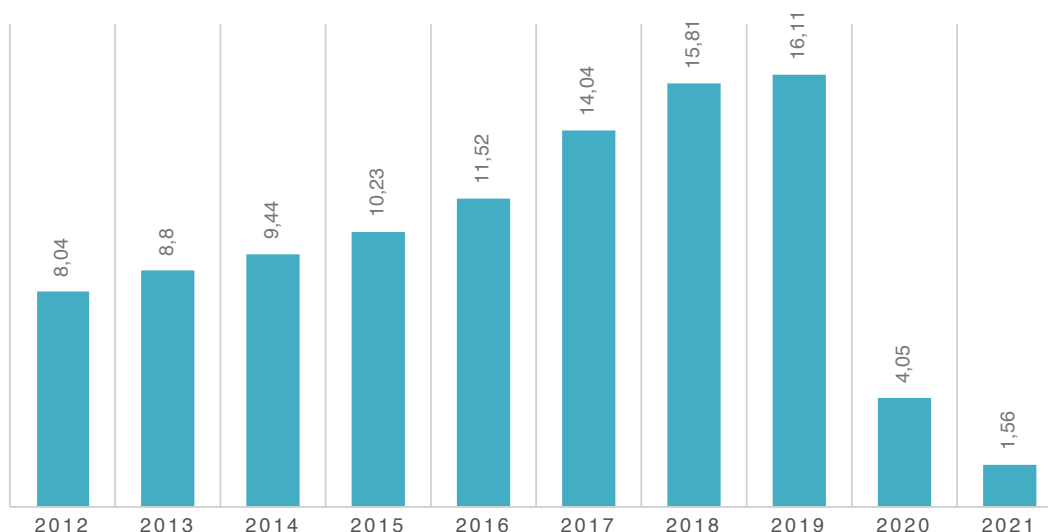
According to past data, there were about 200 thousand fewer international visitors in February than at the end of the previous year. However, the number of international visitors falls to 500 000 in February 2020 from December 2019 (Saidi, 2020). In February 2019 there were 29% fewer international visitors than there were now (Pristiwasa, 2020). As of April 1, according to data from the Central Statistics Agency (BPS), there were 838,978 foreign tourists who arrived by plane in the country, down from 796,934 in January and 558,892 in February. The outcome is consistent with the decrease in foreign flights, which went from 1.72 million in December 2019 to 1.68 million in January 2020 (Alimuddin, 2020). Then, in February 2020, it decreased once further to 1.13 million people (OCDE, 2020). Additionally, domestic flights fell from 6.29 million passengers in January 2020. It declined by 8.08% in February 2020 to 5.79 million, which had an impact on the Indonesian tourism industry (OCDE, 2020). Flight stops to and from China have caused losses for numerous tourism and airline businesses (Saidi, 2020). China's flights to Indonesia were restricted by the Ministry of relevant regulations and limitations as of February 5, 2020, because to the epidemic. Additionally, many airlines reduced the number of their flights, including Lion Air, which cancelled flights from Denpasar, Manado, Surabaya, Jakarta, and Batam to China, China. All domestic flight routes were terminated by Air Asia till June 2020 (Pristiwasa, 2020).

The impact of tourism's fall on MSMEs operating smallscale food and beverage companies reached 27% (Arianti, 2017). The impact of small and medium-sized firms was 1.77%, and that of medium-sized businesses was 0.07%. Coronavirus had a 17.03% impact on microbusinesses

that made things out of wood and rattan. In the wood and rattan handicraft industry, there were 1.77% small firms and 0.01% medium-sized businesses (Alimuddin, 2020). The hardest affected by government imposed lockdowns, political unpredictability, and travel restrictions have been the global economy, world stock markets, and currencies (Sikarwar, 2021). In the Indonesian economy, micro, small, and medium sized businesses (MSMEs) play a crucial strategic role. According to information from the Indonesian Ministry of Cooperatives and Small and Medium Enterprises in 2018, there were 62.9 million MSME business units, or 99.9% of all company units. MSME accounted for 60% of the country's gross domestic product and 97% of all employment, 89% of which was in the micro sector (Kemenkop and MSME, 2018).

The COVID-19 pandemic has had a substantial impact on the travel sector due to the ensuing travel restrictions and the drop in demand among travellers. The travel industry has been significantly impacted by the spread of COVID-19. The same number of countries have proposed travel restrictions in an effort to stop its spread. The United Country's World Tourism Organization estimated that global universal tourist arrivals may decline by 20–30% in 2020, resulting in a potential loss of \$30–50 billion USD. Around 80–90% of trips were planned ahead of time in several urban locations around the world. Numerous popular vacation locations, including museums, hotspots for entertainment, and sports arenas, are closed. The COVID-19 pandemic situation offers chances and difficulties for the government to support MSMEs. Since SMEs have been severely impacted financially due to their lack of resources and knowledge, new strategy approaches for SMEs should help raise the possibility of surviving the pandemic's effects (Gregurec, Furjan, & Tomiipupek, 2021). The problem is deciphered. A temporary fix is required to assist MSMEs and the employees that work for them. Chance is interpreted. Longterm solutions must be pursued in addition to shortterm ones, particularly if they are connected to the industrial era 4.0, which depends on digital technology to sustain economic activity. There are a number of immediate fixes for keeping MSME alive. The OECD suggests that numerous measures should be taken into account, including strict health regulations for MSMEs when engaging in economic activity, delaying debit or credit payments to preserve MSME financial liquidity, financial support for MSMEs, and structural policies. The vacation industry has slowed down because the training preserves social distance and replicates activities at home. Before Indonesia declared there were positive corona patients in early March 2020, there was a feeling of sluggishness. The government prepared a number of stimulants to boost the tourism industry, but they were unable to mitigate the COVID-19 corona's negative effects. Since many tourist attractions are closed, they are not making any money. The majority of hotels' occupancy rates also fell sharply, which results in a loss of revenue. Early in 2020, the Indonesian government made an effort to increase domestic travel by offering incentives for purchasing airline tickets to numerous locations. The pandemic, which has affected more than 180 countries, has had a big impact on international travel. According to the International Aviation Industry Association (IATA), Covid19 might cause the global aviation industry to lose up to US\$113 billion this year.

Figure 1: Number of international visitor arrivals in Indonesia from 2012 to 202 (millions)



Source: Statista 2021

4.1.3. Issues in Core Sustainable Human Resources Functions

Government regulation in Indonesia faces many problems. Increasing hotel numbers, fierce competition and increasing labour costs have caused serious budgetary problems in the tourism industry. For this reason, the health regulations put forward by the government caused complaints among the employees. This health planning, whose main purpose was to improve health services, brought many problems with it. The goal of the initiative was to enhance the delivery of public health services. The implementation, though, has not gone off without a hitch. The restricted facilities and rigid service hours have led to complaints from hotel staff. The mandatory plan has caused particular difficulties for Bali's hotel employers. Due to this, a number of respondents from Bali recommended their management to offer double health insurance coverage to employees in order to improve the facilities for employee health (Sienny, Brian, 2021). Education or age factors are ignored in recruitment. For this reason, there is a lack of educated and talented employees. Hotels with a history of at least 20 years encounter special difficulties with their more senior workers, who are over 50 and have been employed there for at least 15 years. Surabaya-based respondents experienced this problem the most, and it was linked to the following issues:

(i) Lessening staff productivity; (ii) Decreasing endurance; (iii) Lessening inventiveness;(iv); Distress from having the same tasks for an extended period of time (v); and Lack of technical literacy.

Some HR leaders see the aging workforce as a challenge (Sienny, Brian, 2021). Dense population and high unemployment rates, as well as the tourism industry's efforts to advance through competition and trade do not make quality workforce central, on the contrary, they only cause crowds of people. This fetters the growth and productivity of the industry. On the other hand, the

universities in Indonesia have insufficient quality education due to the lack of standardization. The state's insufficient support and contribution to education causes employees to be deprived of certain abilities and skills. Thus, employees who lack knowledge and skills negatively affect the development of the industry. Furthermore, most tourism businesses in Indonesia follow the *sungkan* culture¹. Employees and managers in the company always communicate indirectly. Therefore, employees who perform poorly on the job cannot be lay offed or condemned for this reason, the development and productivity of the company decreases inversely with the increase of low performances according to the *sungkan* culture in Indonesia. As a result, government regulations, insufficient education and skills, lack of quality workers, current cultural values followed in the workplace and problematic performance management are seen as the main problems in human resource management.

4.1.4 Policy Recommendations For Indonesia

In order to provide sustainable human resources, ideal and perfect human resources management must be planned. To direct the different ministries and important players involved in the development of tourism, there needs to be a clear directive that supports the Strategic Plan. For the next 10–20 years, comprehensive human resource development will be required to enable sustainable tourism (Wijaya, 2019). Initially, after the Covid-19 pandemic, the most important factor for people has been cleanliness and hygiene. For this reason, while people attach importance to hygiene in every part of their life, they also sought a hygienic and safe work environment in their working life. So, keeping the workforce safe after the corona pandemic has been one of the biggest controversies. With the new world order, many planning activities such as the use of technology, touchless technology or remote working should be implemented. The biggest difficulty this year has been sustaining high levels of production and effective business operations while keeping the personnel safe and healthy. Work from home is inappropriate for tourism industry. For this reason, employees preferred remote working opportunities instead of the tourism industry (Kalra, 2020). Therefore, it caused employees to lose sympathy for the tourism industry.

Besides, it is considered very essential to provide inservice training to employees. Recruiting employees of all ages without taking into account the inadequacies in the level of education or the educational element creates difficulties. For this reason, tourism companies should aim to increase employee performance by providing training opportunities to employees, teaching the use of technology or developing new strategies in order to increase their productivity and development. Organizations are giving their workers new normal skills like data analytics, storytelling, and human centred design in addition to traditional talents like virtual selling, negotiating, and presentations. This also implies that the majority of training is currently being converted to digital format for simpler, 24/7 access. By providing internal facilitators with digital approaches, HR departments are going one step further to guarantee participant engagement (Kalra, 2020). It can be considered that it is also very essential to prepare an accurate curriculum by using common sense with the central authority and different stakeholders regarding the training of HR personnel. Therefore, educated, knowledgeable and talented employees are very beneficial for company continuity and efficiency, and it will also prevent the crowd of people and the unconscious employee profile in the industries. In addition, the government regulations, and strategies must be considered as very significant, because the state is the source of income and support for all industries. To improve community service in quality and effectiveness as well as

1 . The “*sungkan*” culture, which is known for its indirect and courteous manner of communicating, may make it difficult to discipline a worker who isn’t performing up to par. To avoid disappointment for both individuals and organizations, it was necessary to set the correct performance standards and to agree on accountability (Tam, 2017).

to improve operations, Public Private Partnerships (PPP) is a strategy tool that was developed by government and private service providers that worked together and gathered all of their knowledge, skills, and resources over a considerable amount of time (Keers, 2018).

Publicprivate partnerships (PPPs) play a significant role in the implementation of development strategies in a country because these arrangements between the public and private industries help address the shortage of human resources in the execution of government development programs and turn into fixes for state financial issues in the process of national development (Adnan, 2013). Therefore, the state's most accurate planning and strategy ensures the maximum development of the tourism industry. Other suggested solutions are based more on inhouse planning, and are geared towards employees. For example, giving importance to the satisfaction of HR personnel seems very essential. A dissatisfied and unmotivated employee result in poor service quality. For this reason, the wishes and needs of the employees should be focused on. Employees working in a comfortable and relaxed environment will be more motivated, and therefore productivity and happiness will increase. At the same time, factors such as rewarding employees, increasing their salaries or bonuses are a second issue that increases employee motivation and their enthusiasm.

The following are some areas where prior research by Eppang et al. (2016) can highlight the certification policy's shortcomings: a. Certification is targeted at HR who attended the assessment centre rather than those who only met the minimum standards for knowledge, abilities, attitudes, and experience. b. BNSP does not have the power to oversee the sector that is putting the competency requirements into practice; it only has responsibility over the competency certificate. c. Because the BNSP lacks the ability to certify schools that teach workers for the tourism industry, it is impossible to ensure that the infrastructure, facilities, instructors, and course materials are up to par with competency standards. As a result, the publication of Permenpar No. 14 of 2016 regarding Sustainable Tourism Destination Guidelines gives local communities a firmer foundation for the development of human resources. The first mention of the pentahelix appears in this rule. The five components of the pentahelix are the national or regional government, the private sector, the community, academia, and the media. According to this rule, a sustainable destination must have a pentahelix forum that is entirely binding and has finance methods and work plans, and whose size is proportional to the size and scale of the present destination.

Moreover, giving feedback to the personnel by measuring the differences between the expectations and perceptions of the customers with the Servqual after the service provide some clear result. Feedback on customer expectation and service helps companies recognize where they are failing, and these feedbacks provide an opportunity for the company to improve its deficiencies. Thus, constantly changing and developing human resources planning always allows the company to be better and work efficiently. Otherwise, analysing the potential tourism target markets in Indonesia, determining the characteristics of these markets and planning the appropriate positioning, planning different employee trainings applied according to different subbranches of tourism, the need to establish a central accreditation system for sustainable, efficient and effective service quality delivery or measuring the added value of education by making preand post training measurements are solutions that contributed to the sustainable human resource management. All these solution proposals are seen as methods to deal with the problems encountered in the current human resources management in Indonesia. Therefore, in addition to Indonesia's unique problems, such intimations that can be a solution to the damage caused by the Corona pandemic all over the world and adapt the tourism industry to the new world order aim to develop human resources in the tourism industry.

4.2. Malaysia

4.2.1. Background

Malaysia is one of the most developed states in South Asia. Currently the Malaysian population is 33.11 million people. It is considered that Malaysia's population will increase in the year 2068 at 42.07 million people. Following 2069, the population will begin to steadily decline (Malaysia Population Live, 2022). Malaysia ranks number 45 in the list of countries (and dependencies) by population. The population density in Malaysia is 99 per Km² (255 people per mi²). Malaysia is placed 55th out of 157 countries in the Human Capital Index published by the World Bank. Malaysia will need to further advance in education, health and nutrition and social protection outcomes to completely realize its human potential and fulfil the country's aspirations to develop country status. Key priority areas include improving the quality of school education to improve rethinking nutritional interventions to reduce childhood stunting, ensuring adequate social welfare protection for household investments in human capital adjustment, and learning outcomes (World Bank Human Capital Index, 2022). Like many other countries, Malaysia has been hit hard by the COVID-19 pandemic from the beginning of 2020. Policy prudence in the past has allowed Malaysia to respond quickly and boldly to the public health and economic crisis. However, the crisis highlighted the need for Malaysia to implement changes in order to achieve inclusive and high growth following the pandemic. Vulnerable workers have been hit harder during the pandemic, and many firms have been forced to use digital tools such as ecommerce and remote work for the first time. Going forward, strengthening social protection is critical to improving the wellbeing of Malaysian people, including selfemployed, and preparing for the aging society. Further streamlining government regulation is crucial to reinvigorate business and restore strong growth. Accelerating digitalization will play a key role for Malaysian companies to be more productive in the postpandemic era. Alongside its economic development, Malaysia needs to transform itself into a greener economy (Malaysia Economic Snapshot, OECD, 2021). The tourism industry has become an important service industry in Malaysia. The tourism industry, which has an important place in terms of employment, has made great contributions to the country's economy. The tourism industry contributed RM 84.1 billion to the Malaysian economy in 2018, with the top three distributions of tourist revenues shopping (33.4%), accommodation (25.7%) and food (13.4%), and it provided employment to 23.5 million people. %) to the country's total employment (Department of Statistics, Malaysia, n.d.). Malaysia was once ranked 9th in tourist arrivals in the world.

The Malaysian government has sought to increase tourism to diversify and strengthen the economy and make the economy less dependent on exports. Thus, while the tourism industry constitutes the country's important foreign exchange income, it has also gained a very high place in the country's economy. On the other hand, it is quite popular in medical tourism in Malaysia. Malaysia has developed its medical tourism business to the point where it is now a top worldwide destination for patients from Asia and beyond, with medical tourist visits increasing from 643,000 in 2011 to over 1.2 million in 2018. The medical tourism business, which had an income of 127 million USD in 2011, earned over 362 million dollars from the market in 2018 (Medical Tourism Magazine, 2018).

4.2.2. Implications of COVID-19 Pandemic to the Travel and Hospitality Industry

The Covid-19 pandemic, which affects the whole world, has shown its effects on Malaysian tourism and economy. The Corona epidemic, which causes contagious and serious health problems, has left great damage to tourism and accommodation activities, in short, to the tourism industry. The pandemic has had major negative impacts on the airline industry and accommodation

and hotel businesses, as well as the tourism industry in Malaysia. Given that 50% of Malaysia's visitors come from Singapore and China, the COVID-19 outbreak has shown a significant risk to the Visit Malaysia 2020 campaign. Many tours have been cancelled due to the rising COVID-19 instances in both countries, which has already resulted in a significant decrease in visitors to Malaysia (Lee-Peng, et. al., 2020). On the other hand, airline companies that provide passenger transportation also suffered a great loss. Because human mobility was putting people at risk to health. Therefore, many measures were tried to be taken, such as travel restrictions or passenger number restrictions. In fact, the entrances and exits to the countries were closed and foreigners could not fly to another country. However, the airline industry had its worst crisis when China's government forbade foreigners from entering the country starting on March 29, 2020, until further notice. Foreigners are not currently permitted to enter the country as of today, May 22 (Republic of China Ministry of Foreign Affairs, 2020). Out of concern over the 'importation' of new COVID-19 infections, the Chinese government also implemented harsher regulations on international airlines, limiting their ability to offer more than one flight each week that is no more than 75% filled. The three major Malaysian airlines have asked the Malaysian government to intervene to support the airline industry due to the sharp decline in revenue and profit for all three of them, which has put them at a serious risk of bankruptcy (Lee-Peng, et.al., 2020).

In addition to all these, travel restrictions or blocking of country entrances and exits caused many hotel reservations in Malaysia to be cancelled. Therefore, hotel businesses also suffered great losses and income losses. Between 11 January 2020 and 16 March 2020, a total of 170,084 hotel reservations had to be cancelled. The COVID-19 epidemic was directly responsible for the loss (Lee-Peng, et.al., 2020). In addition to all these chains, the reason for the measures such as quarantine, curfew and full closure or lockdown is that the tourism and accommodation industry has become a great and serious risk for human health. Due to the Covid-19 virus epidemic, millions in tourist expenditures were lost in the first part of the year. Curfews and absolute lockdown policies in several places have made working in the hotel and tourism industry unsafe for those involved. (Hamid et al., 2021). In Malaysia, as in other countries, the tourism industry constitutes a large part of the country's economy. For this reason, the government is constantly changing and improving the tourism industry with the encountered issues.

4.2.3. Issues in Core Sustainable Human Resources Functions

The tourism industry in Malaysia is faced with many human resources problems and thus causes a decrease in its efficiency in tourism. Initially, the fact that employees in the Malaysian tourism industry and hospitality industry are millennial employees brings many problems. Different belief systems, different values and attitudes among the new generation employees reduce the commitment of the employees to the organization. Due to a heavy reliance on human resources and the fact that most employees in the Malaysian hotel business are millennials, there has been a significant problem with turnover rates (Abo-Murad et.al, 2019). For this reason, while employee turnover is increasing rapidly, at the same time, sustainable human resources and operational efficiency are rapidly decreasing. Because, it can be said that while employee turnover causes moral damage to the business, it also causes financial losses. Constant and regular human resources cannot be seen in businesses where employee turnover is high, and therefore, it leads to a decrease in performance and profitability of the organizations. On the other hand, another vital issue for Malaysian tourism is seen as climate change. Environmental pollution caused by climate change is very essential for the efficiency of the tourism industry. The preference of ecofriendly tourism and accommodation services by consumers as well as tourism workers brings a new dimension to the human resources problems in the tourism industry. As a result, many planning and policy methods have been followed to ensure sustainable human resources.

4.2.4. Policy Recommendations For Malaysia

Green human resource management (GHRM)² will be a key job for the agencies, whose roles in transforming the activities of human resources departments to green (Azmi et al., 2018). The most essential aim of GHRM is to create an ecologically vivacious life attitude. According to Green Human Resource Management, 'buying ecofriendly use' has come for the construction of an alternative path of development and development human resource. Those affected by GHRM may benefit from training. To improve the work while at the same time make it more flexible, collaborative, team updates and communication possibilities. Workplaces can achieve goals and plans from those who can knit recruitment, selection, training, performance appraisals, organizational culture team, work and training (Jose Jabbour, 2011). GHRM develops human capital and generates resources by focusing the environment on people (Roscoe et al. 2019). education is to follow the green in this green and greatly increase the interest.

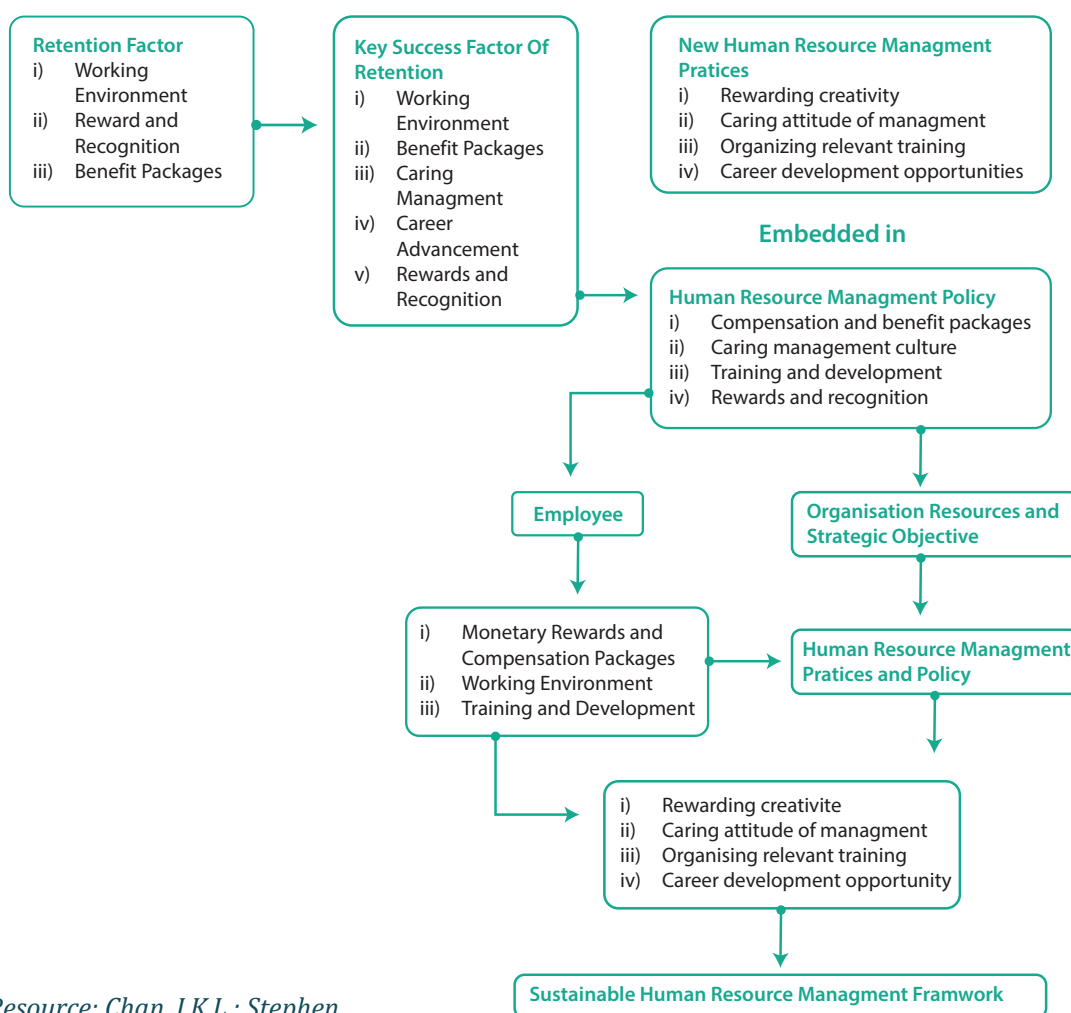
It's primarily about the details about the green approach in recruitment processes. The key feature of a green detail is the ecology fill assignment, that is, a meaningful element profile study. It may also be to follow an alternative educational program. Educational activities for ecological growth also include such trainings. As a result, the candidates to be recruited to gain green points and these scores evaluate the candidacy positively. It will be a process to be brought up to become an adult. Another indicator aspect is technology planning. In the globalizing world, there should be some revision in tourism in order to adapt to the new generation old techniques and to progress rapidly. Care from the time division before technology and in terms of planning while making the exercise feel good; it grows this species large. GHRM is a new corporate culture by designing high cost, cost and wellworked personnel to the company. They have applications such as costs, tools for corporate social applications, tow tractors, selfpromotional. According to Parul Deshwal (2021), there is a 'value'; helps and reduces turnover from use, discounts at a company and general sales brands; improved from general regulation both internally and externally; developing energy, increasing energy, more efficient lowers the overall costs of a company, helps to broaden the risks; and ultimately, using a green workforce helps them do a more comfortable job and take pride in having their office facilities impacted. It also helps with product development (Green human resources management meaning and definition, 2021).

