



BMTP5019

Operations management for tourism leisure and events

Deborah Jenkins

Tamara Crookes 2304529

HR advisory operational plan section 2

Word count 1929

The project's context.....	1
Problem identification and opportunities	2
Academic Theory and Literature relevant	3
operational goals and implementation recommendations	4
key strategies for recruitment operations.....	4
Critical Evaluation	5
Effect on Service and Guest Experience	5
Bibliography	6

HR advisory operational plan focusing on recruitment process

The project's context

This operational plan is for Swansea Skyline, a proposed tourism development on Kilvey Hill in Swansea south Wales looking to open its doors by 2028. The goal of the project is to create a tourist attraction with a gondola system, luge rides, places to eat and drink, and adventure-based activities. The development fits in with larger regional plans to improve tourism infrastructure and offer visitors a wider range of activities in the Swansea area.

Tourism is an important contributor to the economy in Swansea, bringing in about £658 million a year, bringing in more than 4.6 million visitors, and supporting more than 5,400 jobs (Swansea Council, 2024). This shows how important new projects like Swansea Skyline are for keeping growth going and making the city more competitive in the UK tourism market.

The attraction is aimed at families, overseas tourists, and people who want to have fun and gain experiences closer to nature. It is in the mid- to high-end tourism segment and Service quality will be very important to its success because employees will be the main point of contact between the organization and its visitors.

This is why hiring is such an important part of HR functions. Tourism is naturally labour-intensive, and frontline employees directly impact customer perceptions, satisfaction, and behavioural outcomes (Nguyen et al., 2023). The tourism sector also has a lot of turnover, variations in seasonal demand, and a shortage of skilled workers, which makes it hard to keep the workforce stable within the sector. These elements show how important it is to have a planned and organised way to hire people in order to make sure that services are always delivered efficiently, the organization does well in the long run and retains satisfied and skilled staff.

When companies prioritize speed over quality in hiring processes during busy periods, they often make poor hiring decisions. This can lead to hiring people who don't have the interpersonal skills or resilience needed for high-pressure customer-facing jobs, which can hurt service consistency and safety performance.

The reliance on employees in tourism highlights the importance of effective recruitment, as staff act as “service ambassadors” who directly shape visitor perceptions of quality, safety, and overall experience (Kusluvan et al., 2010; Baum, 2015). In experience-based attractions such as Swansea Skyline, service delivery is co-created through interactions between

employees and visitors (Gronroos, 2008). This means that employee behaviour, attitude, and communication style all contribute to how the attraction is perceived and remembered.

Problem identification and opportunities

One of Swansea Skyline's biggest problems is finding a flexible workforce while still meeting safety and service standards. Because demand changes with the seasons, businesses need to hire temporary and part-time workers, which raises the risk of making poor hiring choices.

In the tourism sector, employee turnover is a big problem, happening at rates much higher than other fields (Namin et al., 2022). Studies show that turnover can result in a loss of organisational knowledge, higher costs, and lower performance (Xu et al., 2022). Also, the costs of turnover can be as high as 200% of an employee's salary, which shows how much money bad hiring can cost in the long run.

research suggests that employee attitudes, work identity, and emotional exhaustion considerably affect turnover intentions (Jerez-Jerez et al., 2022; Namin et al., 2022). This is especially important in tourism, where emotional labour is a big part of front-line jobs, Frontline employees are required to perform emotional labour, regulating their emotions to meet organisational expectations (Hochschild, 1983; Grandey, 2000), not just engage in the physicality of the job role.

From a critical standpoint, turnover should not be perceived only as an operational issue but also as an indicator of more extensive HR shortcomings, involving inadequate recruitment strategies and unrealistic expectations of staff (Mohsin et al., 2022).

For Swansea Skyline, poor hiring decisions could result in:

Service delivery that isn't consistent

reduced satisfaction for visitors

dangerous situations in regards to health and safety operations

and damage brand reputation

But this problem also gives skyline the chance to put in place a structured hiring plan that improves the quality of your workforce and the overall experience for visitors, However some level of turnover may be beneficial, allowing organisations to refresh skills and adapt to changing demands (Hom et al., 2017), skyline must find a balance and be able to identify when this is neccacery.

Academic Theory and Literature relevant

The recruitment challenges identified can be examined through various theoretical frameworks.

The Service-Profit Chain (Heskett et al., 1994) suggests that the level of competence of employees directly affects the quality of service and customer satisfaction. Research studies support this correlation, demonstrating that frontline employees significantly influence customer perceptions (Namin et al., 2022). The model has restrictions because it assumes a straight line relationship and doesn't take into account things like the weather conditions and the time of year.

