Chapter 12


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ABSTRACT

This chapter focuses on some specific areas of human resource management (employee relations, psychological contract, recruitment and selection) in a small-scale family owned travel agency. The study conducted via qualitative approach and using interviews and observations. Results show that, in a situation, where a sort of typical family relation exists between the owners/management, external employees are less likely offered any form of preferences; even this person possessed two criteria as qualifications or experiences and innate abilities.

INTRODUCTION

In recent dynamic and highly competitive market settings, the delivery of tourism products and services need direction and capacities to deal with confronts. With an aim to tackle multifaceted challenges and to add values to organizations, effective Human Resource Management (HRM) can become an effective and valuable tool. HRM practices are gradually shifting from their typical characters and are replaced by more efficient and dynamic role-playing. Small to medium scale business organizations in the travel and tourism world are required to be more focused to the updated global patterns of HRM. The workforces of today’s business world are more experienced and supported by technological innovations. These peoples
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are more diverse and represent a broader network of HRM practitioners from almost all over the world. Such diversities are in fact beneficial and are capable to bring dynamism in any business organization. These are also helpful for offering robust employee benefits that are more likely able to meet demands of workforces. This chapter aims to explore issues related to the HRM practices of a small sized travel agent, the Travelmania Limited in London. This is a typical family generated small - sized travel agent, however, friendly and more willing to share business information and to get involved with research activities. In many cases, general business and HRM policies are treated as confidential and undisclosed. This chapter narrows focuses on employee relations and recruitment within the wider areas of HRM. This again, critically explains the current trends and limitations of HRM of a small - scale travel agent and offered facts those might be generalized within the broader HRM approaches. In addition, this considers the person specification model of John Munro Fraser in 1954. This proposed criterion of Fraser is also known as the ‘Five-Fold Framework’, represented as - impact on other, qualifications and experiences, innate abilities, motivation and emotional adjustments (Torrington et al., 2008).

Literature Review

HRM can be identified as a typical approach for employment management, where, this is a handy shorthand word to gather the sub-disciplines of people management process like labour or industrial/relations, employee relations, organizational behaviour and personnel management (Price, 2011). This seeks to ensure competitive gains through strategies and highly committed or capable workforce that typically engaged with an integrated set of structural, cultural and personnel techniques (Storey, 1995). Key challenges of HRM are staff recruitment with their development, deployment, motivation or rewarding and thus leading them to become able to get competitive advantage. Several attempts from several perspectives have been made to define HRM. Heery and Noon (2001) argued that, this is a subject of academic analysis with no general agreement on its meaning. Also, they attempted to see HRM as a label that represents what is known as personnel management. HRM is the expression of human potential management and cannot be performed properly without relevant expertises (Kalra, 1997). HRM at the Travelmania Limited is a concern for the managing director, who has expertise in travel and tourism industry than human resource management. This is why it appears that the management clearly lacks control over staffing and administration. This important area needs more attention and should be improved. Baron and Kreps (1999) have demonstrated the importance of right person in the right place. They have argued that emerging companies should have proper and systemized human resource structures.

The ‘Best Fit’ and ‘Best Practices’ Approach

Boxall and Purcell (2003) suggested that the ‘Best Fit’ and ‘Best Practices’ are better means to understand the HRM approaches in a business organization. The ‘Best Fit’ HRM approach is fully incorporated with the organization’s working environment. On the other side, the ‘Best Practice’ approach is aimed to ensure maximum commitment and performance at the workplace. Positive employee behaviour is represented through issues like low absence, quit rates and wastage, as well as high quality and productivity (Guest and Conway, 2002a). These are attached with the general outcomes and performances of any such organization. If lower absence with high quality and productivity become the basic features of any business, these in turn generate better management of human resources.