The environment is quite essential for the green human resources planning. Furthermore, the environment has different factors which contribute to the sustainable human resources of businesses. The fact that businesses are affected by external factors shows their commitment to the external environment. Technological and economic factors make labour market human resource planning more efficient. First of all, technological developments reduce human resources costs. The use of new technology by an enterprise may result in the requirement for two employees rather than three, and remote work lowers the expenses of space and transportation. This and other technological advancements help to reduce the costs associated with human resources. (The impact of the environment on human resources management, 2021). In addition, the presence of employees with technical knowledge and skills will increase the efficiency of enterprises. Businesses are affected by the current economic situation and affect it at the same time. The deterioration of the economy - for example the emergence of Covid-19 - indicates that the tourism industry is also suffering serious losses. The deterioration of the economy

² An organization can become more environmentally conscious, resource-efficient, and socially responsible by implementing a combicountry of policies, practices, and systems known as "green human resources management" (GHRM).

increases unemployment rates and reduces the number of human resources employees. Finally, effective human resource planning focuses on recruiting people with specific skills. Therefore, manpower becomes a competition between companies and businesses, and every business makes various plans to develop human resources. Factors such as career development, training, remuneration, bonuses, and job security increase employee motivation and maintain employee loyalty to businesses. Thus, an efficient working environment and efficient workforce help the development and growth of businesses. As a result, research has demonstrated that GHRM has an essential impact on Malaysian tourism and hotel management.

Figure 2: Proposed framework for sustainability



Resource: Chan, J.K.L.; Stephen, S.G.A.; Andi Kele, A.T. Exploring Sustainable Human Resource Practices and Framework in Star-Rated Hotels. Sustainability, 2021

Management Framework

The four parts of the suggested sustainable human resource framework for the hotel industry in Malaysia are shown in Figure above. Retention is the initial part, along with some important retention success variables (benefit packages, working environment, caring management, reward and recognition,). The second step entails recognizing innovation, encouraging a compassionate management style, and setting up pertinent training and professional development possibilities. The third element entails incorporating the following modern human resource practices into the strategy for human resource management: compensation and benefits, a supportive organizational culture, learning and development opportunities, and rewards and recognition. The fourth and final elements stress that employee behaviour must be consistent with the organization's strategic goals and available resources. The organization will acquire competitive advantages by implementing these policies and procedures with regard to its personnel, which will result in sustainable human resource management (Kim et.al, 2021). This figure provided several useful conclusions as well as fresh methods for managing human resources that can be used to keep current workers and recruit new ones. These include providing relevant training and career growth opportunities, rewarding innovation, and having a compassionate management style. The proposed model can also result in a variety of physical and intangible advantages, offering a whole strategy for effective sustainable HR practices in the hotel industry (Kim et. al, 2021).

4.3. Tunisia

4.3.1. Background

The Republic of Tunisia is a country in North Africa with a Mediterranean coast. It is bounded on the west by Algeria, on the east by Libya and the Mediterranean, and on the north by the Mediterranean. The country's southernmost region is dominated by the Sahara Desert. Tunisia's population is primarily Arab Berber. The Ottomans introduced their unique fusion of Asian and European traditions between the 16th and 19th centuries. The variety of Tunisian family names still reflects this country's significant ethnic diversity. The Statista (2022) estimates that there were about 12 million people living in Tunisia in 2022. The country has the secondlowest population in North Africa after Libya. The majority of people live in the governorates of Tunis, Sfax, and Nabeul, which are the largest in terms of population. The Tunisian population is expected to reach approximately 12.5 million by 2026, despite the fact that annual population growth slowed down in 2019 and 2020 (Saleh, 2022).

Tunisia's population is expanding at a slow but steady rate. In order to lower the fertility rate—the typical number of births per woman—the country was the first in Africa to implement a family planning program in the 1960s. The number of annual live births has been declining in recent years. The number of births decreased from nearly 226,000 to roughly 173,000 between 2014 and 2020. Success of the program accelerated social advancement and raised the birth age, which rose to 76.7 years in 2019. Additionally, a large number of Tunisians left the country in search of employment abroad, primarily in Europe and the Middle East, which slowed the country's population growth (Saleh, 2022).

A growing number of people are getting older as a result of the family planning program. In recent years, the proportion of Tunisians 65 and older has increased while the region's average youth participation rate has remained below. However, the country still has a sizable youth population, which in 2020 accounted for about a third of Tunisians. Despite the average country's high levels of education, young people are particularly worried about the country's high unemployment rate (Saleh, 2022).

In 2021, households in Tunisia had an average size of 3.78 people, reflecting the country's controlled fertility rate. Additionally, while divorce rates have increased in recent years, marriage rates have significantly decreased. Over 17,000 divorces were finalized in the country in 2019, up from around 14,500 in 2014. Some demographic trends, such as the declining fertility rate and the increase in divorces, also reflect Tunisian women's higher level of emancipation than in other Middle Eastern and North African countries. In the areas of health and education, Tunisia's female population was very close to achieving gender equality in 2021. Their involvement in politics and the economy, however, was still minimal. Tunisia ranks 128th in terms of economic freedom in the 2022 Index, according to The Heritage Foundation, with a score of 54.2. Among the 14 countries in the Middle East and North Africa, Tunisia is ranked tenth, and its overall rating is lower than the average for the region and the entire world.

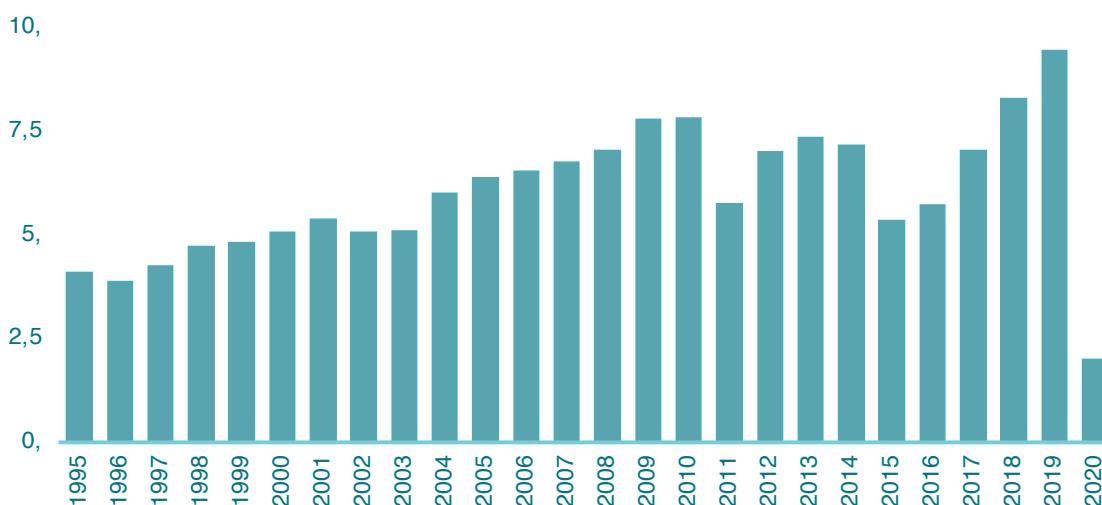
The GDP of Tunisia contracted in 2020 after slowing down in 2019. Growth increased once more in 2021. The level of economic freedom has stayed consistent during the preceding five years. Since 2017, Tunisia's economic freedom has decreased by 1.5 points overall, moving it from the higher to the bottom part of the "Mostly Unfree" category. Some improvements in rule of law rankings are outweighed by significant decreases in economic freedom and fiscal health. Although property rights and trade freedom are fairly strong, financial freedom is severely weak.

Tunisia's response to the crisis, as judged by how stringent it was, placed the country in 160th position among the countries in this Index as of December 1, 2021, when 25,376 mortalities in Tunisia had been linked to the pandemic. In 2020, the economy shrank by 8.8 percent. Following a huge 8.8% decrease in 2020, it is anticipated that GDP would rise by around 3% year between 2020 and 2023. A third COVID-19 wave and stronger containment measures during the summertime penalized labourintensive services like tourism, and rising unemployment is decreasing private consumption. Due to political unpredictability, challenges in financing the significant fiscal deficit, and slow structural reform progress, investor confidence has remained low. However, as Tunisia's major trading partners recover, exports of goods will increase, and domestic vaccination programs will result in a rebound in tourism (OECD, 2021). As a result of COVID-19 striking an already ailing economy, Tunisians are going through their greatest crisis in a generation. However, the pandemic has exacerbated structural weaknesses such as a lack of investment and job creation, high unemployment and informality, a mismatch between the demand for and supply of skills, and high skilled professional migration abroad. Macroeconomic policy, including fiscal stimulus and monetary easing, limited the depth and severity of the recession (OECD, 2022). Tunisia is one of the most visited countries in Africa, per Statista data from 2021. Millions of tourists visit it every year for its scenery, beaches, the Sahara Desert, and the ruins of the Roman and Phoenician civilizations.

4.3.2. Implications of COVID-19 Pandemic to the Travel and Hospitality Industry

The current Coronavirus (COVID-19) Outbreak has a negative impact on the country's tourism industry over the past ten years. In particular, the global health crisis was responsible for the biggest drop in inbound tourism, which fell by roughly 100% in April 2020 compared to the prior year. Tunisia has consistently welcomed between seven and eight million tourists each year, primarily from Africa and Europe. It is anticipated that inbound tourism will gradually rebound after the COVID-19 pandemic.

Figure 3: Development and Importance of Tourism for Tunisia (millions)



Source: Worlddata 2020

Going on vacation to Tunisia typically entails taking advantage of the country's crystalclear sea and golden sand. The most overnight stays by visitors from abroad in 2019 were recorded on the island of Jerba, in the coastal regions of Zarzis and Gabes, and in these locations. To learn more about Tunisia's past, tourists frequently visit its historical sites. Along with the Amphitheatre of El Jem and the Bardo National Museum in Tunis, the Archeological Site of Carthage is the most popular tourist destination in the country. It contains remnants of the ancient Phoenician and Roman civilizations. One of Tunisia's main industries, tourism typically represents a lucrative subset of the country's sizable service industry. The country's economy and job market are both significantly influenced by the tourism industry in normal times. For instance, in 2019, 94.4 thousand jobs were created directly by tourist destinations, attractions, transportation, hotels, and lodging facilities. But the aforementioned crisis periods also had an effect on travel spending. In 2020, compared to 12 percent the year before, tourism's contribution to the gross domestic product (GDP) decreased to 6 percent as a result of the pandemic (Saleh, 2021). It is obvious that the COVID-19 has a terrible impact on Tunisian hotels. In the past three years, hotels have closed, but STR hasn't specified the precise date of closure. Regarding the impacts of the Covid19 pandemic on Tunisian hotels; It might be said that several of the large resort hotels along Tunisia's tourist coasts, which receive a lot of visitors in the summer, have shut down. The hotels were unable to reopen due to a lack of reservations. Numerous boutique hotels and guesthouses have maintained their operations and continue to host numerous domestic travellers (Mammen, 2022).

The average hotel revenue by year demonstrates the fluctuating revenue over the previous ten years. In 2016, protests and upheaval were caused by unemployment and economic issues. According to the fundamentals of supply and demand, if the supply remains constant while the demand declines, the price will decrease. In addition, hotels shouldn't raise their room rates in the coming years or during this new wave of the Covid-19 pandemic. Tunisia has tightened travel restrictions after reporting an increase in Omicron variant cases since December 2021. Like other countries, Tunisia welcomes visitors from abroad, but they must present proof of Covid-19 vaccination. Tunisians rely on the hospitality and tourism industries for their livelihood. In order to combat the effects of the COVID-19 pandemic, Kevin suggested the following practical measures for hotel managers and tour operators: Practical measures include making sure that drivers and guides adhere to strict health and safety guidelines and that the customers have easy access to masks and gel. In this difficult economic climate, tour operators can also consider ways to keep their staff on the payroll. Many people and families are struggling because they haven't had a job since March 2020 (Mammen, 2022)

4.3.3 Policy Recommendations For Tunisia

Using the various HRIS features and applications tends to encourage the growth of an employee's capacity for innovation in HR. First, the HR staff members who were questioned asserted that regular use of HRIS applications could foster their creativity. The findings of Gordon et al. (2008), are in agreement with this (2012). Affective commitment moderates the association between HRIS usage and HR employees' capacity for innovation. This outcome validates Khan's claims (2011). They discovered that employees' dedication enables them to develop and boost their creativity and satisfaction. In fact, an employee's affective commitment encourages personal growth, the contribution of fresh ideas, and the utilization of specialized knowledge for the benefit of the company.

In order to expand, SMEs like Tunisian businesses can invest in these sophisticated information systems. In fact, as our findings imply, an HRIS project in the Tunisian context not only makes work in the HR department easier, but also fosters employees' capacity for individual innovation. It's critical to emphasize the role of affective commitment in the process in order to maximize employees' creativity. A dedicated worker enhances one's work and offers fresh, innovative ideas. Affective commitment plus the use of HRIS helps the organization's creativity to grow.

Managers must persuade staff members of the value of using HRIS. The project of investing in HRIS necessitates a restructuring of the business. There are always some employees who are resistant to changing the way things are done. This resistance to change can be lessened thanks to employees' affective commitment. Our findings can aid HR managers in their initiatives to grow their organizations. A HRIS project not only makes the work of the HR department easier, but it also helps staff members develop their capacity for innovation and raises the standard of their services. Our findings might make it easier for managers to understand the advantages of starting an HRIS project. Indeed, a careful implementation should be pursued and planned in order to be successful and to meet the predetermined goals. In actuality, HRIS streamlines the HR function, automates administrative tasks, gets rid of redundant tasks, lowers costs, and boosts the quality of services.

Similar to this, Lengnick-Hall and Steve (2003) note that e-HR, various information systems, and information and communication technologies used in human resources management have the potential to affect this function's effectiveness and efficiency. Given their contributions to the company, this study may persuade managers to put in place human resources information systems. Its simplicity of use and adoption will help employees become more productive as a whole, increase their capacity for innovation, and provide better services. The outcomes already mentioned can be attained through management practices that encourage the growth of employees' commitment, involvement, and organizational skills. When using HRIS, managers are expected to take the affective commitment of their workforce into account. In fact, when HRIS use is coupled with employees' affective commitment, innovation capacity improves. The employees' resistance to change is decreased by affective commitment. For ERP projects, this resistance is frequently identified as a source of failure.

(OCB) It's also critical to determine whether organizational citizenship behaviour can influence how HRIS usage and employee innovation capability relate to one another. Basically, the "organizational citizenship behaviour" (OCB) refers to all the helpful and productive employee acts and behaviours that don't fall under their official job descriptions. Anything an employee does voluntarily to support their coworkers and advance the organization as a whole qualifies. The OCB can improve staff morale. It fosters a sense of belonging among workers. It raises people's levels of job responsibility. It improves worker productivity and performance; in fact, findings indicate that OCB predicts performance effectively. It eases workplace tension. Additionally, it improves employee social relations. Therefore, OCB greatly increases and improves the use of HRMS while developing the right human resource management.

4.4. Azerbaijan

4.4.1. Background

Azerbaijan is a country with the largest area in the South Caucasus. The population is 10,319,111, according to the most recent Worldometer data from the UN. According to UN statistics, its population makes up 0.13 percent of the entire global population. According to population, it is ranked 90th out of 195 countries (and dependencies). The World Bank's official statistics indicate that Azerbaijan's Gross Domestic Product (GDP) was 42.61 billion US dollars in 2020. The GDP of Azerbaijan is equivalent to 0.04 percent of the global economy. The economy of Azerbaijan grew by 2.2 percent in 2019, which was its strongest performance since 2014. On the supply side, the hydrocarbon industry remained unchanged as a 3.3 percent decline in oil production offset an increase in natural gas production of 27.7 percent year over year. Along with agriculture and services, nonenergy GDP expanded by a healthy 3.5 percent. In terms of demand, higher government spending and rising real incomes encouraged consumption while investment lagged. With 5.1 percent as of 2018, Azerbaijan's official national poverty rate is low. The poverty rate is anticipated to decrease even more in 2019 given the recent increase in private consumption. Despite a year over year increase in consumer prices, inflation remained low in 2019 and the first part of 2020. In February 2020, it increased to 2.8 percent annually. The Central Bank of Azerbaijan (CBA) continued to lower the policy rate to 7.25 percent throughout 2019 and the first half of 2020, even though inflation was within its 4.2 percent target range. 2019 saw a decline in Azerbaijan's foreign account surpluses. Due to the increase in flat exports and imports, the goods trade balance was 12 percent of GDP in 2019. In the first three quarters of 2019, the trade surplus decreased to 12 percent of GDP (World Bank, 2020). Azerbaijan's economy is reliant on oil, particularly after the country had a chance to adjust to new economic circumstances that in previous years had expanded the scope of oil exploration and extraction. The GDP per person is \$7,990.800 in 2014. Azerbaijan's GDP per capita fell to \$3,928.600 in 2016 as a result of falling oil prices, in part. The GDP per capita increased over time, but after 2019, it started to decline once more. The corona pandemic has had a significant negative impact on the Azerbaijani economy as is to be expected. Unfortunately, COVID-19 did more than just hurt its economy by bringing down oil prices. Many people lost their jobs during the special quarantine periods, and businesses were forced to shut down. Official statistics show that 251,7 people registered as unemployed in 2019. The number of unemployed people significantly increased in 2021, reaching 315,7 in total (The State Statistical Committee). This represents an increase of 40% in that brief time frame. Furthermore, the actual number may be much higher because these figures only include citizens whose unemployment was officially confirmed. However, the IMF's April 2020 forecast provided cautious optimism amid the uncertainty; due to the Covid-19 spread, Azerbaijan's GDP is projected to grow by 2.3 percent in 2019, 2.2 percent in 2020, and 0.7 percent in 2021 (Borgen Magazine, 2021).

According to data from the OECD (2020), the economy of Azerbaijan has been severely harmed by containment measures as well as the global decline in oil prices. Government authorities asserted that the economy was losing AZN 120–150 million (USD 70.7-88.4 million) per day at the height of containment efforts in April. According to the Azerbaijani State Statistical Committee, from January to August 2020, the country's GDP shrank by 3% from the previous year. Because the value added in the oil industry declined by 4.9 percent compared to a 1.7 percent decline in the rest of the economy, the decline in global commodity prices made the economic downturn

worse. When compared to the first half of 2019, international trade turnover decreased by 22.5 percent in real terms between January and July 2020. As the only EaP country to maintain a fixed exchange rate, the loss of revenues put strain on Azerbaijan's public finances. The State Oil Fund of the Republic of Azerbaijan (SOFAZ) was expected to generate revenues of USD 7.3 billion in the first and second quarter, but instead spent USD 2.8 billion of that amount, revealing challenges with liquidity and financial sustainability (Covid-19 crisis response in Eastern Partner countries, OECD, 2020). In terms of absolute numbers, Azerbaijan welcomed 796,000 visitors in 2020, placing it 110th in the world. It is evident that smaller countries frequently underperform when measured against the total number of visitors. The picture is much more comparable when we compare the tourist numbers to Azerbaijan's population: With 0.079 tourists per person, Azerbaijan is ranked 128 in the world. West Asia ranked it fifteenth. The tourism industry alone has brought in about 243,9 million US dollars for Azerbaijan. This is equivalent to 0.80% of Western Asia's gross domestic product and roughly 0% of all international tourism receipt (Worlddata, 2020).

4.4.2. Implications of COVID-19 Pandemic to the Travel and Hospitality Industry

Corona pandemic has also had devastating effects on Azerbaijan tourism industry. There are tight travel restrictions for Azerbaijan and other countries, which have a detrimental effect on a number of economic industry and the economy as a whole (Bilan et.al, 2019).

On 12 March, the first confirmed death caused by the coronavirus was reported in the country. On March 14, social isolation policies came into effect in the country. Mass gatherings were banned, people were urged to stay at home, and the country's land and air borders were temporarily closed (Hajiyeva L., 2021). With 328,159 infected individuals (May 12, 2021), Azerbaijan currently ranks 53 out of 221 countries (there were 4726 deaths, 309771 survivors and 13662 active cases). In Azerbaijan's economy, tourism is important and has a lot of potential for growth (Hajiyeva&Teymurova, 2019). The COVID-19 has had a significant effect on the tourism industry, which has seen a sharp decline since March 2020. According to statistics, 158 countries sent 686.3 thousand people to Azerbaijan between January and September 2020, which is 3.5 times less than during the same time last year. Temporary travel restrictions for citizens of the majority of the world's countries are also in place in order to prevent the spread of the coronavirus infection at the state border between the Republic of Azerbaijan and its neighbours. Between April and September 2020, there was a significant drop in visitors to our country, and most of the travel was done for non tourist reasons.

Numerous authors have conducted studies on how the coronavirus pandemic has affected the hospitality and tourism industries. Several experts state that no sooner than 2023 can be anticipated for the industry to recover and the results of 2019 to be realized (Takudzwa, 2020). According to others (Gössling et al., 2020), the Severe Acute Respiratory Syndrome (SARS) outbreak in 2003 or the global financial crisis of 2008–2009 both had a shortterm impact on tourism. Based on a supply and demand analysis, Bakar and Rosbi's (2020) study examines the effects of COVID-19 on the hospitality industry. The authors point out that the pandemic had a significant psychological impact on travellers and caused panic, which had a negative impact on demand for the industry's goods and services.

The most severely affected industries include passenger air travel, the restaurant, hotel, and the

entertainment industry. The need for economic cooperation among less developed countries that are unable to combat the pandemic on their own, increased investment in the creation of a better vaccine, and the adoption of preventative measures in the area of sanitary and hygienic conditions are all proposed as solutions to the problems. T. Ibn- Mohammed, et al. (2021) examine the effects of the coronavirus pandemic on the macro level (the effects on global production and trade, as well as export and import), as well as the micro level (changes in consumer behaviour patterns), using the examples of several countries. The entrance of foreign tourists will decline from 58 to 78 percent depending on the duration of restrictions and the closure of air borders, according to simulation of different development scenarios, although the industry's prospects for further growth are still very unclear. The authors draw attention to the unusual effects of COVID-19 on tourism and the aviation industry. According to Abhimanyu Awasthi et al. (2020), socially responsible tourism—that is, tourism aimed at sustainable development, which entails social justice, environmental stewardship, and economic growth—must be developed in light of the global pandemic that has affected all facets of economic development. When analysing the effects of COVID19 on Georgia's tourism industry in 2021, Nana Kvirkvelia and Mariam Tsitsagi point out the need for hotels to adapt to the current situation and create new strategies (2021, Hajiyeva). The tourism industry is an important industry in Azerbaijan, as in all countries in the world. As mentioned before, the tourism industry in Azerbaijan is seen as an important opportunity for economic development. In addition to economic development, the strength of the tourism industry is also related to the reputation and development of the country.

4.4.3. Issues in Core Sustainable Human Resources Functions

Azerbaijan has faced many human resources problems in the tourism industry. These problems have slowed the progress of the country in the tourism industry. Gandilova (2019), listed the human resources problems faced by Azerbaijan tourism as follows;

- ***A lack of qualified personnel***

Surveys of the tourism industry, particularly in rural areas, revealed a lack of competent workers and inadequate market demands. The need for specialists started to increase, but figures show that in 2014, only 10% of people who directly work in the tourism business had a good education. Although many young people like working in the tourism industry, there is a lack of expertise in this industry due to seasonal factors and a lack of resources for tourist education institutions.

- ***Inadequately planned tourism related propaganda among the local population.***

Residents in areas with tourism potential are unaware, which prevents them from forming ties with visitors (especially foreign ones).

- ***Inequality between pricing and services.***

Profit is entrepreneurship's primary objective. One of the main barriers to tourism in Azerbaijan is this. It is advisable to support small and medium sized firms and build enabling environments for them in order to facilitate the process. These are, in particular, budget hotels, hostels, and guest houses. To raise the level of service, the relevant government bodies can offer both financial and technical support (participation in staff development programs, seminars, etc.).

- The lack of knowledge regarding regional tourism services. (Organizations at the regional level are essential to the growth of tourism and the enhancement of regional competitiveness. Regional actors collaborate with other relevant organizations to organize tasks relating to tourist development, sales, and marketing within their particular region.)
- A lack of collaboration between non-profit, for-profit, and governmental entities.

The interaction in Azerbaijan is minimal from the standpoint of the development of tourism. 7. Lack of access to international information networks as well as regional tourist organizations in the country (Gandilova, 2019).