Human Capital Theory (Becker, 1964) stresses how important employees are as assets to a business. In the tourism industry, putting money into hiring new employees can improve the quality of service and the efficiency of operations. But high turnover rates could make these investments less profitable in the long run (Xu et al., 2022).

While the Service-Profit Chain focuses on employee satisfaction as a driver of customer outcomes, Human Capital Theory emphasises the economic value of employees, suggesting that both behavioural and financial perspectives must be considered (Heskett et al., 1994; Becker, 1964; Jiang et al., 2012). This model is particularly relevant in tourism because customer experiences are highly emotional and memory-based. Visitors are more likely to remember how they were treated by staff than the technical features of the attraction (Heskett et al., 1994).

The Psychological Contract (Rousseau, 1989) is especially important in the hospitality industry. In tourism settings, psychological contract breaches occur when employees expect stability or progression but instead experience seasonal or temporary employment conditions (Rousseau, 1989). Studies indicate that violations of psychological contracts significantly increase turnover intentions (Kim et al., 2022). This shows how important it is to give realistic job previews and be open about communication during the hiring process.

Motivation theories reinforce recruitment strategies. Herzberg's (1959) two-factor theory highlights the significance of both intrinsic and extrinsic motivators, whereas Maslow (1943) emphasises the importance of psychological needs. Studies show that the work values and intrinsic motivation of employees have a big impact on their plans to leave. However, Maslow's hierarchy has been criticised for lacking empirical support and for oversimplifying human motivation (Wahba and Bridwell, 1976; Neher, 1991).

operational goals and implementation recommendations

- Within a year, cut staff turnover by 20%.
- Make sure that service is always good during busy times.
- Improve the fit between employees and their jobs and their level of engagement
- Make sure that safety and service are always high.

key strategies for recruitment operations

workforce planning- Align hiring with demand forecasting to cut down on hiring that is done in response to a need. This method lessens the need for reactive hiring, which often leads to

making decisions too quickly and choosing candidates of lower quality. Instead, proactive workforce planning lets the company figure out what staffing needs it will have based on how many visitors it gets, which makes both efficiency and service consistency better.

competency based Recruitment- Concentrate on emotional intelligence, customer service, and adaptability, which are crucial indicators of good staff retention (Jerez-Jerez et al., 2022). This is especially important in places where tourists go, where just having technical skills isn't enough. Soft skills like emotional intelligence, communication, and adaptability are very important for success because employees often have to deal with unpredictable customer behaviour and stressful situations.

Organised Ways to Choose candidates- To make hiring more accurate, use behavioural interviews and realistic tests to gain a better picture of the candidate, Although informal recruitment methods are common in hospitality, structured interviews have also been shown to improve reliability and reduce bias (Campion et al., 1997; Levashina et al., 2014) Structured recruitment methods also help make hiring decisions fair and consistent by making sure that all candidates are judged by the same standards. This decreases unconscious bias and makes selection outcomes more reliable, especially during busy times when many people are applying for jobs.

Job Previews That Are Realistic- Cut down on breaches of the psychological contract and turnover (Kim et al., 2022). This strategy works especially well to cut down on early turnover because it makes sure that candidates know exactly what the job requires before they start working. By making sure that people's expectations match the reality of the job, the company can lower the number of psychological contract breaches and keep people in the company longer.

Building a pool of talented people- rehire experienced seasonal workers to improve efficiency and cut down training costs

Critical Evaluation

The proposed strategy is in line with best practices, but it might not work as well because of conditions in the job market. Studies indicate that tourism workers often depart for superior prospects in alternative industries (McGinley et al., 2024).

Also, the fact that jobs are only available for a short time means that HR investments like training and development don't have a long-term effect. Michael and Fotiadis (2022) say that turnover is affected by both internal and external factors. This means that hiring new people alone won't fix the problems within an organisation.

So, recruitment strategies need to be integrated in HR operations for recruitment that also includes things like retention and employee engagement programs.

However, while structured recruitment strategies improve hiring quality, their effectiveness may be limited by different labour market conditions. The tourism sector often competes with other industries such as retail and logistics, which may offer more stable employment or higher pay, reducing the available talent pool. Although good recruitment strategies alone cannot adequately resolve systemic challenges within tourism employment. Pay levels, seasonal instability, and few chances for career advancement are all important factors in turnover decisions. This means that recruitment strategies need to be backed up by other HR programs, like employee engagement and reward systems.

So, even though the proposed recruitment strategy is a good way to improve the quality of the workforce, it should be seen as part of a larger, more comprehensive HR strategy, not as a solution on its own.

Effect on Service and Guest Experience

Effective recruitment will improve service quality by making sure that employees have the right skills and motivation to do their jobs well. Studies show that how well employees do their jobs is a big factor in how happy customers are with service businesses (Namin et al., 2022).