4.4.4. Policy Recommendations For Azerbaijan

Gandilova (2019), who argued for higher tourism service standards, also offered numerous solutions to the issues she outlined.

- 1) The growth of artistic tourism. The country has high growth potential given the characteristics of its various regions, which are associated with local cuisine, folk art, and other things;
- 2) Planning and carrying out effective marketing campaigns to attract tourists. While some progress has been made in these areas (collaboration with international tour operators; inclusion of Azerbaijan's tourist attractions in scenic brochures; development of traveller information centres at airports and train stations; holding of international tourism exhibitions), more must be done.
- 3) Museums and other cultural institutions should produce audio guides in a variety of languages.
- 4) Preference should be given to 3–4 star hotels when building hotels in the country's tourist areas. The tickets must be available for online purchase. According to global experience, business travellers typically stay at five-star hotels, while vacationers favour cosy three- to four-star lodging.

It is important to note that some of these proposals have already been put into practice. A tourist information centre was opened at Baku Airport, and advertising and informational activities have generally improved. The establishment of the State Tourism Agency was intended to be a significant step in addressing the management issues in this area. Analysis of the republic's tourism industry's development prospects reveals that Azerbaijan Republic is located in a favourable, prosperous region. Beach vacations are among the most popular vacation styles. Many domestic or local tourists prefer to unwind on the beach. The north of the country is where this direction is most developed. In this area of tourism, the southern regions have excellent perspectives and opportunities. However, the lack of hotels and other infrastructures limits their ability to develop. The development of new tourism infrastructure in Azerbaijan is made possible by collaboration with international organizations, which also provides access to financial resources and expertise from around the world. The International Tourist Association "Eurasia" includes Azerbaijan as a member (Gandilova, 2019). In contrast, it is obvious that the

state needs new planning and strategy after the tourism industry lost significance as a result of the difficulties encountered during the Covid-19 process.

The concerns and human health during the corona pandemic should be taken into consideration when organizing these strategies. First and foremost, the examination of how the Azerbaijan tourism will be affected by the pandemic related quarantine measures in 2020. Then it is essential to look for options to stabilize and resume tourism in Azerbaijan while reaching the sustainable development goals under financial stabilization, equal benefit distribution, and concurrent compliance with all security measures to maintain the health of inhabitants. A crucial issue is the provision of recommendations for a methodical solution to the crisis that complies with humanity's sustainable development objectives (Rahmanov et. al, 2020).

The importance of tourism education is highly emphasized. For this, internships, foreign exchange programs, inservice training, tourism education programs in schools are carried out. During the pandemic process, the vaccination rate in Azerbaijan is quite high. In addition, applications for congress and business tourism are given great importance in Baku. In the emerging crisis, the most important solution to the lack of human resources employees is to bring tourism training and certification practices to the employees.

4.5 The Gambia

4.5.1. Background

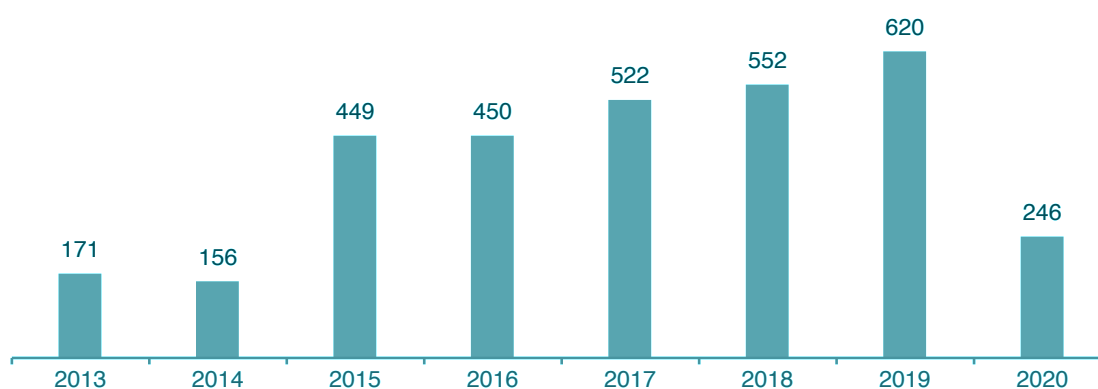
The Gambia, is a country in West Africa. It is the smallest country on the continent of Africa in terms of land area. Except for the coast of the Atlantic Ocean, Senegal completely encircles the country, which was founded along both banks of the river that gave it its name—the Gambia—and which is completely surrounded by Senegal. Banjul, the country's capital, is situated on an island in the Atlantic Ocean. Serekunda and Brikama are the two biggest cities there. Agriculture, fishing, and tourism are the three main industries of the Gambian economy. 48.6% of people were living in poverty in 2015. According to the most recent United Country's data elaborated by Worldometer as of 2022, the Gambia's population is 2,560,372. In 2020, the UN estimates that there will be 2,416,668 people living in the Gambia. The population of the Gambia is equal to 0.03% of the total global population. On the list of countries (and dependencies) by population, Gambia is ranked 144. Gambia's population density is 239 per square kilometre (618 people per mi²). 10,120 km² of land are covered in total (3,907 sq. miles). 59.4% of the population live in cities (1,435,308 people in 2020). Gambia has a 17.8-year median age (Worldometer, 2022). The Gambia ranks 102nd among the freest economies in the 2022 Index with an economic freedom score of 58.0. In the Sub-Saharan Africa region, Prior to slowing to a complete halt by 2020, The Gambia's economic growth rate had been fairly robust. In 2021, growth picked back up. The same period has seen an increase in economic freedom. The Gambia has recorded a 4.6-point overall gain in economic free dom since 2017 and continues to be in the upper half of the "Mostly Unfree" category thanks to an IMF Extended Credit Facility loan in 2020 that brought about a recovery in fiscal health. Tax burden and government spending receive generally favourable ratings, but financial freedom and the rule of law receive less favourable ratings (The Heritage Foundation, 2022). Strong macroeconomic management helped to reduce the fiscal deficit, exit from debt distress, and bring international reserves closer to prudential levels. In 2020, the COVID-19 crisis caused growth to contract by 0.2% and real GDP per capita to fall by 3%, undoing progress made in eradicating poverty. Tourist arrivals exceeded expectations, and record high remittances kept the construction and distribution trade industries growing. However, as capital spending increased, primarily for locally funded infrastructure projects, and tax revenues and grants decreased, the fiscal deficit doubled to 4.4% of GDP. The Gambia took part in the G20 Debt Service Suspension Initiative (DSSI), and it will benefit in 2020 to the tune of \$4 million (0.2% of GDP) (The World Bank in The Gambia, 2022).

The Gambia's economy is arguably experiencing the fastest growth in the tourism industry, which contributes about 20% of the GDP of the country. Since then, the economy has begun to improve, growing by 5.6 percent in 2021, mostly due to remittances and tourists returning from beach resorts. It is the top foreign exchange earner and a significant employer. The tourism industry is ripe with opportunities. Over the past few decades, there has been a noticeable increase in the number of hotels, and there is still much room for growth. In the "Tourism Development Area," as it has been dubbed by the government of the Gambia, there are extensive stretches of coastline that are open to the construction of hotels. The development of hotels in the four- and five-star price ranges is of particular interest to the government. Additionally, the River Gambia is available for the construction of resorts for cruising, sport fishing, and ecotourism. The charter market is the main source of revenue for the tourism industry, and package tours account for the vast majority of visitors. Although there are few flights between West Africa and the rest of the

world, there are a few direct flights and multiple flights from and to Europe every week. Though there are fewer international flight options now than there were two years ago, Air Senegal, TAP, and Turkish Airlines have recently added The Gambia to their routes, joining Brussels Airlines and Royal Air Maroc as the country's two main international carriers. Future government policies are anticipated to continue to promote tourism related activities and encourage more private industry investment in light of the need to develop both the conference market and cultural tourism. Consolidating the current Tourism Development Area and expanding into new locations are two potential government initiatives to help with this. Investors will be given land for free and with the least amount of red tape while they seek to build luxury hotels, highend complementary tourist and business amenities, sports and recreational facilities, ecotourism, river cruising companies, professional game fishing, and water sports facilities. The Gambia's rainy season, which lasts from June to September, is avoided by most visitors who travel during the winter months in the Northern Hemisphere. In the winter, the typical hotel occupancy rate is 90%, but the rest of the year, it only reaches 25%. The majority of travellers use tour operators, and many of them use them to make hotel reservations. The country features multiple craft markets, two large and countless smaller natural reserves, a small crocodile park, and a river island that is home to many chimpanzees in addition to numerous artisan markets.

Eco tourism is still a relatively new subindustry despite a few new firms popping up along the River Gambia. The Ministry of Tourist and Culture has also taken steps to support villager integration into the tourism industry by allowing them to operate as visitor activity hubs in their own communities. Ecotourism is a niche business that is largely untapped but very lucrative. The River Gambia offers area for business hubs along its banks and is very navigable. River transportation and river activities provide significant untapped tourism prospects (International Trade Administration, 2020).

Figure 4: Gambia Tourist Arrivals 2013 to 2020 (thousand)



Source: The Global Economy 2020

4.5.2. Implications of COVID-19 Pandemic to the Travel and Hospitality Industry

The Gambia, is waiting and hoping for life to return to normal following COVID-19 because the country's tourism industry, which contributes significantly to GNP, has been devastated after coming to a complete halt for more than a year. After agriculture, the tourism industry contributes the second largest amount to the country's GDP, with over 150,000 workers. The government was forced to shut down business and issue mandatory home confinement orders when the coronavirus first appeared in the country in March of last year. While others are still without jobs as a result of the devastating pandemic, the country's tourism workers have seen their earnings halted. Since the majority of tourist workers are also the household's primary provider of income, their capacity to provide for basic needs like food, healthcare, and education has been severely constrained. Although the restrictions put in place by the government, such as the closure of the industry to enforce its policy of staying at home and the ban on flight landings, have since been lifted, tourism workers still have to deal with the challenging effects of the pandemic. Some have called for government bailouts as more jobs in the tourism industry continue to be at risk as a result of employers working to resurrect their companies (Xinhua, 2021).

4.5.3. Issues in Core Sustainable Human Resources Functions

The conflict and mistrust between the various tourism industry was one of the major problems impeding constructive dialogue and change. Both the formal and informal industry, as well as various informal industry organizations among themselves, laid blame for the underwhelming performance of the industry. It became clear through a thorough process of stakeholder consultation what the actual condition was for each industry of the industry because there was so much disagreement regarding the problems related to sustainable tourism in The Gambia. Gambia has faced many human resources problems in tourism (Bah et.al, 2003). The Gambia is a relatively popular winter sun destination. Recurring visitors to The Gambia are relatively high, but worries about beach bumsters³ are growing. Their aggressive approach to tourists deters large numbers of visitors from leaving their hotels, which adds to the enclave feel of some of the hotels. Moreover, the ability of the informal industry to deliver consistent quality has been identified by tour operators and ground handlers as one of the main issues it faces (Bah et.al, 2003). Additionally, every informal industry group felt that the formal industry might have done more to promote the goods and services of the informal industry. In their opinion, tour operators aggressively discouraged, and in some cases did not even encourage, travellers from going to craft markets, hiring local tour guides, and buying juice and fruit at their Welcome Meetings. They also suggested that hoteliers should do more to encourage tourists to support the informal economy and disadvantaged producers in particular by teaching tourists about the services they offer, urging them to buy crafts, fruit, and juice, and encouraging them to employ guide services. Unlicensed and uncertified tour operators, unofficial vendors, uneducated street artisans, who are described as vagrants, disturbing the tourists are considered as human resources problems in Gambia tourism. The intensive seen of informal groups in the industry scares tourists. For this reason, tourists who have trust problems cannot feel these touristic destinations because they cannot feel comfortable. At this point, the biggest problem stems from the weakness of human resources management. The emergence of tourism employees independently and insecurely confuses tourists. Therefore, the presence of single -centred formal groups for tourists by increasing in -service quality is required.

³ According to the results of many studies and surveys, all tour guides agreed that being hassled and threatened by "bumsters" was the top fear for travelers. Two of the operators also cited poor hotel conditions as a problem, and one expressed worry about the negative effects of malaria prophylactics (Bah et.al, 2003).

4.5.4. Policy Recommendations For The Gambia

As a solution to the problems encountered, the Gambian government has aimed to offer solutions by applying many plans, changes and new strategies. Eventually there was broad agreement among the informal industry groups regarding the steps required to increase their visibility to tourists in formal industry hotels and inclusion in excursion programs supported and promoted by tour operators. The creation of a code of conduct, which would govern behaviour both within the group and between group members and other informal and formal industry groups, was important to each of the informal industry groups. Fruit vendors, juice pressers, and bird guides were among those who lacked a clear system of recognition and sought out formal recognition. The Gambia Hotel Association, the Ground Handlers and Equipment Hirers Association, the Federation of Tour Operators, and the government all publicly accepted the work plan after the Federation of Tour Operators significantly contributed to securing multi stakeholder agreement. The Hotels Association and the Ground Handlers were represented in the formal industry at the multi stakeholder session. (Bah et.al, 2003). The change plan that was agreed upon;

- To develop new destinations and products
- To require insurance for “high risk” informal industry activities, particularly the fishermen and accommodation providers
- To source local food, supplies, and soft furnishings

To place What’s On information in hotels. To produce a regular publication. To develop codes of conduct for each informal industry group. For each segment of the informal industry, it was decided that “Codes of Conduct” were required. The relationships between poor producers in the informal industry, between groups of poor producers, and between the informal industry as a whole, the formal industry, and tourists were all addressed by each code. The codes of conduct for each informal industry group were developed using the same appreciative inquiry methodology, which included creating a vision for change, outlining the steps required to realize it, and fostering cooperation and selfrespect. This method made it possible for support for the Codes of Conduct to emerge from specific subindustry workshops. Badging and licensing were used to support the Codes of Conduct, to make the tourist experience less stressful, and to boost potential customers’ confidence in the goods and services provided by subpar producers. There are 26 fruit vendors working on Kotu Beach, all of whom are female (Bah et.al, 2003). They used to hawk their fruit baskets to tourists while they strolled back and forth all day long, approaching them. The women who were pacing back and forth on the beach in search of customers made the tourists feel hassled. Together with the fruit vendors, a code of conduct was created that outlined how they should interact with each other, hotels, and tourists. They no longer argue over business because they now know who each customer “belongs to.” Official tour guides are local tour operators who hold GTA licenses and provide both shorter day trips and longer excursions. In one of the busiest tourist areas, there is a sizable group of tour guides working in front of the Senegambia Hotel. (Bah et.al, 2003). The Kotu beach area is the other major tourist area, and other smaller groups are active outside of several hotels there. The official tourist guides operate some of their tours using tourist taxis, which are taxis that have been granted a license for use by tourists based on meeting a set of requirements that are not always met by regular (or “bush”) taxis. The safety of the official guides has always raised some questions among tour operators, and there has also been a problem with competition over excursions because the guides provide many of the same excursions as the tour operators at a lower cost (Bah et.al, 2003). The “What’s On” boards have benefited the licensed tour guides, and there has been some lessening of hostility between the licensed tour guides, taxi drivers, and the formal industry.

They have developed and adopted codes of conduct, which have improved the guides' sense of shared accountability. Licensed tour guides in Palma Rima, where there is a significant issue with "bumstering" around the hotel, have implemented their own logbooks that keep track of who has worked and where they took their clients. They also keep track of customer satisfaction by having customers leave feedback in the log after visiting. They have removed the uniform from one guide who they believed was involved in one of their clients being robbed in the market and they suspend guides for even the smallest violations of their Code. When guides act in this manner, GTA⁴ is determined to support them and revoke the licenses of the offending guides (Bah et.al, 2003). The Tourism Challenge Fund project in The Gambia showed how crucial it is to forge business ties between formal industry tour operators, ground handlers, and hoteliers in order to facilitate the inclusion of underprivileged producers in the industry. It also highlighted the value of reaching an understanding of the nature of problems in order to reach consensus on what needs to be done and what is feasible.

Building a consensus for action required the development of a multi-stakeholder process based on some solid evidence about the issues that the tourists and various stakeholder groups perceived as facing tourism in The Gambia. No single group can alter how a place runs; instead, both the formal and informal industries must act jointly with the support of the government. The tourism industry is highly fragmented and interconnected; there are many opportunities for cooperation throughout the supply chain, but this is made more challenging by the comparably slim margins in a fiercely competitive market place (Bah et.al, 2003). The Gambia faces fierce competition from numerous comparable locations, and a big factor in its popularity as a travel destination is its reputation for offering affordable winter sun. While both the formal and informal industries are interested in making The Gambia a more robust and alluring tourist destination to compete with other sea, sand, and sun destinations, once visitors arrive there is fierce competition to win their business (Bah et.al, 2003). For instance, there is intense competition for the supply and sale of guided tours. The income from guided excursions is vital to tour operators as well as to their managers and representatives since the commissions collected from the sales of excursion packages are a sizable source of income that supports the tour operators' pay. Providing excursion packages to tour operators is ground handlers' main line of business, and the employment of their drivers and guides depends on the tour operators' ability to sell excursions to their customers. Officially licensed guides attempt to maximize their sales of guided excursions to the same tourists in addition to providing highvalue excursions to the same types of sights that are offered by tour operators and ground handlers. The certified guides face competition from both the excursions offered by tour operators and the "bumsters," who provide local and occasionally more ambitious guided services (Bah et.al, 2003). The government trains and licenses the authorized licensed guides to offer guiding services throughout The Gambia. However, they lack authorized transportation and are not covered by insurance to offer excursions. The taxi drivers are happy if they use authorized taxis, but ground handlers and tour operators point out that this is against the rules. Taxi drivers, ground handlers, and tour operators all point out that using unlicensed transportation is against the law and risky. To resolve these conflicts, define, and enforce the legal limits of what each group is permitted to do, the government must create a framework for the industry's regulation. There is a lot of potential to maintain the formal industry's dominance through regulation and economies of scale. The formal and informal industries both support licensing. For the informal industry, it confers legitimacy and removes one type of access barrier, while the formal industry sees it as a means of controlling the latter. However, licensing has its drawbacks for the unofficial industry and can be used to protect a market. The wrangling that surrounds training, quality, and the

⁴ *GTA: An Act of Parliament approved the creation of the private industryrun Gambia Tourism Authority (GTA) in July 2001 as a public organization to grow, control, and advertise the country of The Gambia's tourism industry.*

worth of various courses and licenses shows that the devil is in the details. Both the formal and informal industries view “bumsters” as undermining standards and undermining both the formal and informal industries, so turning “bumsters” into licensed guides degrades their status and income (Bah et.al, 2003).

The opportunity to develop stable, long-term marketplaces for goods and services including food, drink, and furniture has the potential to expand employment and raise regional incomes. A growing number of hotels currently purchase fresh vegetables from neighbourhood women’s organizations. There is still a great deal of potential for development in this area, but the hotels are aware that this is the most efficient method to stimulate the regional economy. If paired with education about quality control, hygiene, awareness of continuity of supply, and business management, the hotel industry might improve the quality and freshness of the produce it delivers to tourists while cutting prices and increasing local employment prospects. There must be, in order to accomplish this; improved connections between restaurants, hotels and local producers; assurances to hotels and restaurants about health and safety (such as sealed drink containers); access for informal industry groups to written information about requirements, standards and sales, variety of produce desired; improved local markets - requesting fruit vendors to sell to hotel guests and kitchens.

As a result, tour operators need the support of the informal industry and the government to solve the human resources problems faced by the Gambia tourism industry. Tour operators can take the following steps in the originating markets:

It’s crucial to inform visitors about the area and inform them of the opportunities that exist for them to interact with the informal industry and have an even more enjoyable vacation. The best way to do this is by using the travel manuals and predeparture briefing sessions held in the destination by the tour operator. Operators would benefit greatly from working with the unorganized industry to offer pertinent guidance on haggling (e.g., behaviour and prices). The main issues that tour operators based in the UK and the Gambia had in common were standards, quality, and health and safety (particularly food hygiene). A good level of insurance (such as public liability), dependability, reputation, and operational logistics were additional crucial factors.

The tour operators claimed that they were not involved in this process and did not see it as being within their purview. The accommodation providers specify links with their suppliers, and they claimed that they were not involved in this process. The owners supported the use of regional food suppliers, provided that standards for health and safety, dependability, and quality were upheld. Using local suppliers was more affordable, according to one operator. The use of local markets rather than hotels can be encouraged by tour operators. The tour operators have the chance to increase the size of the image by diversifying the available activities.

The informal industry can assist this process by:

- adopting and upholding formal codes; cooperating with seasoned players in the private industry to create new goods of higher quality;
- undergoing training to improve capacity.

Government can help by providing:

- identity cards,
- and a regulation that does not unnecessarily hinder producers’ ability to participate in the

industry while still ensuring the bare minimum of safety and security standards.

4.6. Turkey

4.6.1. Background

Turkey, the southernmost extension of the Balkan Peninsula, and Anatolia make up the majority of Turkey's area. The land of Turkey in Europe only makes about 3% of the total area. This blend first appeared as a result of interactions between the Turks' culture and the cultures of the peoples they encountered as they migrated from Central Asia to the West. Turkish culture is the outcome of efforts to uphold historical and religious traditions while developing into a "modern" Western state. Turkey's population as a whole is shown in the Statista (2022) statistic from 2017 to 2021, with forecasts up to 2027. In 2021, there were 84.68 million people living in Turkey as a whole. From 2004 until 2014, the overall population increased year; however, as of 2011, the annual rate of population growth steadily started to decline, albeit still being positive. However, for the first time in more than ten years, population growth increased in 2012 as compared to the year before. On the other hand, the country's fertility rate has been declining every year since 2002. The life expectancy was also rather low, but when compared to the life expectancy of many other advanced countries, this value appears to be unrelated to how developed a country actually is. Turkey's economy has had a noticeable upturn, particularly when compared to 2008. The employment rate in the country is one area that has improved. The unemployment rate peaked in 2009 and fell sharply each year until 2012. But starting in 2012, the unemployment rate began to rise once more, and this pattern persisted throughout 2014. However, despite ongoing variations since 2008, Turkey's inflation rate decreased to a decade low in 2014 compared to 2013 levels. Despite a sizable decline in 2009, the country's GDP hit a decade high in 2014, more than tripling since 2004. Analysis of yearover-year patterns reveals that the GDP has been increasing steadily since 2009, but at a slower rate since 2012 (O'Neill, 2007).

The Turkish economy grew modestly from 2017 to 2020, but growth surged in 2021. It's unfortunate that a five-year trend of declining economic independence has accelerated. Due to dramatic drops in both its fiscal health and rule of law scores, Turkey's economic freedom has decreased by 8.3 points during 2017 and the country has moved from the "Moderately Free" category to the "Mostly Unfree" category. While monetary independence has decreased, the highlights include investment and trade freedom.

As of December 1, 2021, 77,038 deaths in Turkey had been linked to the pandemic, and the country's reaction to the crisis, measured by how stringent it was, came in at number 133 among the countries in this Index. Only 1.8% of the economy expanded in 2020. After a robust recovery in 2021, growth will decline over the projection period, according to the OECD (2022). Consumer spending will be constrained by extremely high inflation and waning consumer confidence. Uncertainty regarding geopolitical concerns and financial conditions will discourage investment. While the reallocation of global supply chains will continue to promote exports, the conflict in Ukraine will negatively impact global demand and commodities prices. High commodity and food prices along with accommodative monetary policy will sustain consumer inflation above 70% in 2022 (OECD, 2022). Turkey ranked 5th in the world in the number of tourists in 2020 (UNWTO, 2020). The outcome is a far more comparable image when the number of tourists is

compared to Turkey's population: Turkey was 93rd in the world with 0.19 tourists per citizen. It was tenth in Western Asia.

For Turkey, the tourist industry alone generated roughly 13.77 billion US dollars. This is roughly equal to 20% of all international visitor spending in Western Asia and 1.7% of its GDP in 2020 (Worlddata, 2020). Istanbul, Antalya, and the Mediterranean and Aegean beaches are Turkey's top tourist destinations. Germany and Russia are the two countries that send the most tourists to Turkey, which provides a variety of varied cultures. The major historical cities of Istanbul and Antalya, as well as the Aegean and Mediterranean Sea coasts, are the most widelyliked travel destinations in Turkey. The majority of visitors are from Germany and Russia. Turkey offers a diversity of focuses depending on the region because to its location on the border of Asia and Europe and its rich history. The ancient Persians, Greeks, and Romans as well as the Ottoman Empire and trade between the continents have had an impact on the country's history. Turkey has more cultural artifacts from various centuries than virtually any other country, including Greek temples, Roman aqueducts, cathedrals, cave churches, and amphitheatres. According to Katherine Ozbilge, president of the American Society of Travel Advisors' Turkey Chapter, "The currency move will improve Turkish tourism income and visitors will have the possibility to have premium vacation packages at the lowest prices."

4.6.2. Implications of COVID-19 Pandemic to the Travel and Hospitality Industry

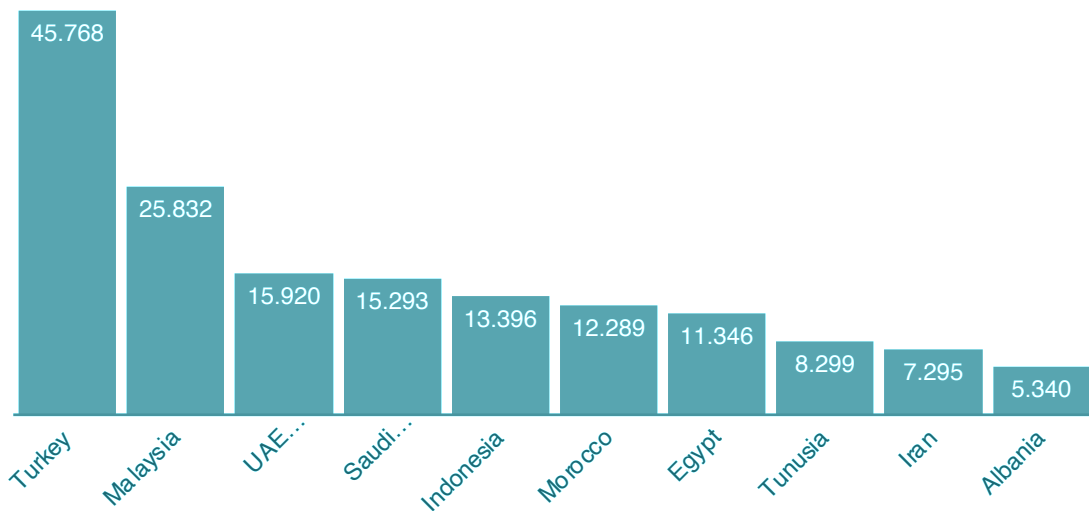
The devastating effects of the Corona pandemic have been seen in Turkey as well as in every country. Apart from the social life of Turkey, the economy and, accordingly, the tourism industry have been greatly affected. Travel restrictions and quarantine practices that emerged due to the Corona pandemic have affected the tourism industry. Turkey's tourism for 2020 have made a good launch and the number of excursionists in the first two- month period, an increase by 9.6 has come a record breaking 3.5 million. Still, Turkey has passed public counterblockade operations with harsh measures similar as numerous countries because of epidemic seen in March and spread fleetly in Turkey. Epidemic in Turkey began on 11 March 2020, but the first death was realized in seventh day of epidemic. Number of cases reached nearly 53 thousand, and there are deaths further than one thousand on 31st day of epidemic (Turkey Republic Health Ministry, 2020). Case and death rate in Turkey is 2.11. This rate means that 2.11 of the diagnosed cases end with death (Turkish Republic Digital Transformation Platform, 2020). Turkey took some trip- confined measures because of adding of cases. First, Turkey has stopped breakouts to 66 countries including European countries and has closed border crossings (Ministry of Internal Affairs, 2020). also, in order to help contact between people in the country, conditioning of theatre, cinema, show centre, musicale hall, recreation demesne, swimming pool, Turkish bath, sauna, hot spring, massage hall, Gym and sports centres have been stopped (Ministry of Internal Affairs, 2020b). The government has drastically restricted the social activities of people over the age of 65 because the health of those infected with COVID-19 is greatly threatened. Aged people and those with underpinning medical problems similar as diabetes, habitual respiratory complaint, and cancer are more likely to develop serious illness (World Health Organization, 2020a). In addition, businesses' entries and exits (by land, air and ocean, public transport, private vehicle, rambler etc.) were stopped for 15 days (Ministry of Internal Affairs, 2020c). Final, a two- day curfew was assessed on 10 April 2020 at same businesses (Ministry of Internal Affairs, 2020d).

Indeed, Turkey in the statement made by the Ministry of Tourism stated that there are over 70 of vacation packages and trip cancellations (Paraanaliz, 2020).

4.6.3. Issues in Core Sustainable Human Resources Functions

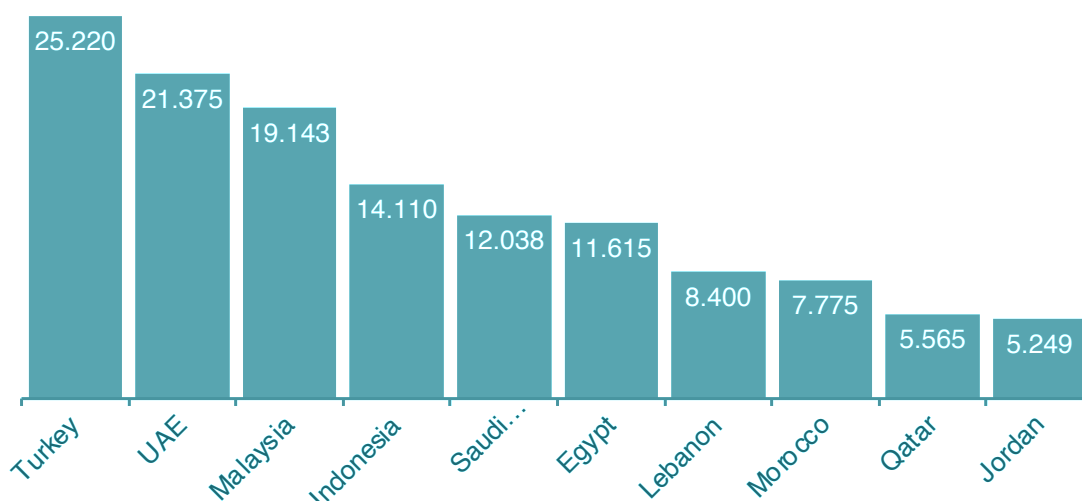
Beyond the success of the tourism industry in Turkey, there are many human resources problems that it faces and needs to overcome. An uneducated workforce can lead to sustainable human resource problems. For this reason, the importance of tourism education, certification of tourism enterprises, recruitment of qualified personnel is emphasized. Aycan (2001), on the other hand, argues that the most important internal human resources problems faced by Turkey are the context of education, the internal environmental forces and inadequate human resources management. Despite the tremendous demand, one of the main issues in the HRM industry is that there isn't enough research output to inform practice. Only five of the approximately 75 universities provide graduate programs in HRM and associated subjects. Organizations are reluctant to finance research. Typically, businesses demand immediate fixes for pressing issues rather than investing time and money on research. They consult "global" sources in the lack of local expertise.

Figure 5: Top OIC Tourism Destinations in International Tourist Arrivals (2018) (thousand)



Source: UNWTO, *Tourism Highlights*, 2019

Figure 6: Top 10 OIC Tourism Destinations in International Tourism Receipts in 2018 (thousand)



Source: UNWTO, *Tourism Highlights*, 2018

However, it is debatable if such actions are suitable given Turkey's cultural setting (Wasti, 1998). However, it is debatable if such actions are suitable given Turkey's cultural setting (Wasti, 1998). qualities of the workforce and changing demography. There are two developments that are significant for Turkish HRM practices. The first is the shifting values and standards of a young, educated workforce, and the second is the rise in the proportion of workingage women. The availability of young, educated labour is one of the main drivers of Turkey's economic growth. Turkey's population is made up of 57 percent of persons under the age of 30. A highly young management population can be found in Turkey (mean age is 27.6). In order to better understand the motivational factors and leadership preferences of senior business administration students from 15 different universities across Turkey's six regions, Ayca and Fikret Pasa (2000) conducted a nationwide survey. In all, 1,213 students took part in the study. According to the findings, having power and authority, a calm work environment, the chance for career advancement, and pay were the factors that motivated people the most, while close supervision and guidance, compliments from a supervisor, performance feedback, and a sense of belonging motivated people the least. In terms of leadership, it was discovered that charismatic leadership was most favoured, followed by participative and paternalistic types. Today's young and educated workforce, compared to 10 years ago, has preferences and expectations that are more in line with "Western" industrialized cultures (Ayca and Fikret-Pasa, 2000). This implies that future HRM strategies in Turkish firms should take this into account by boosting empowerment and developing possibilities. In Turkey, women are becoming more involved in the economy. Turkish women are ranked 73rd worldwide in employment connected to science, technology, and the arts, according to a 1996 UNDP assessment (out of 210). According to an ILO survey from 1997, 4 percent of Turkish women hold senior managerial positions, compared to just 2 percent in the United States, 2 percent in the United Kingdom, 3 percent in Germany, and 1 percent in Japan. According to Ayca (1999), there is generally support for women entering the workforce. Despite rising female

employment rates and supportive attitudes, cultural beliefs and expectations may act as a barrier to job advancement. One of the main justifications for the lack of procedures for maximizing the development and use of women's potential is this issue. The devotion and commitment of the top management is a crucial factor in influencing the degree of resource allocation and quality of HR activities. Few private industry companies have senior management that collaborates with the HR division as a "full partner" (i.e., one that has significant influence on business policies). HR managers participate in strategic decision making in these firms and are even elevated to higher management positions, such as vice presidency. The senior management of the majority of private industry businesses provide support, but views the HR departments as "showcases." The name of the department in these organizations is changed from "personnel" to "human resource management," not the functions. Top management in public industry firms views human resources departments, also known as "personnel departments," as offering standard services. As a result, they offer very little assistance. There is a significant difference between the public and private industries, as the discussion that came before makes clear. Within private industry organizations, there are additional variances. In companies with joint ventures with US, European, or Japanese partners or representing offices of a foreign multinational firm, HRM procedures are more advanced. The HR departments perform more traditional duties in family owned businesses. Another crucial factor in determining the composition, responsibilities, and level of service provided by HR departments is their size. The HRM techniques are more advanced in large organizations. Finally, the kind and services provided by HR departments depend on the industry or industry. In Turkey, the finance and IT industries are at the forefront of developing, sustaining, and funding the most efficient HR systems (Arthur Andersen, 2000).

4.6.4. Policy Recommendations For Turkey

The Ministry of Culture and Tourism has made certain tourism strategies and plans for 2023. The aim of these strategies is to strengthen Turkish tourism and to provide sustainable human resources to the tourism industry. On the other hand, problems in the current planning and finding solutions to human resources problems encountered in the tourism industry were taken into consideration.

In the considered strategies, incentives, reduction of bureaucratic barriers and certification were emphasized. Incentives are made in order to make tourism better and stronger. Elimination of bureaucratic barriers is aimed to draw attention to foreign capital tourism. The fact that tourism enterprises that contribute to tourism activities are also certified by the Ministry of Culture and Tourism carries the quality and process in the tourism industry to the highest level (Tourism Strategy of Turkey, 2022). For this reason, the importance of education strategy is emphasized in the planning it organizes. Tourism education is to provide a national level of quality by making the country's tourism global. Turkey should apply to tourism education in order to increase its reputation and profitability. First and foremost, it must be emphasized that it is in everyone's best interest to increase quality awareness among both the institutions providing tourist education and the general population receiving it. (Tourism Strategy of Turkey, 2022, p.27). Tourism education increases the quality of service by making the workers in tourism enterprises more knowledgeable. The presentation of language programs in tourism education, the transfer of various knowledge and experience create a smooth industry by increasing the disruptions and misunderstandings in the field of tourism. Thus, while the tourism industry is carried out professionally, it gains success by making it better with the strategies made every year (Tourism Strategy of Turkey, 2022).

The initial phase was reviewing related papers to look for characteristics associated with sustainable human resource characteristics for tourism. Following this, focus group (Nyumba et. al, 2018), research was conducted, which is a qualitative method widely employed in the social sciences to thoroughly analyse issues. Participants in this study were people with jobs or academic positions in Türkiye's tourism industry. They voluntarily took part in the study. Due to COVID-19, the focus group convened online using the Zoom platform. After the online focus group was created, the primary purpose and goals of the study were initially made clear. Three academics who specialize in the study of human resources management in the tourism industry, three human resources managers in the tourism industry, and four tourism industry employees were selected to participate in the focus group. For a focus group to be established, ten participants are excellent since they provide enough diversity of viewpoints (Krueger, 1994). Focus groups are an effective research method for gathering qualitative data in a variety of circumstances. Focus group data also adds to quantitative research by shedding light on already existing data or inspiring new lines of study (Huston & Hobson, 2008, p. 186). Focus groups provide a chance to gain important insight into the experiences, perceptions, and views of group participants (Massey, 2011). Focus groups are conducted inside formal or semi structured meeting bases and are focused interviews of groups of people designed to gather qualitative information (Huston & Hobson, 2008).

Although focus groups were introduced in the 1940s, they were not often used for research until the late 1960s (Easton et al., 2003). The focus group literature places a strong emphasis on the necessity of participant homogeneity and suitability. According to Morgan (1993) and Cameron (2005), the size and scope of the study, the diversity of the participants, and approaching the saturation threshold are mediating factors for deciding how many focus groups should be conducted. They were made aware of the focus group procedure before it was put into action. A professional who works in the field of service marketing moderated the focus group talks. A mixedgender group was created because, according to Freitas et al. (1998), conversations in these groups are of higher calibre and lead to more accurate outcomes. The participants consisted of five males and five females. The participants were between the ages of 36 and 64.

The participants were questioned by a moderator on the most important dynamics for the tourism industry's sustainable human resource management. Analysis has been done on the circumstances during the pandemic. The topic of strategy recommendations in the context of human capital was examined in order to improve the level of service in the tourism industry. Following the focus group talks, 23 items were collected for the study. There are drawbacks to postal and telephone surveys, such as poor response rates and high expenditures (Batterham, 2014). However, the COVID-19 pandemic has made face to face surveys extremely risky because it is exceedingly challenging to maintain social distance while conducting them (Dodds and Hess, 2020). Online survey software, however, is now sophisticated and user friendly (Batterham, 2014). Additionally, internet surveys are valid, accurate, and representative (Chang and Krosnick, 2009). Twitter is widely used to reach out to survey respondents because it offers a big user base, easy toaccess messaging, and a diversified user base that fits well with a variety of research methods (Sibona, 2014). It is also the most widely used microblogging platform (Gu et al., 2016). So, among Twitter users, a survey was carried out online. A Tweet was made with a reference to the survey. "If you work in the tourism industry, please answer" was the title of this link. The online poll took around 10 minutes to complete, and it contained online informed consent. The survey was both voluntary and anonymous. In June 2022, an online survey was conducted. The

survey was divided into two main parts. In the first, participants were asked three demographic questions about their age, level of education, and gender. The participants' anticipated scores for 23 sustainable human resource factors relevant to the tourism industry are presented in the second section. A pilot study was carried out to determine the validity of the questionnaire and evaluate how well the items were understood. 17 people who were involved in the pilot study. A pilot study was carried out to determine the validity of the questionnaire and gauge how well the items were understood. There were 17 people who work in the tourism industry that took part in the pilot study. Nine of them were female and eight were male; all had graduated from college, and they were between the ages of 31 and 56. They were made aware of the study and participated voluntarily. In just one week, the data were gathered. 418 respondents were given the survey questionnaire. A Likert scale of 1 strongly disagree to 5 strongly agree was used to score the questions. The sample size was 418 participants, accepting more than 10,000 persons annually with a 95% confidence level and a 5% error margin (DeVaus, 2000). 48 percent of them were men, 31 percent of them were between the ages of 21 and 30, and 56 percent had only an undergraduate degree.

Table 1. Demographic Data

| Findings Related to Demographic Structure | | Frequency (n:418) | (%) |
|---|--------------------|-------------------|------|
| Gender | Female | 231 | 52 |
| | Male | 187 | 48 |
| Age | 21-30 | 131 | 31,3 |
| | 31-40 | 163 | 39,0 |
| | 41-50 | 80 | 19,1 |
| | 51 + | 44 | 10,5 |
| Education | Primary education | 65 | 16 |
| | High school | 61 | 15 |
| | Associate degree | 48 | 11 |
| | Licence | 235 | 56 |
| | Graduate and above | 9 | 2 |

The research survey's reliability analysis produced a Cronbach's alpha coefficient of 0.933. FA was used to the expectation items in order to categorize the things. When a researcher is interested in learning which variables in a single set of variables form coherent subsets that are largely independent of one another (Tabachnick & Fidell, 2001), they can use FA, a statistical technique that allows them to reduce a large number of observed variables to a smaller number of factors (Gryna, 2001). Principal component analysis with quartimax rotation was used in conjunction with EFA. The coefficients of the Kaiser-Meyer-Olkin (KMO) test ($0.939 > 0.5$) and Bartlett's test of sphericity ($p = 0.000$ 0.01) were identified to assess the reliability of the scales.

Table 2. Dimensions of Developed Factors

| | Factor Loading | Cronbach Alpha | Explained Variance |
|-------------------------|----------------|----------------|--------------------|
| EDUCATION | | 0,865 | 34,1 |
| Q1 | 0,762 | | |
| Q23 | 0,744 | | |
| Q16 | 0,681 | | |
| Q6 | 0,657 | | |
| Q7 | 0,643 | | |
| Q21 | 0,634 | | |
| Q22 | 0,588 | | |
| Q17 | 0,561 | | |
| Q18 | 0,531 | | |
| COVID-19 ISSUES | | 0,867 | 21,7 |
| Q13 | 0,849 | | |
| Q11 | 0,821 | | |
| Q12 | 0,803 | | |
| Q9 | 0,688 | | |
| Q10 | 0,701 | | |
| CULTURAL CONTEXT | | 0,781 | 10,5 |
| Q8 | 0,755 | | |
| Q5 | 0,7 | | |
| Q4 | 0,709 | | |
| | | | |
| EMPLOYEE PROFILE | | 0,836 | 5 |
| Q20 | 0,756 | | |
| Q2 | 0,750 | | |
| Q19 | 0,780 | | |
| Q3 | 0,722 | | |
| Q14 | 0,720 | | |
| Q15 | 0,710 | | |

The factor analysis produced four dimensions: “Education”, “Covid 19 issues”, “cultural context” and “employee profile” for participants’ assessments of the sustainable human resources management. The reliability analysis resulted in a Cronbach’s alpha value of 0.926. Table 2 lists the factor loadings and values for internal consistency for each dimension. st (0.939 > 0.5) and Bartlett’s test of sphericity ($p = 0.000$ 0.01) were found to be significant. The study yielded 4 factors that account for 71.8% of the overall variance. The analysis was legitimate because it was thought reasonable that the total variance was greater than 50% (Hair et al., 2017). As a result of the factor analysis, it is seen that cultural awareness, education, employee characteristics are emphasized for human resources management in the tourism industry. The effects of the

global epidemic were found remarkable to be defined as a separate factor. These findings draw attention to the premise of cultural sensitivity and education for solutions to be proposed for the sustainable evolution of human resources.

After factor analysis was performed, frequency analysis was performed for each item, taking into account the gender element. Tables related to frequency analysis are given below for each item, respectively. In general, it is seen that female participants agree with the statements more than male participants. However, another remarkable finding is that most of the participants were undecided about the items. For this reason, it is clear that it is necessary to create awareness and involvement for industry stakeholders.

Table 3. Participants' Answers for Question1

| | | | female | male | total |
|--|---------------------------|----------------|--------|------|-------|
| The most critical thing is the right education. | Strongly Disagreed | Number | 9 | 11 | 20 |
| | | Total % | 3.9 | 5.88 | 4.78 |
| | Disagreed | Number | 24 | 16 | 40 |
| | | Total % | 10.4 | 8.56 | 9.57 |
| | Undecided | Number | 122 | 91 | 213 |
| | | Total % | 52.8 | 48.7 | 51.0 |
| | Agreed | Number | 42 | 37 | 79 |
| | | Total % | 18.2 | 19.8 | 18.9 |
| | Strongly Agreed | Number | 34 | 32 | 66 |
| | | Total % | 14.7 | 17.1 | 15.8 |

14.3% of women (n=33) and 14.4% of men (n=27) out of 418 did not agree with this situation, likewise 32.9% of women (n=76) and 36.9% of men (n=69) stated that they agree with this situation.

Table 4. Participants' Answers for Question2

| | | | female | male | total |
|---|--------------------|---------|--------|------|-------|
| Experience in the industry more important than education. | Strongly Disagreed | Number | 4 | 5 | 9 |
| | | Total % | 1.73 | 2.67 | 2.15 |
| | Disagreed | Number | 28 | 30 | 58 |
| | | Total % | 12.1 | 16.0 | 13.9 |
| | Undecided | Number | 126 | 91 | 217 |
| | | Total % | 54.5 | 48.7 | 51.9 |
| | Agreed | Number | 41 | 34 | 75 |
| | | Total % | 17.7 | 18.2 | 17.9 |
| | Strongly Agreed | Number | 32 | 27 | 59 |
| | | Total % | 13.9 | 14.4 | 14.1 |

10.8% of women (n=25) and 10.7% of men (n=20) out of 418 did not agree with this situation, likewise 36.4% of women (n=84) and 32.1% of men (n=60) stated that they agree with this situation.

Table 5. Participants' Answers for Question3

| | | | female | male | total |
|---|--------------------|---------|--------|------|-------|
| The core competency in tourism is effective human resource management | Strongly Disagreed | Number | 5 | 4 | 9 |
| | | Total % | 2.16 | 2.14 | 2.15 |
| | Disagreed | Number | 20 | 16 | 36 |
| | | Total % | 8.66 | 8.56 | 8.61 |
| | Undecided | Number | 122 | 107 | 229 |
| | | Total % | 52.8 | 57.2 | 54.8 |
| | Agreed | Number | 50 | 35 | 85 |
| | | Total % | 21.6 | 18.7 | 20.3 |
| | Strongly Agreed | Number | 34 | 25 | 59 |
| | | Total % | 14.7 | 13.4 | 14.1 |

13.9% of women (n=32) and 18.7% of men (n=35) out of 418 did not agree with this situation, likewise 31.6% of women (n=73) and 32.6% of men (n=61) stated that they agree with this situation.

Table 6. Participants' Answers for Question4

| | | | female | male | total |
|---------------------------------|--------------------|---------|--------|------|-------|
| Local staff are more effective. | Strongly Disagreed | Number | 10 | 7 | 17 |
| | | Total % | 4.33 | 3.74 | 4.07 |
| | Disagreed | Number | 27 | 20 | 47 |
| | | Total % | 11.7 | 10.7 | 11.2 |
| | Undecided | Number | 116 | 93 | 209 |
| | | Total % | 50.2 | 49.7 | 50.0 |
| | Agreed | Number | 54 | 31 | 85 |
| | | Total % | 23.4 | 16.6 | 20.3 |
| | Strongly Agreed | Number | 24 | 36 | 60 |
| | | Total % | 10.4 | 19.3 | 14.4 |

16.0% of women (n=37) and 14.4% of men (n=27) out of 418 did not agree with this situation, likewise 33.8% of women (n=78) and 35.8% of men (n=67) stated that they agree with this situation.

Table 7. Participants' Answers for Question 5

| | | | female | male | total |
|---|--------------------|---------|--------|------|-------|
| Service delivery that takes into account cultural differences is important. | Strongly Disagreed | Number | 16 | 10 | 26 |
| | | Total % | 6.93 | 5.35 | 6.22 |
| | Disagreed | Number | 19 | 27 | 46 |
| | | Total % | 8.23 | 14.4 | 11.0 |
| | Undecided | Number | 112 | 92 | 204 |
| | | Total % | 48.5 | 49.2 | 48.8 |
| | Agreed | Number | 48 | 34 | 82 |
| | | Total % | 20.8 | 18.2 | 19.6 |
| | Strongly Agreed | Number | 36 | 24 | 60 |
| | | Total % | 15.6 | 12.8 | 14.4 |

15.2% of women (n=35) and 19.8% of men (n=37) out of 418 did not agree with this situation, likewise 36.4% of women (n=84) and 31.0% of men (n=58) stated that they agree with this situation.

Table 8. Participants' Answers for Question 6

| | | | female | male | total |
|-------------------------------------|--------------------|---------|--------|------|-------|
| Formal education should be offered. | Strongly Disagreed | Number | 13 | 9 | 22 |
| | | Total % | 5.63 | 4.81 | 5.26 |
| | Disagreed | Number | 11 | 18 | 29 |
| | | Total % | 4.76 | 9.63 | 6.94 |
| | Undecided | Number | 106 | 99 | 205 |
| | | Total % | 45.9 | 52.9 | 49.0 |
| | Agreed | Number | 57 | 33 | 90 |
| | | Total % | 24.7 | 17.6 | 21.5 |
| | Strongly Agreed | Number | 44 | 28 | 72 |
| | | Total % | 19.0 | 15.0 | 17.2 |

10.4% of women (n=24) and 14.4% of men (n=27) out of 418 did not agree with this situation, likewise 43.7% of women (n=101) and 32.6% of men (n=61) stated that they agree with this situation.