Better hiring will also lower turnover, which will make service more consistent and operations more efficient. This is especially important in tourism, where customers have high expectations and experiences are very public.

Also, choosing employees who share the company's values helps to maintain a consistent service philosophy, which improves the brand's reputation and customer loyalty.

In the end, better hiring leads to long-term success for the company by making the connection between employee performance and customer satisfaction stronger, as shown in the Service-Profit Chain model.

This is especially important for experience-based tourist attractions like Swansea Skyline, where customer satisfaction is affected by both the physical environment and the emotional and social aspects of service delivery. Good interactions between employees and visitors make for memorable experiences, which in turn affect online reviews, word-of-mouth recommendations, and long-term demand.

Therefore, effective recruitment creates a direct link between employee capability, service consistency, and organisational performance, reinforcing the strategic importance of HR in tourism operations.

Bibliography

- Baum, T. (2015) *Human Resource Management for Tourism, Hospitality and Leisure*. London: Routledge.
- Campion, M.A., Palmer, D.K. and Campion, J.E. (1997) 'A review of structure in the selection interview', *Personnel Psychology*, 50(3), pp. 655–702.
- Grandey, A.A. (2000) 'Emotion regulation in the workplace: A new way to conceptualize emotional labor', *Journal of Occupational Health Psychology*, 5(1), pp. 95–110.
- Heskett, J.L., Jones, T.O., Loveman, G.W., Sasser, W.E. and Schlesinger, L.A. (1994) 'Putting the service-profit chain to work', *Harvard Business Review*, 72(2), pp. 164–174
- Herzberg, F. (1959) *The Motivation to Work*. New York: Wiley.
- hochschild, A.R. (1983) *The Managed Heart: Commercialization of Human Feeling*. Berkeley: University of California Press.
- Hom, P.W., Lee, T.W., Shaw, J.D. and Hausknecht, J.P. (2017) 'One hundred years of employee turnover theory and research', *Journal of Applied Psychology*, 102(3), pp. 530–545.
- Jerez-Jerez, M., Foroudi, P. and Melewar, T. (2022) 'Work identity and turnover intentions in hospitality employees', *International Journal of Hospitality Management*, 102, pp. 1–12.
- Jiang, K., Lepak, D.P., Hu, J. and Baer, J.C. (2012) 'How does human resource management influence organizational outcomes?', *Academy of Management Journal*, 55(6), pp. 1264–1294
- Kim, M., Knutson, B.J. and Beck, J.A. (2022) 'Psychological contract breach and turnover intentions in hospitality', *Journal of Hospitality and Tourism Management*, 50, pp. 1–10.
- Kusluvan, S., Kusluvan, Z., Ilhan, I. and Buyruk, L. (2010) 'The human dimension: A review of human resources management issues in the tourism and hospitality industry', *Cornell Hospitality Quarterly*, 51(2), pp. 171–214.
- Levashina, J., Hartwell, C.J., Morgeson, F.P. and Campion, M.A. (2014) 'The structured employment interview', *Personnel Psychology*, 67(1), pp. 241–293.
- Maslow, A.H. (1943) 'A theory of human motivation', *Psychological Review*, 50(4), pp. 370–396.
- McGinley, S.P., Jiang, L. and Li, X. (2024) 'Turnover in tourism and hospitality: causes and consequences', *International Journal of Hospitality Management*, 115, pp. 1–9.

Michael, N. and Fotiadis, A. (2022) 'Employee turnover in tourism: internal and external drivers', *Journal of Tourism Studies*, 33(2), pp. 45–60.

Namin, B.H., Øgaard, T. and Røislien, J. (2022) 'Frontline employees and customer satisfaction in tourism', *Scandinavian Journal of Hospitality and Tourism*, 22(3), pp. 1–18.

Neher, A. (1991) 'Maslow's theory of motivation: A critique', *Journal of Humanistic Psychology*, 31(3), pp. 89–112

Nguyen, T.H., Locke, S. and Reddy, K. (2023) 'Frontline employee impact on customer satisfaction in tourism', *Tourism Management Perspectives*, 45, pp. 1–10.

Rousseau, D.M. (1989) 'Psychological and implied contracts in organizations', *Employee Responsibilities and Rights Journal*, 2(2), pp. 121–139.

Swansea Council (2024) Tourism research and statistics. Available at: <https://www.swansea.gov.uk> (Accessed: 22 April 2026)

Wahba, M.A. and Bridwell, L.G. (1976) 'Maslow reconsidered: A review of research on the need hierarchy theory', *Organizational Behavior and Human Performance*, 15(2), pp. 212–240.

Xu, Y., Wang, Z. and Li, X. (2022) 'Employee turnover and organizational performance in hospitality', *International Journal of Environmental Research and Public Health*, 19(18), pp. 11222.