Table 9. Participants' Answers for Question 7

| | | | female | male | total |
|-----------------------------------|--------------------|---------|--------|------|-------|
| Regular training should be given. | Strongly Disagreed | Number | 9 | 5 | 14 |
| | | Total % | 3.9 | 2.67 | 3.35 |
| | Disagreed | Number | 27 | 19 | 46 |
| | | Total % | 11.7 | 10.2 | 11.0 |
| | Undecided | Number | 127 | 90 | 217 |
| | | Total % | 55.0 | 48.1 | 51.9 |
| | Agreed | Number | 41 | 36 | 77 |
| | | Total % | 17.7 | 19.3 | 18.4 |
| | Strongly Agreed | Number | 27 | 37 | 64 |
| | | Total % | 11.7 | 19.8 | 15.3 |

15.6% of women (n=36) and 12.8% of men (n=24) out of 418 did not agree with this situation, likewise 29.4% of women (n=68) and 39.0% of men (n=73) stated that they agree with this situation.

Table 10. Participants' Answers for Question 8

| | | | female | male | total |
|-------------------------------------|--------------------|---------|--------|------|-------|
| Cultural adaptations are necessary. | Strongly Disagreed | Number | 7 | 5 | 12 |
| | | Total % | 3.03 | 2.67 | 2.87 |
| | Disagreed | Number | 23 | 17 | 40 |
| | | Total % | 9.96 | 9.09 | 9.57 |
| | Undecided | Number | 115 | 94 | 209 |
| | | Total % | 49.8 | 50.3 | 50.0 |
| | Agreed | Number | 54 | 46 | 100 |
| | | Total % | 23.4 | 24.6 | 23.9 |
| | Strongly Agreed | Number | 32 | 25 | 57 |
| | | Total % | 13.9 | 13.4 | 13.6 |

13.0% of women (n=30) and 11.8% of men (n=22) out of 418 did not agree with this situation, likewise 37.2% of women (n=86) and 38.0% of men (n=71) stated that they agree with this situation.

Table 11. Participants' Answers for Question 9

| | | | female | male | total |
|---|--------------------|---------|--------|------|-------|
| COVID-19 has negatively changed the employee profile. | Strongly Disagreed | Number | 10 | 6 | 16 |
| | | Total % | 4.33 | 3.21 | 3.83 |
| | Disagreed | Number | 26 | 21 | 47 |
| | | Total % | 11.3 | 11.2 | 11.2 |
| | Undecided | Number | 113 | 94 | 207 |
| | | Total % | 48.9 | 50.3 | 49.5 |
| | Agreed | Number | 37 | 34 | 71 |
| | | Total % | 16.0 | 18.2 | 17.0 |
| | Strongly Agreed | Number | 45 | 32 | 77 |
| | | Total % | 19.5 | 17.1 | 18.4 |

15.6% of women (n=36) and 14.4% of men (n=27) out of 418 did not agree with this situation, likewise 35.5% of women (n=82) and 35.3% of men (n=66) stated that they agree with this situation.

Table 12. Participants' Answers for Question 10

| | | | female | male | total |
|--|--------------------|---------|--------|------|-------|
| After COVID-19, experienced personnel left the industry. | Strongly Disagreed | Number | 17 | 11 | 28 |
| | | Total % | 7.36 | 5.88 | 6.7 |
| | Disagreed | Number | 25 | 18 | 43 |
| | | Total % | 10.8 | 9.63 | 10.3 |
| | Undecided | Number | 102 | 97 | 199 |
| | | Total % | 44.2 | 51.9 | 47.6 |
| | Agreed | Number | 47 | 38 | 85 |
| | | Total % | 20.3 | 20.3 | 20.3 |
| | Strongly Agreed | Number | 40 | 23 | 63 |
| | | Total % | 17.3 | 12.3 | 15.1 |

18.2% of women (n=42) and 15.5% of men (n=29) out of 418 did not agree with this situation, likewise 37.7% of women (n=87) and 32.6% of men (n=61) stated that they agree with this situation.

Table 13. Participants' Answers for Question 11

| | | | female | male | total |
|---|--------------------|---------|--------|------|-------|
| COVID-19 shows that employee policies need to be reorganized. | Strongly Disagreed | Number | 9 | 8 | 17 |
| | | Total % | 3.9 | 4.28 | 4.07 |
| | Disagreed | Number | 23 | 19 | 42 |
| | | Total % | 9.96 | 10.2 | 10.0 |
| | Undecided | Number | 112 | 84 | 196 |
| | | Total % | 48.5 | 44.9 | 46.9 |
| | Agreed | Number | 53 | 48 | 101 |
| | | Total % | 22.9 | 25.7 | 24.2 |
| | Strongly Agreed | Number | 34 | 28 | 62 |
| | | Total % | 14.7 | 15.0 | 14.8 |

13.9% of women (n=32) and 14.4% of men (n=27) out of 418 did not agree with this situation, likewise 37.7% of women (n=87) and 40.6% of men (n=76) stated that they agree with this situation.

Table 14. Participants' Answers for Question 12

| | | | female | male | total |
|---|--------------------|---------|--------|------|-------|
| COVID-19 has reduced employee job satisfaction. | Strongly Disagreed | Number | 15 | 12 | 27 |
| | | Total % | 6.49 | 6.42 | 6.46 |
| | Disagreed | Number | 22 | 17 | 39 |
| | | Total % | 9.52 | 9.09 | 9.33 |
| | Undecided | Number | 120 | 94 | 214 |
| | | Total % | 51.9 | 50.3 | 51.2 |
| | Agreed | Number | 41 | 32 | 73 |
| | | Total % | 17.7 | 17.1 | 17.5 |
| | Strongly Agreed | Number | 33 | 32 | 65 |
| | | Total % | 14.3 | 17.1 | 15.6 |

16.0% of women (n=37) and 15.5% of men (n=29) out of 418 did not agree with this situation, likewise 32.0% of women (n=74) and 34.2% of men (n=64) stated that they agree with this situation.

Table 15. Participants' Answers for Question 13

| | | | female | male | total |
|---|--------------------|---------|--------|------|-------|
| COVID-19 has changed the personal selection criteria. | Strongly Disagreed | Number | 6 | 10 | 16 |
| | | Total % | 2.6 | 5.35 | 3.83 |
| | Disagreed | Number | 28 | 27 | 55 |
| | | Total % | 12.1 | 14.4 | 13.2 |
| | Undecided | Number | 113 | 84 | 197 |
| | | Total % | 48.9 | 44.9 | 47.1 |
| | Agreed | Number | 48 | 44 | 92 |
| | | Total % | 20.8 | 23.5 | 22.0 |
| | Strongly Agreed | Number | 36 | 22 | 58 |
| | | Total % | 15.6 | 11.8 | 13.9 |

14.7% of women (n=34) and 19.8% of men (n=37) out of 418 did not agree with this situation, likewise 36.4% of women (n=84) and 35.3% of men (n=66) stated that they agree with this situation.

Table 16. Participants' Answers for Question 14

| | | | female | male | total |
|--|---------------------------|----------------|--------|------|-------|
| Employee satisfaction is critical to customer satisfaction. | Strongly Disagreed | Number | 5 | 9 | 14 |
| | | Total % | 2.16 | 4.81 | 3.35 |
| | Disagreed | Number | 27 | 15 | 42 |
| | | Total % | 11.7 | 8.02 | 10.0 |
| | Undecided | Number | 120 | 91 | 211 |
| | | Total % | 51.9 | 48.7 | 50.5 |
| | Agreed | Number | 45 | 41 | 86 |
| | | Total % | 19.5 | 21.9 | 20.6 |
| | Strongly Agreed | Number | 34 | 31 | 65 |
| | | Total % | 14.7 | 16.6 | 15.6 |

13.9% of women (n=32) and 12.8% of men (n=24) out of 418 did not agree with this situation, likewise 34.2% of women (n=79) and 38.5% of men (n=72) stated that they agree with this situation.

Table 17. Participants' Answers for Question 15

| | | | female | male | total |
|---|---------------------------|----------------|--------|------|-------|
| The employee is the most important competitive tool of the industry. | Strongly Disagreed | Number | 9 | 9 | 18 |
| | | Total % | 3.9 | 4.81 | 4.31 |
| | Disagreed | Number | 17 | 17 | 34 |
| | | Total % | 7.36 | 9.09 | 8.13 |
| | Undecided | Number | 107 | 95 | 202 |
| | | Total % | 46.3 | 50.8 | 48.3 |
| | Agreed | Number | 54 | 32 | 86 |
| | | Total % | 23.4 | 17.1 | 20.6 |
| | Strongly Agreed | Number | 44 | 34 | 78 |
| | | Total % | 19.0 | 18.2 | 18.7 |

11.3% of women (n=26) and 13.9% of men (n=26) out of 418 did not agree with this situation, likewise 42.4% of women (n=98) and 35.3% of men (n=66) stated that they agree with this situation.

Table 18. Participants' Answers for Question 16

| | | | female | male | total |
|---|--------------------|---------|--------|------|-------|
| Employee training is critical to sustainable competitive advantage. | Strongly Disagreed | Number | 11 | 10 | 21 |
| | | Total % | 4.76 | 5.35 | 5.02 |
| | Disagreed | Number | 22 | 18 | 40 |
| | | Total % | 9.52 | 9.63 | 9.57 |
| | Undecided | Number | 118 | 92 | 210 |
| | | Total % | 51.1 | 49.2 | 50.2 |
| | Agreed | Number | 39 | 39 | 78 |
| | | Total % | 16.9 | 20.9 | 18.7 |
| | Strongly Agreed | Number | 41 | 28 | 69 |
| | | Total % | 17.7 | 15.0 | 16.5 |

14.3% of women (n=33) and 15.0% of men (n=28) out of 418 did not agree with this situation, likewise 34.6% of women (n=80) and 35.8% of men (n=67) stated that they agree with this situation.

Table 19. Participants' Answers for Question 17

| | | | female | male | total |
|---|--------------------|---------|--------|------|-------|
| Collaborative training should be planned. | Strongly Disagreed | Number | 13 | 12 | 25 |
| | | Total % | 5.63 | 6.42 | 5.98 |
| | Disagreed | Number | 20 | 13 | 33 |
| | | Total % | 8.66 | 6.95 | 7.89 |
| | Undecided | Number | 114 | 98 | 212 |
| | | Total % | 49.4 | 52.4 | 50.7 |
| | Agreed | Number | 49 | 34 | 83 |
| | | Total % | 21.2 | 18.2 | 19.9 |
| | Strongly Agreed | Number | 35 | 30 | 65 |
| | | Total % | 15.2 | 16.0 | 15.6 |

14.3% of women (n=33) and 13.4% of men (n=25) out of 418 did not agree with this situation, likewise 36.4% of women (n=84) and 34.2% of men (n=64) stated that they agree with this situation.

Table 20. Participants' Answers for Question 18

| | | | female | male | total |
|---|--------------------|---------|--------|------|-------|
| National employee training policy should be planned | Strongly Disagreed | Number | 11 | 9 | 20 |
| | | Total % | 4.76 | 4.81 | 4.78 |
| | Disagreed | Number | 28 | 17 | 45 |
| | | Total % | 12.1 | 9.09 | 10.8 |
| | Undecided | Number | 109 | 97 | 206 |
| | | Total % | 47.2 | 51.9 | 49.3 |
| | Agreed | Number | 42 | 36 | 78 |
| | | Total % | 18.2 | 19.3 | 18.7 |
| | Strongly Agreed | Number | 41 | 28 | 69 |
| | | Total % | 17.7 | 15.0 | 16.5 |

16.9% of women (n=39) and 13.9% of men (n=26) out of 418 did not agree with this situation, likewise 35.9% of women (n=83) and 34.2% of men (n=64) stated that they agree with this situation.

Table 21. Participants' Answers for Question 19

| | | | female | male | total |
|---|--------------------|---------|--------|------|-------|
| Employee qualification standards should be determined | Strongly Disagreed | Number | 9 | 7 | 16 |
| | | Total % | 3.9 | 3.74 | 3.83 |
| | Disagreed | Number | 18 | 26 | 44 |
| | | Total % | 7.79 | 13.9 | 10.5 |
| | Undecided | Number | 121 | 93 | 214 |
| | | Total % | 52.4 | 49.7 | 51.2 |
| | Agreed | Number | 41 | 40 | 81 |
| | | Total % | 17.7 | 21.4 | 19.4 |
| | Strongly Agreed | Number | 42 | 21 | 63 |
| | | Total % | 18.2 | 11.2 | 15.1 |

11.7% of women (n=27) and 17.6% of men (n=33) out of 418 did not agree with this situation, likewise, 35.9% of women (n=83) and 32.6% of men (n=61) stated that they agree with this situation.

Table 22. Participants' Answers for Question 20

| | | | female | male | total |
|---|--------------------|---------|--------|------|-------|
| Employee profile should be developed with the certificate program | Strongly Disagreed | Number | 14 | 13 | 27 |
| | | Total % | 6.06 | 6.95 | 6.46 |
| | Disagreed | Number | 24 | 15 | 39 |
| | | Total % | 10.4 | 8.02 | 9.33 |
| | Undecided | Number | 115 | 93 | 208 |
| | | Total % | 49.8 | 49.7 | 49.8 |
| | Agreed | Number | 49 | 42 | 91 |
| | | Total % | 21.2 | 22.5 | 21.8 |
| | Strongly Agreed | Number | 29 | 24 | 53 |
| | | Total % | 12.6 | 12.8 | 12.7 |

16.5% of women (n=38) and 15.0% of men (n=28) out of 418 did not agree with this situation, likewise 33.8% of women (n=78) and 35.3% of men (n=66) stated that they agree with this situation.

Table 23. Participants' Answers for Question 21

| | | | female | male | total |
|---|--------------------|---------|--------|------|-------|
| Inservice training should be compulsory | Strongly Disagreed | Number | 11 | 8 | 19 |
| | | Total % | 4.76 | 4.28 | 4.55 |
| | Disagreed | Number | 20 | 16 | 36 |
| | | Total % | 8.66 | 8.56 | 8.61 |
| | Undecided | Number | 119 | 83 | 202 |
| | | Total % | 51.5 | 44.4 | 48.3 |
| | Agreed | Number | 45 | 46 | 91 |
| | | Total % | 19.5 | 24.6 | 21.8 |
| | Strongly Agreed | Number | 36 | 34 | 70 |
| | | Total % | 15.6 | 18.2 | 16.7 |

13.4% of women (n=31) and 12.8% of men (n=24) out of 418 did not agree with this situation, likewise 35.1% of women (n=81) and 42.8% of men (n=80) stated that they agree with this situation.

Table 24. Participants' Answers for Question 22

| | | | female | male | total |
|--|--------------------|---------|--------|------|-------|
| Internship programs should be supervised by the public authority | Strongly Disagreed | Number | 15 | 3 | 18 |
| | | Total % | 6.49 | 1.6 | 4.31 |
| | Disagreed | Number | 17 | 19 | 36 |
| | | Total % | 7.36 | 10.2 | 8.61 |
| | Undecided | Number | 116 | 93 | 209 |
| | | Total % | 50.2 | 49.7 | 50.0 |
| | Agreed | Number | 50 | 47 | 97 |
| | | Total % | 21.6 | 25.1 | 23.2 |
| | Strongly Agreed | Number | 33 | 25 | 58 |
| | | Total % | 14.3 | 13.4 | 13.9 |

13.9% of women (n=32) and 11.8% of men (n=22) out of 418 did not agree with this situation, likewise 35.9% of women (n=83) and 38.5% of men (n=72) stated that they agree with this situation.

Table 25. Participants' Answers for Question 23

| | | | female | male | total |
|---|--------------------|---------|--------|------|-------|
| Sustainable education policy should be implemented. | Strongly Disagreed | Number | 15 | 11 | 26 |
| | | Total % | 6.49 | 5.88 | 6.22 |
| | Disagreed | Number | 29 | 22 | 51 |
| | | Total % | 12.6 | 11.8 | 12.2 |
| | Undecided | Number | 99 | 99 | 198 |
| | | Total % | 42.9 | 52.9 | 47.4 |
| | Agreed | Number | 44 | 34 | 78 |
| | | Total % | 19.0 | 18.2 | 18.7 |
| | Strongly Agreed | Number | 44 | 21 | 65 |
| | | Total % | 19.0 | 11.2 | 15.6 |

19.0% of women (n=44) and 17.6% of men (n=33) out of 418 did not agree with this situation, likewise 38.1% of women (n=88) and 29.4% of men (n=55) stated that they agree with this situation.

It was possible to clearly see the outcomes after shedding light on the data gathered through the survey research. The findings can be interpreted progressively;

According to the answers of the participants, education is a very important factor. Education, which is emphasized to be important from experience, creates the quality in the tourism industry. Therefore, it is not the experience of the tourism workers but the tourism education that they receive which matters. According to the participants, the quality of the tourism industry is also directly proportional to the right human resources management. The majority of participants agreed that local staff are more efficient. This finding may indicate that local staff are more familiar with the country and their own tourism industry, providing a better quality of service. According to most participants, service delivery that takes into account cultural differences is important. Thus, considering the tourism industry is an international industry; if each culture's own differences are taken into account, there will be minimal problems in the industry. According to most of the results obtained, the participants attach great importance to tourism education. It is an inevitable finding that standard education and tourism education should be given to employees. Most of the participants do not overlook the impact of the emerging corona on the tourism industry. The difficult conditions created by COVID-19 caused employees to leave their jobs, post pandemic organizations created a new working environment and caused them to adapt to the new world order. For this reason, it has been accepted that the industry needs new regulations and new human resources management rules. It is also critical to recognize that employees in the industry are an important factor. Employee training and certification are important for service quality. In addition, employee motivation and satisfaction are more important than customer satisfaction. Because unless the employee is satisfied, a good service cannot be provided and the customer cannot be satisfied. For this reason, it is an indispensable criterion for the industry that the employees are motivated, satisfied and educated and skilled. Participants agreed that public authority is also important. Therefore, it can be said that government policies and public support make the industry more qualified and successful.

4.7. Maldives

4.7.1. Background

In the Indian Ocean, there are 1,200 islands that make up the Maldives. It is a neighbouring country to Sri Lanka and India. It is expected that due to changes in the climate, it would be underwater within a century. Out of the 1,200 islands, 281 are habitable. A third of these inhabited islands are used for tourism. The only ethnic group on the island is the Maldivians who are of Indo-Aryan ancestry. Their official language is Maldivian and 97% percent of the population are Muslims. The state is ruled by a presidential system. It holds the title of smallest Asian country as well as the second least populated country with a population of roughly 550,000 habitants. Its capital is Malé which is also called “King’s Island”. Its climate can be categorized as tropical monsoon which means dry in winter and rainy in summer. Maldives is the 173rd most populous country in the world with a population of almost half a million. Birth rate is higher than the death rate. A little less than half of the country’s population live in urban areas. The number of male habitants is almost twofold of the female habitants with a percentage of roughly 63% versus 37%. That is why the country is considered one of the low ranking countries in terms of female to male ratio. According to this year’s reports, with a score lower than the averages, Maldives has the 161st freest economy in the world and 36th out of 39 Asian countries. Over the last five years, Maldives’ economy has seen both a rise and a drastic fall. The Maldives’ total economic freedom has decreased by 3.0 points since 2017 as a result of poor ratings for business freedom and fiscal health, moving it from the “Mostly Unfree” category to the “Repressed” category. Tax burdens on the economy are very low, but financial and investment flexibility are severely lacking.

4.7.2. Implications of COVID-19 Pandemic to the Travel and Hospitality Industry

During the pandemic 251 Maldivians lost their lives due to COVID-19. The 185 islands that make up the Maldives are home to about 540,000 people. The country has achieved achievement in terms of development thanks to its rapid growth and huge infrastructural and connectivity development. Additionally, it has provided its residents with high quality, affordable public services, which has resulted in impressive health and education indicators, such as a life expectancy of over 78 years and a literacy rate of almost 100%. Since tourism is the country’s main economic revenue source, the pandemic drastically affected the industry and the economy itself. Following the mass vaccination, its tourism industry has recovered however, the country’s overdependence on solely the tourism industry is beginning to be an issue. The government’s efforts on infrastructural investments have resulted favourably, with only 1.7% of the population remaining under the poverty limit. However, because of the government’s dedication to finishing these projects by the 2023 presidential elections, significant public investments are anticipated to keep on. The formation of tourism in the Maldives contributed significantly to the growth of the country’s economy and infrastructure, particularly in the transportation between islands and the construction of regional airports.

The tourism industry has contributed in direct and indirect ways. Directly, it has created employment as well as promoting construction works related to tourism. Indirectly, it has developed or helped revive other industries such as telecommunication, transportation and handi works. Since the resources necessary to maintain its tourism industry are largely

imported and that the foreign actors mainly play a role in the industry, Maldives' economic revenue from tourism severely decrease. It is recommended to the Maldives that it focuses on developing cultural and heritage tourism instead of solely concentrating on promoting the islands as "tropical island spots" in order to become self sufficient in the tourism industry. There are many indoor and outdoor activities offered by the businesses in Maldives such as fishing, sports, entertainment programs. However, this has resulted in an income disparity between Malé and other islands which is unfavourably affecting the cultural tourism aspect. In addition, the environmental issues such as waste production is severely damaging the sustainability of the island's tropical island identity and its tourism industry. Following the discovery of the first COVID-19 case on March 7th, 2020 in the Maldives, the COVID-19 national taskforce created guidelines and implemented strict surveillance. Many precautions such as disease control centres were established in order to minimize the effects of the outbreak on the population.

Many restrictions on public spaces such as universities and tourist spots were implemented to limit the social interactions. Borders were closed in order to prevent entry to and arrival from countries that were affected from the outbreak the most. Following the lockdown, Maldives economy took a huge hit in terms of tourism. Because of this, many individuals and private companies lost their main source of income. In general terms, tourism is an industry that requires many diverse skills and fields of expertise in order to become sustainable. The reason why people are very interested in this particular industry is the entertainment factor that allows people to interact with each other. The fact that people are able to have contact with other communities and cultures make the tourism industry very attractive. However, many also believe that the low level of skill required to work in this industry results in low wages. Especially in an environment where the pandemic hurts the employees that directly work with other people, it can be said that these areas of work (housekeeping, table waiting etc.) faced danger. Moreover, since this particular industry relies on a seasonal income, many employees had to be let go or got their wage cut down which affected their livelihoods.

4.7.3. Issues in Core Sustainable Human Resources Functions

• Demand for local employment

Locals' reluctance to work in the tourism sector is still mostly due to the industry's pervasive lack of adequate facilities for employees. Transport to and from nearby islands is infrequent, salaries are low in all but the most upscale properties, and meals and lodging frequently fall short of what local staff members expect.

The government has changed the ratio between foreigners and locals from 50:50 to 55:45. In addition, in order to expand employment prospects in the industry, the government raised the bed to employee ratio from (1:1.2) to (1:1.5) (Widjaja, 2021).

There are 100 resorts operating in the Maldives as of mid-2011, with 21,628 beds. When all 76 resorts are operating, the government will have leased more resorts, bringing the total number of beds in the Maldives to nearly 33,000. The fact that residents are unwilling to work in the tourism industry contributes to the lack of demand for jobs. Locals have a prevalent opinion that the tourism industry engages in a number of immoral and unethical behaviours. There are 100

resorts operating in the Maldives as of mid-2011, with 21,628 beds (Widjaja, 2021).

The fact that residents are unwilling to work in the tourism industry contributes to the lack of demand for jobs. Locals have a prevalent opinion that the tourism industry engages in a number of immoral and unethical behaviours. Overall, the socio cultural environment is a barrier for recent graduates and lowers the potential workforce (= job demand), which causes the employment gap to be filled to grow even larger. The geographical distribution of the Maldives' population makes it challenging to supply services, and efforts in the areas of training and recruiting are concentrated in Malé, with few interventions accessible on the 16 islands with a population of more than 2,000 people (Widjaja, 2021). Numerous initiatives are being made, and have already been made, to educate and train people for the travel and hospitality industries. The main issue is not the course material; rather, it is the failure to give training on a regular, organized, and consistent basis and to create trainees who are genuinely eager to start working right away. It must be argued that fostering interest in the field of tourism and hospitality should be a goal of education and training programs. The numerous interventions that have been made to date to address the human resource situation in the Maldives have been bogged down in well intentioned cooperative efforts but have failed to ensure coordination and compatibility and have placed an undue emphasis on producing large numbers of trained people and not enough on structural changes to the Maldives tourism system in pursuit of proper integration (Widjaja, 2021).

• *Education and Training*

Any small island developing state must pay special attention to population issues, education, and training for human resource development due to its size and susceptibility. Low levels of female engagement in development and the current lack of education, information, and resources necessary for responsible planning of individual and family livelihoods are examples of the need for attention to human resource development challenges (Widjaja, 2021).

4.7.4. Policy Recommendations For Maldives

There are some implementations required to revive Maldives' tourism industry. While the main objective of the Maldives' 2011-2015 Strategic Human Resource Development Plan was to promote public knowledge of and interest in the tourism industry in order to maximize their engagement in the industry. These are such precautions that should be taken in small island states such as Maldives. Human resource development issues must be addressed, as evidenced by the low levels of female participation in development and the current dearth of education, knowledge, and resources required for responsible planning of individual and family livelihoods (Widjaja, 2021).

1. Increase the number of potential tourism workers by changing attitudes and interests, offering competitive pay, and boosting interest in authentically Maldivian resort goods. This intervention should increase the number of Maldivians who are available for employment in the tourism sector by: enhancing the secondary school curriculum developing a national awareness campaign for engaging in tourism raising industry support for hiring Maldivian workers.
2. Ensure that technical training content and delivery are improved, and that these

improvements are then linked to the institutionalization of career path growth within the sector. By: certifying resort based training and developing training incentives, this intervention should ensure that personnel are BETTER equipped, present at all industry levels, and participate longer in the business. Establishing self policing criteria for career trajectories.

3. Provide income generating opportunities at the atoll value chain for local producers of goods and services with a focus on women, ensuring that benefits from tourism arise outside of the formal work setting. This action should ensure that Maldivians receive DIFFERENT advantages from tourism by:
 - Setting up island tourism organizations
 - Giving communities ownership of economic user rights
 - Make the resort forums more robust
 - Construct staff housing on populated islands
4. Ensure that the targets and objectives are implemented by putting systems, policies, and regulations in place. This goal should guarantee that control exists at the level of the government, civil society, and business.

4.7.5. Implementation

- 1) Choose a person who will act as the coordinator for the strategy's implementation within the Ministry of Tourism, Arts & Culture.
- 2) To promote adequate communication and coordination of actions, identify focal points amongst other government, civil society, training, and industry players.
- 3) Create a connection with upcoming and ongoing projects that relate to tourism and human resource development (through the ministry of tourism's coordinator).
- 4) As the President's Office executes efforts on raising national awareness, skill development, and industry placements, it necessitates a specific coordination effort.
- 5) The Ministry's coordinator should build a strategic coordination framework with the Maldives Marketing & PR Corporation (MMPC) to make sure that potential synergies in public communication are discovered and the "tourist message" is disseminated at every opportunity.
- 6) In order to implement the strategy, the Ministry should create a priority list of target atolls that is in line with the size and stage of tourism development.
- 7) Priority should be given to gathering routine data on human resources, and the Ministry of Tourism's statistics department's proposal to broaden its mandate should be taken into account.
- 8) It is important to continue the conversation with the industry that was started through the development of a human resources strategy.

5. Benchmark Case Studies

Benchmark case studies were conducted over France, Italy and Spain.

5.1. France

The French Republic, also known as France, is a country with its mainland in Western Europe and overseas territories in many different parts of the world. Belgium, Luxembourg, Germany, Switzerland, Italy, Spain, Monaco, and Andorra are France's neighbours in Europe. With an area of 8,680 square kilometres, the island of Corsica is located 128 nautical miles off the coast of Nice. France has a total area of 674,843 square kilometres when including overseas provinces and common territories. (Adélie Region and Antarctica excluded) France thus occupies 0.45% of the planet's surface. France also has the second largest exclusive economic zone in the world, behind the United States, with 11 million square kilometres. The population of France as a whole is shown in this statistic from 2017 to 2021, with projections going as far out as 2027. 65.45 million people made up France's entire population in 2021. For a comparison, look at the population of Italy. Although the population of France has grown annually, the period from 2006 to 2012 saw a decline in population growth. However, based on data from 2011, France's fertility rate has remained largely stable over the past decade, making the decline in population growth appear to be unrelated to births in the country. The country's favourable lifestyle and consistent economic growth may be to blame for the yearly population growth. France is among the top 30 countries with the highest HDI, or human development index, which is calculated using data on education levels, literacy rates, and percapita gross national income. In this case, France's position among the top 20 countries with the highest life expectancy in 2011 was 12. France has maintained economic stability despite a number of challenges within the European Union. France's unemployment rate has increased since the 2008 financial crisis and fluctuated significantly from year to year up until 2014. However, since experiencing a sharp decline in 2009, GDP growth has only slightly been on the rise annually, despite fluctuating unemployment rates. Furthermore, the GDP has been fluctuating since 2008, after experiencing a substantial increase in the years preceding (O'Neill, Statista, 2022). France's economy ranks 52nd in the 2022 Index for Economic Freedom, according to The Heritage Foundation, with a score of 65.9. In the Europe region, France is ranked 31st out of 45 countries, and its overall score is higher than the global average but lower than the average for the continent. France's economic growth over the previous five years slowed from 2017 through 2019, turned negative in 2020, and then picked up in 2021. Economic freedom has been trending slightly higher for the past five years. France has recorded a 2.6-point increase in economic freedom overall since 2017 and has remained in the middle of the "Moderately Free" category, driven by significant increases in its rule of law scores (property rights, judicial effectiveness, and government integrity). Trade freedom, monetary freedom, and business freedom are all high, but government spending has one of the lowest scores globally.

By December 1, 2021, France had reported 120,208 pandemic related fatalities, and among the countries in this Index, France's government's response to the crisis was the 25th most stringent. In 2020, the economy shrank by 8.2 percent (The Heritage Foundation, 2022). Following a robust recovery in 2021, real GDP is expected to grow by 2.4 percent in 2022 and 1.4 percent in 2023. The early 2022 COVID-19 wave, the conflict in Ukraine, the interruption of the supply chain, and

the high cost of energy have all hurt economic outlook. The expected rate of headline inflation, which will reduce household purchasing power and consumption growth, is 5.2 percent in 2022 and 4.5 percent in 2023. Investment and exports will be hampered by a decline in consumer and business confidence, weakened international economic conditions, and high levels of uncertainty. Due to severe labour market shortages and minimum wage indexation, wages will increase quickly. The unemployment rate will gradually increase to 8% as employment growth slows (OECD,2022).

Following the coronavirus crisis, the French economy quickly recovered, especially as a result of the accelerated vaccination campaign and robust public support initiatives. The recovery and investment plans would support stronger and more sustainable growth if they were implemented quickly and effectively. However, public spending has increased to an uncharacteristically high level and has performed inconsistently, calling for a reorganization of the fiscal system to ensure the sustainability of public finances. Better targeted policies for education and labour market integration will be needed, with special emphasis on programs for young people and elderly workers. Inequalities should be lessened, even those that are territorial, as a result of improved assistance for the most vulnerable and less capable. The transition to a greener economy is the other significant issue that France must deal with. Strengthening green investments and putting in place the necessary incentives to encourage behavioural changes, if necessary, with targeted support for the most vulnerable, are crucial to accelerating the rate of emission reductions (OECD, 2021).

The Statista Research Department estimates that in 2019, the travel and tourism industry contributed roughly 211 billion euros to the French Gross Domestic Product (GDP). The figures then significantly decreased in 2020, contributing only 108 billion euros to France's GDP. The COVID-19 pandemic, which severely hurt the tourism industry not only in France but also internationally, is directly linked to this decline. France is one of the top tourist destinations in the world with the highest annual inflow of foreign visitors, welcoming many thousands of them. Additionally, spending by foreign visitors to France in 2020 was close to 30 billion euros. International tourism revenue accounted for 26% of all tourism revenue made in France during the same year, according to a Statista study on Luxury travel and tourism in Europe amid the pandemic. Apart from Americans, who have been the most numerous foreign visitors to Paris hotels for a number of years, the other nationalities that stand out are primarily European. Nearly one million foreign visitors checked into hotels in the Paris region in 2019, with German, Italian, and Spanish visitors coming in second and third. Over the course of the same year, lodging and food accounted for the majority of foreign visitors' average daily spending in Paris (The Statista Research Department, 2021). France reportedly welcomed 117 million visitors in total in 2020, placing it first in the world in terms of absolute numbers, according to Worlddata (2021). Such a ranking list may not have much meaning if it excludes a country's size. France ranked 31st in the world with 1.7 tourists per resident. It came in second in Western Europe. The tourism industry alone contributed 35.96 billion US dollars to France's economy. This equates to 43 percent of all international tourism receipts in Western Europe and 1.2 percent of its gross domestic product (Worlddata, 2021). The tourism industry has proven resilient in the face of numerous significant events, including geopolitical conflicts, natural disasters, and epidemics, according to the Statista Research Department (2021). It remains to be seen if this will hold true in the face of the coronavirus (COVID-19) pandemic. 2020 saw a sharp drop in world tourism as a result of travel restrictions and containment measures to stop the virus's spread. As a result, it

was estimated that in that year, global travel and tourism industry revenue would decrease from a predicted 711.94 billion US dollars to 568.6 billion US dollars. France, one of the most popular tourist destinations in the world, suffered the third highest tourism loss globally after the United States and Spain when looking at a ranking of the countries with the highest tourism revenue loss as a result of COVID-19.

In 2020, a lot of tourist-related businesses in France had to keep their doors closed to the public for extended periods of time. As a result, there was a sizable decrease in the number of employees, which forced many businesses to make staff reductions. As a result, there were fewer job openings in the French tourism industry in 2020, with seasonal employment being particularly impacted. Meanwhile, there was virtually no domestic or business travel to France, which had an impact on the lodging industry. In France, domestic tourists accounted for the majority of the overnight stays in accommodations in 2020. The health crisis in France in 2020 had a significant impact on food and beverage services as well. Some businesses adapted by giving customers takeout or delivery options. Not all companies, though, were successful in doing this. Only onethird of French restaurants offered takeout in 2020, placing them in the minority when compared to other countries. Between January 2020 and August 2020, France's restaurant industry lost a sizable amount of money—roughly 20 billion euros. The COVID-19 travel regulations' ambiguity and border closures made 2021 in France a more cautious year for vacation planning. However, there were still some French people who thought about taking a vacation outside of France, with Spain and Italy being the most popular summer vacation spots for French people in 2021. The "cleanliness of the accommodation" was identified as the most important consideration when examining the primary factors French vacationers used to select their summer vacation destination in 2021.

In France, the desire to eat out has not entirely vanished due to the pandemic. According to a survey conducted on French restaurant patronage in December 2020, 59 percent of respondents indicated they might visit restaurants in the winter, even those with indoor seating. More than half of French people support the permanent implementation of digital menus and smartphone payments at restaurants in 2021, demonstrating the popularity of new restaurant services added in the wake of the pandemic. Many believed that the first lockdown in France on March 17, 2020 would spell the end for many businesses dependent on the French tourist industry. Over 2 million people are employed directly and indirectly by the tourism industry, which contributes over 8% of France's GDP and brings in about €200 billion annually for the country's economy. Despite the fact that Covid-19 caught everyone off guard, the French tourism industry has shown itself to be remarkably resilient. This resilience may have been aided by the tenacity and persistence of state players in the industry as well as the official travel agency Atout France in the wake of the 2015 terrorist attacks and subsequent terror related incidents across the country. Due to Covid, there was a 35 percent decrease in tourist spending in France in 2020, but the domestic market saved the summer tourist season due to the popularity of "staycations" among the French. Atout France launched a campaign with the tagline "This Summer I'm Visiting France" on the strength of the comparatively robust French domestic tourism market, but a second lockdown went into effect before the All-Saints autumn holidays, throwing another Covid wrench in the works (Coffey, 2021).

According to the France OECD Tourism Trends and Policies (2020), a real challenge to the viability of tourism and public acceptance is the pattern of rising tourist flows. The greater Paris

region, the French Riviera, and the ski resorts of the Alps account for a significant portion of all international tourist travel. Additionally, the majority of French people spend their vacations in coastal areas, while the mountains of the country are looking for new growth opportunities to lessen the negative effects of climate change on winter activities. Therefore, the structure of France's tourism offer needs to be improved, and target markets need to be made more aware of its diversity.

During the 2017 Interministerial Tourism Council meeting, which established the development roadmap for the tourism industry, the government chose to focus its efforts on six important areas:

- Welcome and security - service standards have improved particularly through faster border crossings at airports and shorter wait times for visas, while efforts to improve quality are concentrated on updating and marketing the government's Quality Tourism label.
- Dispersal: drawing and distributing foreign visitors around France, including its overseas territories. A crucial element is the destination contracts policy, which unites all parties involved in delivering a local tourist product.
- State investment support, a crucial element of the government's plan to boost connectivity and improve the standard of the tourism product. The France Tourism Development Fund (France développement tourisme) is used to achieve this.
- Given the volume of jobs generated by the industry, employment and training are essential for the provision of high quality services and are an important tool in the fight against unemployment.
- Aiming to increase the competitiveness of France's tourist business internationally by promoting digitalization and information.
- Improving accessibility to vacations, especially for those with disabilities, serves as both a social objective and a means of enhancing destination competitiveness. Subsequent sessions of the Inter-Ministerial Tourism Council have been planned around these key areas. At its meeting in January 2018, the Council approved an increase in funding for the tourism industry from the public investment bank Bpifrance and the government backed guarantor agency Caisse des dépôts. It also approved long term arrangements for the transfer of a portion of visa revenues to Atout France to fund advertising targeted at foreign markets.

The Council welcomed digital industry advancements at its July 2018 meeting and took suggestions to enhance sport and tourist synergy under consideration. The gathering in May 2019 mostly discussed governance and employment related concerns. Plans to help local governments were considered, including a new initiative aimed at streamlining the regulatory framework for tourism, a VAT return program, and organizational support for the development of tourismrelated economic activities at heritage sites. A symposium on increasing access to vacations and sustainable tourism is planned for late 2019.

In order to promote public private partnerships around particular topics and to create and market a clear and alluring offer for both domestic and international audiences, destination contracts were formed in 2014. Each contract is an agreement between all parties to work together toward a common tourism strategy by taking steps to make the offer more appealing and to provide higher-quality services. Destination agreements are a way to combine local and national tourism initiatives while also reducing the negative effects of the tourist industry's numerous public and private actors. Despite the state's small investment, this idea has a lot of influence. Twenty-three destination contracts were signed between 2015 and 2018, and eight more contracts were renewed in 2018. France has responded to the growth of digital platforms, which is particularly significant for the tourism industry. Private housing has grown to represent a sizable portion of the national supply, especially in urban areas, but it does not always advance housing policy goals. France has opted for a regulatory approach, most notably through the adoption of the 2018 Law on Changes in Housing, Land Management, and Digital Technology, or ELAN Law, in order to avoid impeding the growth of a dynamic new economy in furnished tourist rentals while maintaining housing market equilibrium. Under this Law, which will be applicable to areas that are disproportionately impacted by growing housing costs, municipalities will have the authority to limit secondhome rentals and set a 120-day annual limit on the number of days a primary residence may be rented for.

5.2. Italy

Italy is a country in south-central Europe that runs along the Mediterranean coast and with a wide range of beautiful natural landscapes. It has historically been home to a wide variety of peoples and cultures due to its central geographic location in Southern Europe and the Mediterranean. The Statista (2021) data show that 60.2 million people called Italy their home as of the year 2020. One sixth of the total population, or the most people, resided in the Northern region of Lombardy. Lazio, in the country's centre, and Campania, in the south, had the second and third highest populations. Rome, Milan, and Naples are in fact the locations of Italy's three largest cities. However, it is anticipated that Italy's population will decline in the ensuing decades. Forecasts predict that there will be 58 million people living there by 2035. The consistently declining birth rate in recent years is one of the factors contributing to the population decline. This number decreased from approximately 550 thousand to 418 thousand infants between 2010 and 2019. Seven children were born per 1,000 people in 2019, which is about two fewer babies than in 2002. The Southern regions of Italy had the highest birth rates, while the Central regions of Italy had the lowest rates. The south and the Italian islands had the country's youngest mothers, according to data on the average age of mothers in the various regions. An aging population is also related to a lower birthrate.

According to data on the age distribution of the Italian population, the proportion of people under the age of 14 has steadily decreased. The proportion of people 65 and older increased in the following years, outpacing people under 25 by about 10%. Italians had an average age of 45.7 in 2020. According to projections made in 2019, the median age will rise in the future. In fact, by 2050, it might be 53.6 years. The rate of marriage and family structures both reflect additional relevant changes in population statistics. Compared to earlier times, fewer people are getting married in Italy today. Additionally, there is a trend toward decreasing household average size. It turns out that the families in Italy are smaller and fewer than they used to be. In addition, there are more and more households with just one person (Varrella, 2021). Italy ranks 57th in terms of economic freedom in the 2022 Index, according to The Heritage Foundation, with a score of 65.4. Italy is one of 45 countries in the Europe region, coming in at number 33. Its overall score is higher than the global average but lower than the average for the region. From 2017 through 2019, the Italian economy shrank, shrank again in 2020, and then started to grow again in 2021. Economic freedom has generally increased over the past five years. Italy has posted an overall 2.9-point increase in economic freedom since 2017 and has moved into the top half of the "Moderately Free" category, driven by notable increases in scores for rule of law (property rights, judicial effectiveness, and government integrity). The Heritage Foundation (2022) states that although Italy's economy has strong monetary, trade, and investment freedom, government spending still has a significant negative impact on the country's economy.

Italy's economy is steadily recovering from the COVID crisis thanks to the vaccination drive and generous fiscal assistance provided to individuals and businesses. The trajectory of global interest rates and different virus strains are two major threats to the outlook. The composition of public spending and taxes must be improved in order to boost growth and employment above prepandemic levels. This can support a quicker shift to a greener, more digitized economy in conjunction with the implementation of the National Recovery and Resilience Plan, which includes crucial structural reforms and investments. It will take a challenging set of legislative and administrative reforms to make this a reality. To increase income growth, civil justice, tax administration, and public investment must all be improved (OECD, 2021). The Italian economy continues to benefit greatly from tourism. In 2017, it contributed 13.0 percent to GDP and employed 14.7 percent of the labour force, including indirect effects. In 2018, the direct

employment in the tourism industry totalled 2.0 million, or 8.3 percent of all employment. In 2018, the number of businesses in the lodging industry was estimated to be 216 100. In 2018, travel exports made up 39.9% of all service exports.

The arrivals data for 2018 demonstrates steady and positive growth consistent with global trends. Statistics on lodging indicate that there were 63.2 million inbound tourists, up from 60.5 million (growth of 4.4 percent). Overnight stays abroad increased by 33.2% from 2011 to 2018. Germany accounted for 19.3% of all tourists, followed by the United States (9.0%), France (7.5%), the United Kingdom (6.0%), and China. The United States showed strong growth, increasing by 15.7 percent from 2017. However, during the same time period, the number of German visitors remained unchanged. Only four regions in Italy receive nearly 60% of all foreign arrivals: Veneto, Lombardy, Lazio, and Tuscany. In 2018, there were 62.9 million domestic overnight trips (OECD Tourism Trends and Policies 2020). The National Strategic Plan for Tourism 2017–2022, which is built around four themes, serves as the current policy framework.

- Culture and heritage: By employing sustainable management techniques and creative asset utilization, cultural and natural heritage should be enhanced.
- Employment and competitiveness: Increasing tourism's competitiveness will create added value and boost both the quantity and quality of jobs available.
- Placing the traveller at the centre: The Italian travel experience needs to meet consumer demands and expectations.
- Interoperability and integration: The system of tourism associations and operators should be completely integrated, promoting cooperation and joint ventures.
- The targets and measures of the Plan are all unified by three strategic principles:
- Sustainability: A crucial component of tourism competitiveness, which must protect natural resources and landscapes and draw investment. A sustainable tourism vision focuses on distributing opportunities across the country and throughout the year and creating jobs in both emerging and wellknown locations.
- Innovation: in terms of tourist destinations, business strategies, personas in the work force, advertising, and the calibre of goods and services. When it comes to the dissemination of information, traveller decision making, and the expansion of information tools, digitalization is at the forefront of innovation.
- Accessibility entails opening up access to less travelled areas and providing all visitors with the opportunity to enjoy tourism and fully appreciate the distinctiveness of the places they visit.

A Special Plan for Tourist Mobility, with EUR 372 million available over the period 2016–2024, has been agreed upon by the Ministry and the Ministry of Infrastructure and Transport as part of a renewed commitment to tourism mobility. This plan includes EUR 90 million for investment in a network of “soft mobility” (such as bike lanes and tourist rail services) and EUR 60 million for touring routes. This advances the initiatives started during the 2016 Year of the Italian Routes,

which aimed to raise the importance of cultural routes. The “Art Bonus Decree,” a tax credit program for the tourism industry, which was approved in 2014 and refinanced with EUR 460 million until 2020 to renovate and modernize tourist attractions, is set to expire in that year. In the future, it is hoped that this will continue.

A new hotel classification scheme that places a strong emphasis on accessibility and sustainability is currently undergoing approval. Recently, from a promotional standpoint, more emphasis has been put on expanding the national offer away from well known attractions and toward less popular locations. The goal is to draw on the local resources, history, and distinctiveness of locations all over Italy in order to diversify away from the well known iconic destinations and spread the economic benefits of tourism across both time and space. By creating products that cater to specific interests like wine, sports, adventure, and well being, this strategy gives local communities the chance to create more intimate tourism experiences that are rooted in the region. This is in line with market trends, which show that many tourists are driven to travel for a more intimate experience focused on personal development and self actualization as well as making a positive impact on the destinations they visit.

Therefore, the marketing strategy for ENIT in 2020 incorporates sustainable tourism principles to demonstrate the range of the offer. Some product strategies, such as cultural tourism connected to small Italian centres and smaller cities of art, have been particularly successful (OECD Tourism Trends and Policies 2020). Italy experienced the first outbreak of the Covid-19 disease in the second half of February 2020. The lockdown was initially implemented in a few Northern provinces, and as of March 9 it has been in effect nationwide. It included restrictions on both domestic and international mobility, a stay-at-home directive, and the cessation of all nonessential economic activities. Northern Italy continued to be the outbreak’s primary focus during this stage.

During the month of May 2020, these limitations were lifted. Strong containment measures were successful in stopping the disease’s spread, and Italy benefited from a nearly undetectable rate of new Covid-19 cases throughout the summer. Travel restrictions between EU members, Schengen Area countries, and the United Kingdom were lifted in early June, and inbound tourism started to pick up again. At the end of August, the number of new cases began to rise once more, and in the autumn, a second wave of infection spread throughout all of Italy, with hardly a province escaping an increase in infections. According to official statistics, the total number of foreign visitors to Italy in 2020 (i.e., those who did not spend the night) was 39 million, which is roughly 60% less than the previous year. The number of arrivals from Europe (both EU and non-EU) decreased by 56.2 percent in comparison to 2019 despite the sharp decline in inbound tourism from all countries of origin; Asia’s and the Americas’ dropped by 81 and 87 percent, respectively. These trends were probably influenced by the travel bans implemented in many countries around the world (including Italy), but they might also be a reflection of the preference of foreign tourists for domestic locations that are accessible by private transportation. Indeed, the decline in arrivals was less pronounced in areas near the Italian border (like Veneto and Lombardy) than in other areas. The correlation between the change in arrivals between 2019 and 2020 and the ex ante shares of various travel purposes in each Italian province (which reflect their “touristic specialization”) suggests that the pandemic also caused changes along the dimension of the traveller’s motive. Arrivals consistently decreased more in provinces with a focus on cultural tourism, whereas this correlation is less pronounced for “sea and nature” vacations. In

the case of business tourism, the correlation is actually positive, indicating that the provinces that previously experienced a relatively higher share of tourism for business purposes suffered much less from the decline in foreign arrivals. The kind of lodging selected by visitors for their stay in Italy was a third dimension of interest along which another significant change was also noticed. The proportion of visitors who spent their trip staying at home with family or friends increased significantly as well (Della Corte et.al, 2021). An analysis of the events that occurred in Italy starting at the end of January can be done from the perspective of chaos theory. The most important point of departure was February 21, 2020, when the first case of COVID-19 in an Italian citizen was discovered. This incident may be referred to as the “butterfly event” because, at the time, Italy was regarded as a safe country free of COVID-19. However, the number of cases and fatalities quickly increased, and on March 11, 2020, the government went into lockdown mode nationwide. The country quickly found itself facing severe repercussions from a seemingly minor event. One could say that the country and the Italian tourism industry had reached a “bifurcation” at this time. In fact, for the first time in the history of Italian tourism following World War II, the borders were closed, an increasing number of airlines cancelled flights to Italy, and a number of foreign governments outlawed travel to Italy. Others put travellers who had just returned from Italy under quarantine. Since then, a lot of companies in the tourism industry have been struggling to survive this unprecedented crisis. Industry associations (hoteliers, travel agents, etc.) have asked the Italian government to step in and help the companies in their respective industries. In other words, it became quickly apparent that attempts had been made to achieve “self organisation.” However, it took some time before adhoc interventions for the tourism and hospitality industries were developed because of the non-linear crisis the industry was experiencing and the exceptional situation in which the entire industry found itself (Del Chiappa, 2021). In Italy, there are issues with managing human resources. These issues include management disruptions at Italian travel agencies and tour companies. The efficiency of the tourism industry is decreased by the businesses’ issues with human resources. Both the management of the company and its employees’ inefficiency are to blame for these issues. The findings paint a clear picture of how knowledge and information are shared between Italian travel agencies and tour operators. This network’s extremely low connectivity was the first obvious and important characteristic. According to the cohesion theory, trust and cooperation building are supported by dense networks (Coleman, 1988). A higher network actor density increases communication opportunities, makes it easier to overcome transfer impediments, and appears to facilitate knowledge transfer (Reagans & McEvily, 2003; Wei et al., 2011). With a low density, businesses have limited access to connections and means of exchanging knowledge, which limits their ability to innovate. The literature claims that the presence of scale free structures and highly central hubs in a network accelerates the dissemination and transfer of knowledge within the network (Qiao et al., 2019). The fact that hubs have quick and easy access to a significant number of network actors can speed up the diffusion of knowledge. However, because only a small number of hubs are permitted access to the knowledge sources, high centralization may make it difficult to access diverse and innovative sources of information.

Furthermore, centralized networks are dependent on a small number of companies, and their performance can affect the performance of the network as a whole. Depending on the goals and policies of the organizations, this might help in planning and establishing suitable strategies to change and decentralize the network structure or retain and reinforce the current centralized structure. Tourism operators and organizations have a notoriously bad track record when it comes to handling information and knowledge management approaches and creating effective

policies, in part because of the backdrop of the tourism industry. From both an individual and a systemic perspective, the assessments have mostly concentrated on the concerns' significance and the elements that affect them more (Cooper, 2018). Recently, the subject has been tackled and research on the structural properties of the network of relationships has been done. (Raisi et al., 2020; Zach & Hill, 2017).

These studies have mainly focused on tourism systems that are fairly clearly defined, like the destinations. Here, however, we disregard geographic boundaries within a country and instead concentrate on a different level and analyse a single business system, that of the intermediaries (Santos et al., 2021a; 2021b). This study is also especially pertinent in light of the current Covid-19 pandemic. Effective knowledge transfer is crucial for business performance, as well as for the survival and expansion of the entire tourism industry in every destination, especially during times of crisis (Ahmad et al., 2020; Chemli et al., 2020; Toanoglou et al., 2021; Valeri & Katsoni, 2021; Valeri, 2021). There are obviously limitations to this study. The analysis of a wider range of knowledge transfer dimensions, such as the characteristics and essence of what is exchanged, the capacity of businesses to transfer and collect knowledge, and the calibre and intensity of relationships among the tourism intermediaries, are all necessary for a thorough study of knowledge transfer. Additionally, the topological analysis done in this work explains the network's strong and weak points but does not provide a general, quantified way to measure the network's efficiency. The effects of Covid-19 or other disasters on tourism intermediaries and the cohesion effects on sustainable tourism performance will be explored in future research. Another area of research is to determine whether and to what extent the system's modified structural properties, which result in increased information transfer efficiency, affect the system's individual parts and the entire system, and whether they can help members generate and manage knowledge more effectively for a competitive advantage. (Marco et.al, 2021).

Bresciani et.al. (2019) has developed sustainable human resources management plans that can be a solution to the human resources problems encountered in Italian tourism and hospitality. He listed his practices divided by seven parts including; terms and conditions, recruitment and selection, training, job design, quality issues, communication and consultation and pay systems. Terms and conditions include a unified set of terms and conditions for management and nonmanagement staff, single status for every employee, For positions above entrylevel, internal promotion is the norm, no mandated layoffs; recruitment and selection process are; Considering trainability as a key selection criterion using psychological evaluations as the standard practice for hiring all staff, intentional use of truthful job descriptions during selection, recruitment, a formal system for informing new hires about the company's values and procedures; training include intentional creation of a learning organization, a clear policy mandating that all employees complete a certain amount of formal training each year; design jobs are, flexible job descriptions without a connection to a single task, deliberate job design that maximizes the use of workers' abilities and knowledge. For the vast majority of staff, work is organized around working in teams. participation of staff in setting performance goals; Quality problems include Production and service personnel are in charge of their own quality, majority of employees who participate in quality improvement teams or circles; consultation and communication using attitude surveys frequently to gauge staff opinions, a system of scheduled, routine team briefings or information cascades from senior management to shop floor/lower grades, As a matter of course, all employees are informed about the state of the market, the pressures of the competition, and the establishment's and company's performance; Pay systems include a

merit component in the salaries of all employees and formal, at least yearly, evaluations of every employee (Bresciani et al.2019).

5.3. Spain

Spain is a country in southwest Europe whose territory extends into both the Atlantic and Mediterranean seas. With a total area of 505,990 km². One of Spain's most important natural resources is arable land, which has helped fuel the country's expanding agribusiness industry. In 2015, Spain exported agricultural goods valued over £40 billion, or more than 3% of Spain's GDP. In 2015, agricultural products made up more than 15% of Spain's overall exports. By 2011, Spain (48,589 sq. miles) ranked 25th in the world in terms of arable land area, only behind Tanzania and Niger. (Migiro, 2019). Spain had a total population of about 47.6 million in 2022. Its population was expected to reach 48.47 million by 2027. Spain's population growth has been steadily dropping over the past decade, even though its fertility rate has remained largely stable. Between 2008 and 2009, there was a very visible decline as population growth was practically cut in half. There are several causes for this fall, but it is assumed that it was brought on by the concurrent economic crisis. Spain's economy is the 41st most free in the 2022 Index, according to The Heritage Foundation (2022), with a score of 68.2. In the Europe area, Spain is placed 26th out of 45 countries, and its total score is higher than the global average but lower than the average for the region. From 2017 to 2019, Spain's economic growth stagnated. The economy shrank in 2020, but growth started up again in 2021. The same five years have seen an increase in economic freedom. Spain, which is in the upper half of the "Mostly Free" category, has seen an overall increase in economic freedom of 4.6 points since 2017 thanks to stronger ratings for business freedom and rule of law. Trade and monetary freedom are robust, but the economy is burdened by high government spending and weak fiscal health.

Spain's government's reaction to the crisis was the 97th most stringent among the countries in this Index as of December 1, 2021, with 88,080 deaths in the country linked to the pandemic as of that date. In 2020, the economy shrank by 11.0 percent. The severe COVID-19 pandemic outbreak in Spain and the containment measures implemented, since March have caused an unprecedented collapse of activity in the first half of the year, with the service industry being the most affected, according to data from the European Commission (2022). When limitations began to be gradually and differently imposed across industries and regions, sentiment and economic indicators rebounded in May, having bottomed out in April. Late in June, the country shifted into a "new routine," during which time social segregation policies will continue until further notice. These measures are anticipated to have a long lasting effect on industries like food and lodging, retail trade, personal services, and arts and entertainment where interpersonal interaction is essential to the delivery of the service. Despite the increasing opening of borders, the impact on international tourism will be made worse by decreased flight connectivity. Manufacturing activity is anticipated to pick up more swiftly than services activity. However, delays in the normalization of industrial activity before the end of the year may be caused by interruptions in global value chains and low demand. According to the Spring Forecast, the economic effects of the confinement in the first half of 2020 are likely to be worse than anticipated. The recovery anticipated in the second half of 2020, when the majority of activity related limitations will be eliminated, won't completely balance this. As a result, 2020's annual GDP growth is now anticipated to be close to -11 percent, or approximately 112 percentage points less than originally predicted. During the first half of 2021, activity should continue to recover before gradually slowing down in the second half. This, along with a significant positive carryover from the final quarters of 2020, would reduce the volume of output in 2021 by around 412 percent from its level in 2019, bringing the annual GDP growth to about 7 percent (European Commission, 2020). So far, short term employment

programs (or “ERTEs”) have contributed to limiting significant job losses. However, the crisis’s disproportionate impact on labour-intensive industries will cause the unemployment rate to rise significantly, and subsequent increases are likely as ERTes are phased out. Private consumption should recover more swiftly than other demand components despite not reaching its precrisis level throughout the predicted horizon due to the partial reversal of the lockdown’s forced increase in savings. Due to weak demand, significant uncertainty, a lack of cash, and reduced profitability, investment is anticipated to recover more slowly. Due to weak international tourism receipts, net exports are predicted to reduce growth this year before turning positive again next year as the industry begins to recover. Prior to the pandemic, Spain was experiencing a strong and job rich recovery, as shown by the OECD Economic Survey of Spain. Spain had strengthened its economic resilience following the 2008 global financial crisis with a more balanced growth pattern and a better financial industry. Due in part to the significant proportion of services and tourism in the economy, the effects of the COVID-19 epidemic have been more severe than in other OECD countries. Between April 2020 and March 2021, there was an expected 75% decrease in tourism activity. Some service operations were particularly badly hit by contact limits due to their nature or the limited adoption of digital technology. Broad structural issues in Spain, like persistent unemployment, especially among young people, a high proportion of workers on temporary contracts, roadblocks to corporate expansion, and slow productivity development, (which affects hr management of businesses), have been made worse by the crisis. The epidemic has also highlighted the advantages of a digitalized economy, as countries with higher levels of digital adoption were better equipped to use teleworking and ecommerce to lessen the negative effects of isolation measures. One of the pillars of the Spanish economy and a notable engine of social and economic advancement is tourism. It contributed 11.8 percent to the GDP in 2017 and maintained 13.5 percent of employment in 2018. (Or 2.6 million direct jobs). With tourism receipts of EUR 62.5 billion in 2018, up 3.6 percent from 2017, tourism continues to play a significant role in reducing the country’s trade deficit. Tourist arrivals totalled 82.8 million in 2018, an increase of 1.1% from 2017. This resulted in international receipts of EUR 89.8 billion, an increase of 3.3% from 2017. In 2018, 52.3 percent of all service exports were travelrelated. The United Kingdom (22.4 percent of tourist visitors), Germany (13.8 percent), and France are Spain’s top three international markets (13.6 percent). The expansion of the global economy and advances in air connectivity have contributed significantly to a surge in longhaul inbound travel from countries and regions like the United States, China, and South Korea. Domestic travel within Spain is also highly important. Spain had 425.4 million domestic visits in total in 2018, of which 139.9 million were overnight stays (+1.1% from 2017) and 285.5 million were day excursions (+1.9% from 2017). Tourism Trends and Policies of the OECD, 2020.

According to Statista (2021), after plummeting to less than 55 billion euros the year before, the value of the goods and services provided by the tourism industry in Spain increased by about 70% in 2021. Despite the country’s promising recovery trends, the tourist industry still has to grow before it achieves its prepandemic levels of economic importance. Prior to the coronavirus (COVID-19) crisis, this industry was one of the main drivers of Spanish economic growth, contributing almost 155 billion euros to the national coffers. In 2020, France was the top source country for foreign visitors to Spain. Although British tourists have historically made up the majority of visitors to Spain, their numbers decreased by about 15 million in 2020, most likely as a result of the challenges brought on by the COVID-19 pandemic. In contrast to the percentage of tourism expenditure in Spain before to COVID-19, the share of domestic tourist expenditure in the country in 2020 was larger than the share of international tourist expenditure. Spain’s

travel and tourism industry was still bouncing back from the global health crisis' effects on the entire economy as of December 2021. The pandemic's effects on mobility have had significant socioeconomic repercussions. The COVID-19 epidemic and associated mobility restrictions have had serious socioeconomic repercussions, according to the economic effects. It has reduced demand and consumption, harming worldwide communities, companies, and organizations. Market disruption and huge economic expenses on an unprecedented scale have been brought on by the pandemic's tremendous uncertainty, making them highly unpredictable (Moreno, Luna, Libertad, et al. 2021). On the other side, the lockdown procedures significantly reduced GDP. Spain reported the largest GDP decline in Europe in the second quarter (21.5%), followed by France (18.9%), Italy (17.9%), and Portugal (16.4%), with the most significant results. Given that these countries receive the greatest number of tourists in Europe, the fact that they have seen such an unanticipated fall may be attributed to the importance of the tourism industry to their economies. Therefore, these countries have suffered greatly as a result of the border closures and lockdowns (Moreno-Luna, Libertad, et al., 2021).

Then, it may be seen that the top destinations have experienced a dramatic fall, according to the most recent data on hotel occupancy rates released by UNWTO in September 2020. Spain scored fourth among the top 10 lists of tourist destinations with the highest occupancy rates in January 2020, with a 61 percent occupancy rate. Spain's occupancy rate was only 27% in September 2020, compared to substantially higher rates in China (62%), the United States (48%), Great Britain (46%), Turkey (45%), Germany (44%), France (42%), and Italy (34%). In September 2020, Spain will no longer be among the top destinations, according to both international arrivals and hotel occupancy rates. One of the most active and quickly expanding economic industries is tourism, which has continued to grow and diversify over the past few decades. 10.3% of the world's GDP, or US\$8.9 trillion, is made up of the travel and tourism industry. Following the 2008 financial crisis, employment in the hospitality and food services industries increased by up to 35%, outpacing the overall employment growth rate of 11%. More than 330 million people were employed in the industry globally in 2019, which equates to one in ten occupations worldwide. When one industry experiences a decline, all aspects that are directly or indirectly dependent suffer as a result of the strong multiplier effect on employment in connected industries. One job in the tourism industry is thought to generate roughly one and a half extra or indirect jobs, such as those in transportation, the provision of food and drink, handicrafts, and the preservation of cultural and natural resources. The sudden halt in economic activity has put workers in the tourism industry in a difficult situation. The industry's return to normalcy is unlikely to happen anytime soon. Unsurprisingly, the opinions of tourists are greatly impacted by fears of infection and the potential effects of additional lockdowns, which heighten anxiety and cause people to deliberately limit their exposure. In those regions with high infection rates, the pandemic may change how potential tourists see certain locations. Visitors will assess their travel choices in light of the actions that places are taking in light of this extraordinary circumstance. Destinations are putting safety and sanitary systems into place to ensure a safe restart of tourism. Some countries started to reopen their borders during the first week of July, and the domestic market saw a modest increase in aviation activity. Compared to other affected businesses, tourism will likely be more negatively impacted by the present pandemic. Despite how a crisis may affect tourism, history attests to the industry's resilience." (Moreno-Luna, Libertad, et al. 2021). According to the World Tourism Organization, 230 million people worldwide are employed by tourism related activities, which accounts for approximately 8.7% of all jobs globally. However, the negative side of these numbers relates to the nature of

many of these jobs, which are marked by subpar working conditions, low pay, high staff turnover, difficulties finding qualified candidates in certain crucial fields, a high proportion of labour coming from socially disadvantaged groups, low status, and a lack of professionalism. According to Wood (1997), “marginal workers” predominate in the tourism industry, including women, young people, casual workers, students, parttimers, and migrant workers. The truth, however, is that they are not marginal employees; rather, they are employees who are marginalized by their employers and working conditions. Multiple studies have demonstrated this, despite the fact that both men and women have been shown to be equally effective business managers (Obadic and Maric, 2009; Mayling, 2003; HCIMA, 1999; Mooney and Ryan, 2009; Pinar et al., 2011), with the number of women managers in the tourism and hospitality industries being disproportionately low given the overall level of female representation in the workforce (Marco, 2012). Women make less money than men, according to other studies by Garca-Pozo et al. (2012) and Thrane (2007), for example. Diversity management has been receiving more and more attention recently for a variety of reasons (Burges et al., 2009; Devine et al., 2007; French, 2001; Kamenou, 2012; Meriläinen et al., 2009; Verbeek, 2012).

Additionally, the majority of these positions are for frontline employees, who should be the highest compensated, best taught, and most motivated workers to provide clients with a highquality service. However, these employees in tourism businesses are actually the lowest paid and least qualified (Guerrier and Lockwood, 1989; Deery and Jago, 2002). any authors have confirmed this apparent paradox. For instance, Keep and Mayhew (1999) highlight the following issues in tourism and hospitality HRM: low wages, high levels of labour turnover, overrepresentation of women and ethnic minorities in low-level operational positions, absence of career structures, reliance on informal recruitment techniques, and lack of evidence regarding best HRM practices. Similar to this, MacDonald and Sirianni (1996) distinguish between two types of service occupations: a sizable number of low-skill, low-paying positions and a smaller number of highskill, high-paying ones, with few jobs falling somewhere in between. Numerous empirical studies highlight the poor working conditions in the tourism and hospitality industries, indicating that HRM is not widely practiced in hotels and that there is little proof that human resources are viewed as a source of competitive advantage (Kelliher and Johnson, 1997; Kelliher and Perrent, 2001; McGunnigle and Jameson, 2000; Wilton, 2008; Smith et al., 2011). The United Kingdom is one of the most researched situations when it comes to countries. Over 180,000 establishments make up the British hospitality industry, and 76% of them have fewer than 10 employees (Watson, 2008, p. 420). Approximately 58 percent of the workforce in tourism and hospitality is made up of women; 17 percent of workers are foreigners (3 percent are from Western Europe, about 7 percent are from Eastern Europe, and another 7 percent are from outside of Europe); and 11 percent of workers are members of ethnic minorities (compared to 9.6 percent in most industrial industries). When it comes to human resource initiatives, 35 percent of employees are part-time (compared to 25 percent in other industrial industries), and 10 percent are temporary employees.

McGunnigle and Jameson (2000) examined recruitment practices and found scant indication that UK hotels used more modern recruitment and selection practices. Martin et al. (2006) give data for the specific situation of Scotland within the United Kingdom, showing that just 8% of work-places are involved in training and only 38% of tourist workplaces have training and development programs, compared to 43% in other industries (compared to 10 percent in other industries). In the Scottish hotel industry, the worker turnover rate is 44 percent, compared

to 23 percent in other industrial industries. The hard version of human resource practices is prevalent, which includes a shortterm perspective on managerial decision making and strategy and, as a result, a low cost approach. In sum, this all speaks to economic determinism (Riley et al., 2000). The majority of SMEs in the tourist and hospitality industries, which lack the resources to implement effective human resource strategies, changing demand, labour market characteristics, etc., are the key factors cited by scholars as the causes of these results.

Although many research suggest that the hard version has been adopted in hotel HRM, it would be interesting to have some more accurate indicators at our disposal that might allow for more pertinent judgments. The employee turnover rate, which was highlighted in the paragraphs above as one of the major issues facing the hospitality and tourism industries, could be one of them. Several studies have attempted to explain the causes of high turnover rates, which can be traced to psychological issues (Martin et al., 2006), stress at work (Ryan et al., 2011), and, more broadly, job satisfaction levels (Gallardo et al., 2010). Luna-Arocas and Camps (2008) link employee engagement and turnover intentions to compensation strategies, work enrichment, and job stability. Numerous pieces of work go even further to prove a connection between turnover rate and the hard and soft versions (Ishak et al., 2011; Zheng, 2009). These studies claim that higher than 15% or 20% turnover rates are directly related to the “hard” version of HRM. Recruitment methods are another indicator that some authors have linked directly to the hard and soft approaches to HRM (Yang and Fu, 2009). More specifically, Zheng (2009) identifies the use of innovative recruitment channels (such as the internet and HR agencies) as a practice that falls under the soft side of HRM approaches.

Nevertheless, and in spite of all the aforementioned concerns, the hotel business does have certain instances of best human resource practices. There is evidence for this, for instance, in the study by Hoque (2000), even if the author acknowledges that the hotel sample used has an average staff of 125, in an industry where 81% of firms have fewer than 25 employees; or in the study by Altarawneh and Aldehayyat (2011). Case studies of major businesses including Florida Theme Park (Mayer, 2002), Forte Hotel Group (Erstad, 2001), and Five Star Hotel are included in Melián-González (2004)’s survey (Haynes and Fryer, 2000). These examples are representative of the contingent approach since they show how different human resource strategies depend on the size of the hotel. In reality, the bulk of studies on the contingency approach make an effort to connect various human resource practices to the competitive tactics outlined by de Miles and Snow (1984). Beda-Garca et al. (2013), for instance, discuss training strategies in the Spanish hotel industry. As this can be a deciding factor for the firm’s competitive strategy, other authors, on the other hand, study the distinctions between hotels by referring to their category by star rating (Marco-Lajara et al., 2013).

According to UNWTO, more environmentally friendly tourism can create new green employment prospects, although there haven’t been many researches on the subject of green employment chances in the Spanish tourism industry. In order to respond to a question, it is crucial to examine the actual chances for green jobs in the Spanish hospitality industry. Are there any green jobs available in the Spanish tourism and hospitality industries?

Given that Spain is one of the most popular tourist destinations in the world and one of the countries in Europe with the highest unemployment rates, a study of the potential opportunities for green jobs in the Spanish tourism industry is imperative. In 2019, 12.4% of Spain’s GDP came

from tourism. Spain was the most visited country in Europe in 2019 with 84 million visitors, the year before the COVID-19 pandemic catastrophe. Spain was ranked as the most competitive country in the world for travel and tourism in the same year, according to the World Economic Forum's (WEF) Travel and Tourism Competitiveness Report. Spain does not receive the best score for tourist competitiveness in the "human resources and people" area of the research since the WEF report suggests that its human resource policies need to be improved. The report also demonstrates that China's general competitiveness index is growing more slowly than the other countries on the list despite being the most competitive country in the world in 2019. These facts should act as a crucial wake up call: Spain can and must do better in many areas of tourism, including the calibre of its workers and the working environment in the industry. Spain will soon be surpassed by countries with a faster development in tourism competitiveness. It is crucial to conduct research on human resources in the Spanish hospitality industry as well as prospects for fresh, respectable, and long term employment. It would be worthwhile to look into green jobs if they meant better employment prospects in the Spanish tourism industry. (Arnedo, et.al, 2021).

6. Sustainable Human Resource Policies for Tourism

The tourist business is a subset of the service industry, where an organization's human resources (HR) frequently produce the majority of the value. Another way to define the tourism industry is as being very dynamic. Companies in the tourism industry frequently struggle with issues related to human resource management and development, such as low-skilled workers, inexperienced workers, a lack of seasonal workers, a lack of employee motivation, and employee turnovers (Beda-Garca et al. 2012).

Human resource development needs to be one of the management top goals since professionalism, career satisfaction, and human resource development tend to improve customer service (Drucker 2004). The concepts recruitment, motivation, training, compensation, retention, career management, leadership, job specifications, turnover, and job descriptions are only a few examples. Informal employment, seasonality, diversity management, certification, formal education, and on-the-job training are further implications of the tourism industry. There are several elements that have an impact on the current state of the tourism labour market. These broadly rely on the no-tion of imposing moral and intellectual standards to the workforce. The following is mentioned in the concepts: (Baum, 2018).

Low-skilled employees, inexperienced employers, a lack of staff enthusiasm and seasonal work-forces, a lack of and the regular rotation of employees, among other problems, are examples of the obstacles associated with human resource management and human resource development in the tourist industry. The integration of the sustainability strategy into human resource development is examined in light of the aforementioned difficulties. Sustainability should be used in the development of human resources as well as a paradigm for environmental management and social sustainability. When strategies, structures, systems, technologies, and people are creatively combined, they can support individual and organizational learning, which generates and maintains the success of the organization (Dilworth 2003). Ehnert (2009) makes the argument that strategic human resource management can be extended to include sustainable human resource management. According to Hulsmann, a sustainable perspective and strategic management share strategic objectives on the economic, ecological, and societal levels as well as an orientation towards the long-term perspective. The conclusion is that while human resource management includes human resource development, sustainable human resource management also includes sustainable human resource development (Ehnert 2009).

Muller-Christ and Remer (1999) claimed that sustainable human resource management as what businesses themselves must do in their settings to ensure long-term access to talented human resources (Ehnert 2009). In the setting of a shifting business environment, a greater emphasis is placed on the learning and development of human resources with the goal of modifying their capacity to handle challenges brought on by change. Numerous social developments have an impact on travellers' habits, which in turn has an impact on tourism services and the industry as a whole. Employees should be the first to adapt planned improvements, which may include new reservation systems, sales channels, visitor profiles, languages, and tourist flows during the high season, among other innovations. Investments in the development of human resources are required in order to provide favourable working circumstances for those employed in the

tourism industry and to address the aforementioned difficulties. By developing long-term resource development strategies and organizational knowledge and information systems, sustainable human resource development will promote lifelong learning (Garavan and McGuire 2010). Scientists began examining the development of human resources through the lens of sustainability in the context of global sustainable development. Adopting development of human resources strategies and tactics that promote the achievement of economic, social, and environmental objectives with a long-term impact on the business while minimizing unintended consequences and unfavourable feedback (Ehnert et al, 2014). It follows from this concept that sustainable human resource development can be examined from various angles. The key rule is to make wise choices about the development of human resources in order to advance the overall financial, social, and ecological health of the business. The goal of a sustainable approach in the workplace, according to Kira and Lifvergren, is to promote employees' well-being and growth, which can then have a good impact on the socio-ecological and economic environment (Ehnert et al. 2014). Through a good and long-lasting influence on the aforementioned areas, human resource development is becoming sustainable. The individual is positively impacted by changes brought about by the growth of human resources since they are more equipped to handle changes at work. Then, this optimistic outlook is carried over to the corporate level and the family (or larger community) level.

Countries have found some solutions to eliminate the human resources problems they face. The most important of these have been the changes, regulations and strategies made in sustainable human resources management. Each country has developed strategies for its own problem and deficiency and has tried to make the tourism industry better in this context. When comparing OIC and non-OIC countries, various results were obtained.

First of all, when we look at the Indonesian human resources management, we see the problems experienced after the pandemic. Indonesian tourism companies should adapt to the new world order, use the developed technologies, comply with customer expectations and attract more tourists in this context. In addition, in-service training plays an important role for inexperienced and untrained employees. Increasing the quality of labour and service should be aimed at increasing the performance of the employees. Motivation should be taken into account in order to increase the performance of the employees. The tourism industry can become more successful with various motivational techniques within the company.

The proposed human resources strategy for Malaysia tourism is seen as green human resources management. Ghrm will be a crucial task for the organizations whose roles involve making human resources departments' operations more environmentally friendly. The primary goal of GHRM is to instil an environmentally conscious way of life. According to ghrm, "buying ecofriendly use" has arrived for the development of a different path for development and human resource development. Those who are impacted by GHRM might gain from training to enhance work while simultaneously increasing flexibility, teamwork, team updates, and communication options. People who can successfully integrate hiring, selection, training, performance reviews, organizational culture teams, and training can help their workplaces achieve their goals and plans. By concentrating on the environment and people's education, GHRM creates resources and builds human capital. This greatly increases interest. Thus, Malaysia's crisis between employee and expectation will end, tourist flow will increase and tourism will become more successful.

Looking at the Tunisian tourism industry, it is seen that there are problems in the employees of tourism companies. It has been revealed that the innovation capacity of HR personnel is insufficient and their emotional commitment is not observed. In this context, a working environment and technique in which employees can feel more comfortable and happier should be considered in sustainable human resources management. That's why they developed an HRIS project. Adoption of this system will help employees as a whole be more productive, increase their capacity for innovation and provide better services.

Considering the example of Azerbaijan, there is a lack of qualified personnel in the company. Inadequate infrastructure of tourism education institutions causes this situation. For this reason, Azerbaijan should give importance to tourism education. On the other hand, it is necessary to consider tourism health and expectations in order to improve the tourism industry of Azerbaijan, which has been badly damaged after the pandemic. Tourism planning needs to be changed to adapt to the new normal.

Employment generated by the industry, employment and education are crucial for the delivery of high-quality services as well as the fight against unemployment. to advance knowledge and digitalization, especially to boost France's tourism industry's ability to compete internationally. Italian tour operators and travel agencies have management issues. The efficiency of the tourism industry is decreased by businesses' issues with human resources. Both the company's management and its employees' inefficiency are to blame for these issues.

The results provide a clear picture of how Italian travel agencies and tour operators exchange information. The selection criteria include the deliberate establishment of a learning organization with a clear policy requiring all employees to complete a specific amount of formal training each year. The training criteria also include the deliberate creation of a learning organization and the deliberate use of accurate job descriptions during recruitment and selection. Incentives, a reduction in bureaucratic barriers, and certification are highlighted in the strategies discussed for the Turkish tourism industry. Incentives are designed to improve and strengthen tourism. By removing administrative barriers, it hopes to promote foreign capital tourism. The highest level of quality and procedure is achieved in the tourism industry according to the certification of tourism businesses that support tourism activities by the Ministry of Culture and Health. The Ministry of Health also wants to improve the level of service provided in the tourism industry and maximize profits, strengthening the national economy.

The significance of education strategy is therefore emphasized in the plans it creates. By enhancing the knowledge of employees in tourism businesses, tourism education raises the quality of service. The dissemination of language programs in tourism education, the sharing of diverse knowledge, and the creation of a seamless industry all contribute to an increase in disruptions and misunderstandings in the industry. Thus, even though the tourism industry operates professionally, it succeeds by improving upon itself through the use of strategies developed annually.

Moreover, when Spain is used as an example, GHRM is maintained in the foreground, just as it was in Malaysia. There are more employment opportunities with green employment. There are numerous aspects of Spanish tourism that may and should be improved, two of which are the calibre of its experts and the workplace circumstances in the industry. Spain will soon be

surpassed by countries with a faster rate of growth in tourism competitiveness. Testing new, respectable, and long-lasting employment opportunities as well as human resource improvement in the Spanish hospitality industry are therefore crucial areas of study.

Exploring potential opportunities for employment creation in the Spanish tourism industry is the basis for the solution that can be identified. Finally, there aren't many results that differ from those found in other countries when management strategies for human resources in the Maldivian tourism industry are examined. The tourism industry will be stimulated and kept local if jobs are created for Maldivians, allowing for a truly local, independent, and self-sufficient workforce for the residents of the island state. Additionally, allowing employees in the tourism industry to grow professionally as well as formalizing and institutionalizing the industry as a whole to hire more qualified staff will standardize an unorganized workspace. In addition, putting systems, policies, and regulations into place will guarantee that there is control at the level of the state, society, and business. It is necessary for the central authority to establish a control system and provide a regular system. Barriers in development need to be identified and regularly improved.

When all analyses are taken into account, it becomes clear that the countries' human resources strategies should place a high priority on the education, motivation, and knowledge skills of HR employees. It should be aimed to reorganize the sustainable human resources management in accordance with the problems encountered in order to eradicate the problems in the tourism industry and to increase the share of success that the tourism industry contributes to the country's economy and development. Each country's government focuses on specific regulations to ensure quality service and visitor satisfaction. The tourism industry will therefore benefit from this success management.

This study has been conducted to shed light on the issues and difficulties facing HRD in the OIC countries and non-OIC countries in order to create the best sustainable human resources management in the tourism industry. As a result of the comparative approach, strategies that should be implemented in this direction are suggested in order for OIC countries to become more successful in the tourism industry.

In a quantitative part of the project, it is seen that cultural awareness, education, employee characteristics are emphasized for human resources management in the tourism industry. The effects of the global epidemic were found remarkable to be defined as a separate factor. These findings draw attention to the premise of cultural sensitivity and education for solutions to be proposed for the sustainable evolution of human resources. Also, it is seen that female participants agree with the statements more than male participants. However, another remarkable finding is that most of the participants were undecided about the items. For this reason, it is clear that it is necessary to create awareness and involvement for industry stakeholders. Also, shaping standard education models into adapted cultural contexts is deemed essential to create winning human resource systems.

It is of critical importance that future studies on the subject of sustainable human resources management are associated with different cultures, geography and demographic segments. It is recommended that both qualitative and quantitative studies be repeated for different samples. It is important that countries create culturally adapted theoretical and applied training programs

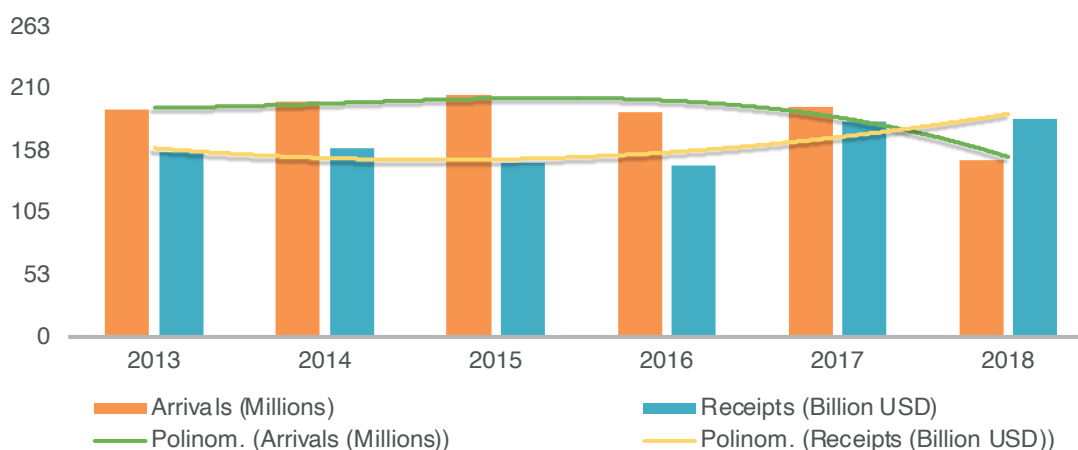
while strengthening their own human capital. While inservice internship and attunement certificate structures will increase national competitive advantage, it will allow tourism human capital to become a core talent. These certificate structures need to provide accreditation by providing training together with both instructors from the academy and those coming from the sector.

The global epidemic has seriously injured the industry and created devastating effects, especially in terms of human capital. It is necessary to create an international global crisis management plan for similar and potential crises that may occur in the future. In particular, it is important to reestablish the commitment and trust of human capital, which is competent and experienced in the industry, to the tourism industry. The industry, where employee satisfaction is the main determinant of customer satisfaction, has to solve this problem as soon as possible and in the most effective way. Accurate benchmarking and clear and distinct definition of problems will be guiding for industry stakeholders who are policy planners and makers.

7. Human Resources in OIC

7.1 General Outlook

The number of foreign visitors who entered the OIC countries from other countries in 2013 was 193.1 million, or 17.8% of all international visitors (Figure below). The OIC countries received USD 157.1 billion in tourism revenue from foreign visitors in the same year, which is a 12.7% share of the global total. Over 200 million foreign visitors arrived in the OIC countries in 2014. Since that time, fewer than 200 million foreign visitors have arrived in the OIC region. The number of visitors from abroad in 2018 was 149.9 million, or 10.7% of all international visitors world wide. International tourism receipts in the OIC countries saw an increase from 2017 to 2018, and by the end of 2018, they had increased to USD 181.9 billion, or 12.4% of the global total. When the ongoing regional political crises in various parts of the world negatively impacted the tourism industry in 2015, the growth in international visitor arrivals for the OIC group lost its positive trend. Numerous OIC countries were not exempt from these changes, and as a result, the total number of tourists arriving, tourism revenue, and the OIC group's share of the global tourism industry all declined. The OIC countries, however, experienced varying degrees and intensities of impact. Regarding tourism receipts per visitor arrival, there are more obvious differences between the OIC countries. These variations result from a variety of variables, including each traveller's average spending, length of stay, reason for visit, distance travelled, and consumption tendencies. Another element that might have an impact on average tourism receipts per arrival, which are expressed in USD, is exchange rate volatility. The issues facing tourism and the growth of a sustainable tourism industry in OIC states are varied since each has distinct touristic qualities, levels of development, and national development agendas and policies. However, the following can be used to summarize these issues, among others: A lack of awareness and knowledge (Dabour, 2003). The economic significance of the tourism industry and its positive effects as a potential source of foreign currency and employment are still not widely understood in some countries. Weak promotional efforts and a lack of technical expertise. Even when this fundamental understanding exists, there is frequently a shortage of tourism professionals and knowledge. In the modern world, tourism is a relatively new industry. In many OIC countries, it is also a novel and unfamiliar activity (Dabour, 2003). Another related issue is the lack of or ineffective media coverage and publicity promotion, which is frequently caused by the limited technological services at hand. A lack of infrastructure supporting tourism. Many OIC countries lack the adequate infrastructure required for the growth of a prosperous tourism industry. Among the most significant of these are transportation and communication, safety and security, hotels and lodging services, and tourism information services. Offering the kind of amenities and services that tourists expect is difficult as a result. 2003 (Dabour). a lack of tourism related investments. Investment in services is still trailing behind in developing countries even though it is a well-established economic activity in industrialized countries. Investment in initiatives that provide services, particularly in the tourism industry, is generally viewed as a high-risk venture in developing countries. Because of this, even though many of the poorest and least developed OIC countries may have a natural tourism potential, it is very difficult for them to access reasonable financing for their tourism projects, even when they are successful in overcoming the difficulties of project identification and planning. The lack of legislation and policies for tourism that make sense. Integrated tourism policymaking still encounters difficulties in many OIC countries, typically as a result of policy disagreements between the government departments and the private tourism companies. Along with this, there are typically ineffective institutional frameworks, regulations, and administration for tourism-related activity (Dabour, 2003).

Figure 7: International Tourism in OIC Countries

Source: World Tourism Organization (UNWTO).

7.2 COVID-19 Effects on Tourism and Human Resources Industries of OIC Member Countries

One of the main economic activities, international travel is a significant driver of economic development, employment, and foreign exchange earnings in many countries. This industry contributes about 10% of the global GDP. Every fourth new job created globally is in the tourism industry. A total of 8% of the OIC countries' GDP was generated by international tourism in 2019, which supported more than 45 million jobs (WTTC, 2020).

Table 26. Estimates and Forecast of Travel & Tourism Economic Impact in OIC Member States

| COMCEC | 2018 \$ billion | 2018 % of total | 2019 growth | 2028 \$ billion | 2028 % of total | Growth |
|----------------------------------|-----------------|-----------------|-------------|-----------------|-----------------|--------|
| Total contribution to GDP | 589.3 | 8.8 | 5.0 | 926.1 | 9.2 | 4.7 |
| Total contribution to employment | 44.2 | 7.3 | 2.6 | 57.588 | 7.7 | 2.7 |
| Leisure spending | 293.5 | 2.5 | 5.0 | 477.8 | 2.5 | 4.5 |
| Business spending | 93.2 | 0.8 | 3.2 | 152.5 | 0.8 | 4.7 |
| Capital investment | 104.4 | 6.3 | 3.9 | 183.0 | 7.1 | 5.4 |

Source: WTTC, 2019, OIC Key Highlights

Because the tourist industry has both direct and indirect connections to 185 supply side industries in the economy, an economic shock like a pandemic might potentially have an effect on a chain of economic activity from transportation to hoteliers (OECD, 2020). Small- and medium-sized firms (SMEs), who have fewer resources to survive in the event of an economic shock like the one we are currently experiencing due to the COVID-19 outbreak, make up around 80% of all tourism-related businesses globally, according to UNWTO (2020a). The tourist industry not only generates millions of employments but also provides opportunities for some marginalized populations, including women, young people, and rural communities in many developed and developing countries.(UNWTO, 2020b). In this regard, an industrial downturn or crisis could result in the loss of millions of jobs as a result of COVID-19. As a result, a disruption in the industry's operations could affect all types of tourism stakeholders, which would raise the unemployment and poverty rates. The World Health Organization's declaration of the COVID-19 pandemic on March 11, 2020, sparked a wave of travel restrictions in various forms and intensities, placing the industry in a precarious position. According to UNWTO (2020c), as of 28 April 2020, 45% of 217 tourist attractions across the world had entirely or partially closed their borders to visitors, declaring that "Travelers are not authorized to access"; International flights have been completely or partially suspended in 30% of cases, with the statement "all flights are suspended." Entry restrictions for visitors from specific countries of origin or those who have transited through certain locations are in place in 18% of cases, and visa requirements are being implemented in 7% of cases. The OECD (2020) forecasts a 45%–70% decline in international tourism in 2020 as a result of the restrictions on travel and tourism mentioned above. In the early stages of the pandemic, UNWTO (2020a) has provided more conservative estimates of the impact of the pandemic. It anticipated a 20% to 30% drop in foreign visitor arrivals in 2020 compared to 2019. This anticipated decline in foreign visitor arrivals could result in a loss of 300 to 450 USD billion in foreign tourism exports. According to International Tourism in the OIC Countries (2020a), the COVID-19 pandemic will prevent the global tourism industry from growing for five to seven years. According to UNWTO estimates, the crisis is severe and deep, and it will undoubtedly have a significant impact on the travel and tourism industries in OIC countries. This context shows projections made for OIC countries on foreign visitor arrivals and tourism revenue based on UNWTO scenarios. The base case assumes that there won't be a COVID-19 outbreak in 2020 and reflects the typical growth trajectory of the tourism industry in OIC countries based on their performance from 2013 to 2019. According to scenario 1, which is consistent with UNWTO predictions, the COVID-19 outbreak will cause the tourism industry to contract by 20% as compared to the baseline scenario. As a result, rather than the baseline projection of 154.2 million foreign tourists in 2020, the OIC countries are anticipated to host 123.3 million. This translates into a potential loss in tourism revenue of USD 38.6 billion. The key premise of scenario 2 is that tourism will decline by 30% by 2020 compared to the baseline scenario. The figures in scenario 2 are even more startling because only 107.9 million foreign tourists are expected to visit OIC countries, which is 46.3 million fewer than in the base case. In contrast to the baseline projection of USD 192.8 billion in 2020, it is predicted that those tourists will bring in USD 135 billion in foreign exchange for OIC countries. The COVID-19 outbreak is anticipated to have a negative impact on intra-OIC tourism in 2020. In scenarios 1 and 2, respectively, 68.2 million and 59.7 million intra-OIC tourists are anticipated to arrive. Those numbers are significantly lower than the base projection of 85.3 million arrivals of tourists from within the OIC in 2020. The projected losses for intra-OIC tourism receipts in scenarios 1 and 2 due to COVID-19 are USD 14.3 billion and USD 21.4 billion, compared to the baseline scenario for 2020. In fact, the projections made by UNWTO on the severity of the crisis in the global tourism and transportation industries as a result of the COVID-19 pandemic, which has significant implications for OIC countries, are also in line with the estimates made by the International Civil Aviation Organization (ICAO, 2020). International tourism activities have not yet resumed as

anticipated in the final quarter of 2020 because the pandemic is still ongoing. The outlook for the tourism industry is extremely ambiguous and unstable as more COVID-19 cases are being reported globally. Because both indirect and direct effects on different industries must be taken into account, it is only a few years after the pandemic's end that the effects of the pandemic on international tourism in OIC countries can be accurately calculated.

7.3 Policy Recommendations for OIC

HRM constitutes the core capability. Sustainable human resources policies in the tourism should be planned as short, medium and long term. In the short term, it is necessary to develop strategies for the destruction caused by the global epidemic. Medium and long-term strategies should be planned by prioritizing cultural awareness and industry 4.0. In this direction, short, medium and long-term policy recommendations are discussed below.

The global epidemic had serious effects on the industry, especially in terms of human capital. Reestablishing human capital's commitment and trust in the tourism industry is critical. Competent and experienced human resources professionals have switched to other sectors or established their own businesses because of the global epidemic paralyzing the sector. It is of great importance to reintroduce these employees to the tourism sector. The crisis plans of the tourism sector must be prepared in a clear, consistent and sustainable manner and shared transparently with all stakeholders, especially with the employees. With the global epidemic, the expectations of customers from employees have also changed. In this context, efforts should be made to raise awareness among employees about changing customer concerns and expectations. After the Covid 19, tourism businesses must adapt to the new global order, use the new normal advanced technologies, meet customer expectations and bring more visitors. Encouraging tourism businesses to adapt to the new global order, preparing clear, consistent and sustainable crisis plans after the Pandemic and sharing, encouraging, guiding and transparently empowering employees so that long-term access to talented sustainable human resources. Therefore, research suggests that a global tourism human resources crisis management plan can be developed against possible crises that may arise in the future. To adopt a mechanism to secure tourism based communities.

Tourism education increases the level of service by improving the knowledge of the personnel in tourism businesses. For this reason, in close cooperation and collaboration with the private sector, planning for the training of employees should be given priority. Creating industry advisory boards in tourism schools for enhanced collaboration on the contents of tourism education and "train the trainer" programs targeting tourism instructors would help close the gap between what is needed from human resources in tourism and what is provided at tourism schools. Inservice training is very significant for employees who lack expertise and training. The goal of improving workforce and service quality should be to improve employee performance. Prepare a locally driven strategy to spread awareness campaign on the importance of tourism activities on the local economy to maintain the involvement of the local people in the tourism activities to provide direct income. In order to increase employee performance, it is important to bring an educated workforce to the industry. Developing inservice trainings, opening tourism schools, expanding language programs, certificate programs and international exchange programs for tourism employees in tourism education, and having access to internship opportunities. Therefore inservice trainings, tourism schools, certificate programs, international exchange programs, and internship opportunities should be expanded to bring educated human capital to the industry.

In order to determine customer satisfaction, it is necessary to prioritize personnel satisfaction. Sustainable human resource management should consider strategies and a work environment that promote employee happiness and wellbeing. The tourism industry can flourish with the use of many internal motivation methods. Encouraging internal motivation techniques such as rewards, bonuses or salary rises to ensure employee satisfaction. In order to have more motivated employees, allowing them to become shareholders in tourism Business Company. Providing favorable working circumstances help human resources to become more sustainable. Therefore, the tourism industry needs to create a system that will increase the overall staff productivity, increase innovation capacity and enable them to provide better service. People can help workplaces achieve their goals and plans by successfully integrating hiring, selection, training, performance reviews, organizational culture teams, and training. It is suggested to give a special interest to the vocationally training of tourism and hospitality to ensure the sustainability of human resources within the industry.

It is essential to maintain effective and strong communication and interaction between tourism businesses. For government purposes, there should be a strong and sustainable interaction between travel agencies, tourism companies, hotels and tour operators. For industry leaders as policy planners and makers, accurate benchmarking and a clear definition of issues will be guiding principles. The synergy between tourism businesses helps the industry develop successfully, minimize the problems that may arise and provide quality service in the industry. It also helps promote lifelong learning by developing longterm resources development strategies and organizational knowledge of the country's contribution to the tourism industry.

The government should develop, contribute and assist the tourism industry by focusing on the industry's regulations, policies and objectives. As a result, the sustainability of industry human resource management is maintained, and high quality of service is guaranteed. Tourism activities carried out under government policies, and contributions become more systematic and successful. In order to sustain human resources, we can introduce measures such as a crisis insurance ratio out of the GDP of each OIC member country. Tourism education should be started as vocational education in basic education.

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ANNEX 1: Questionnaire of the research

| Gender | Male Female |
|--|---|
| Female | 21-30 31-40 41-50 51 + |
| Education | Primary education High school Associate degree Licence Graduate and above |
| Q1 The most critical thing in tourism is getting the right education. | Strongly Disagreed Disagreed Undecided Agreed Strongly Agreed |
| Q2 The core competency in tourism is effective human resource management | Strongly Disagreed Disagreed Undecided Agreed Strongly Agreed |

| | |
|---|---|
| Q3 Experince in the industry more important than education | Strongly Disagreed Disagreed Undecided Agreed Strongly Agreed |
| Q4 Local staff are more effective. | Strongly Disagreed Disagreed Undecided Agreed Strongly Agreed |
| Q5 Service delivery that takes into account cultural differences is important | Strongly Disagreed Disagreed Undecided Agreed Strongly Agreed |
| Q6 Standard education should be offered. | Strongly Disagreed Disagreed Undecided Agreed Strongly Agreed |
| Q7 Regular training should be given. | Strongly Disagreed Disagreed Undecided Agreed Strongly Agreed |
| Q8 Cultural adaptations are necessary | Strongly Disagreed Disagreed Undecided Agreed Strongly Agreed |
| Q9 COVID-19 has negatively changed the employee profile. | Strongly Disagreed Disagreed Undecided Agreed Strongly Agreed |
| Q10 After COVID-19, experienced personnel left the industry. | Strongly Disagreed Disagreed Undecided Agreed Strongly Agreed |

| | |
|--|---|
| Q11 COVID-19 shows that employee policies need to be reorganized | Strongly Disagreed Disagreed Undecided Agreed Strongly Agreed |
| Q12 COVID-19 has reduced employee job satisfaction | Strongly Disagreed Disagreed Undecided Agreed Strongly Agreed |
| Q13 COVID-19 has changed the personal selection criteria | Strongly Disagreed Disagreed Undecided Agreed Strongly Agreed |
| Q14 Employee satisfaction is critical to customer satisfaction | Strongly Disagreed Disagreed Undecided Agreed Strongly Agreed |
| Q15 The employee is the most important competitive tool of the industry. | Strongly Disagreed Disagreed Undecided Agreed Strongly Agreed |
| Q16 Employee training is critical to sustainable competitive advantage | Strongly Disagreed Disagreed Undecided Agreed Strongly Agreed |
| Q17 Collaborative training should be planned | Strongly Disagreed Disagreed Undecided Agreed Strongly Agreed |
| Q18 National employee training policy should be planned. | Strongly Disagreed Disagreed Undecided Agreed Strongly Agreed |



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|---|---|
| Q19 Employee qualification standards should be determined | Strongly Disagreed Disagreed Undecided Agreed Strongly Agreed |
| Q20 Employee profile should be developed with the certificate program | Strongly Disagreed Disagreed Undecided Agreed Strongly Agreed |
| Q21 In-service training should be compulsory. | Strongly Disagreed Disagreed Undecided Agreed Strongly Agreed |
| Q22 Internship programs should be supervised by the public authority | Strongly Disagreed Disagreed Undecided Agreed Strongly Agreed |
| Q23 Sustainable education policy should be implemented. | Strongly Disagreed Disagreed Undecided Agreed Strongly Agreed |