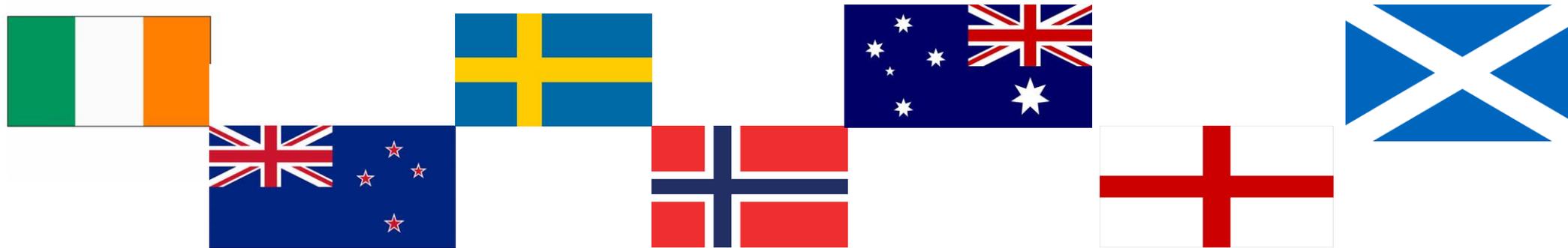




Intellectual activism: the path to change in policy and practice through critical research. The work of the Global Hospitality Research Alliance (GHRA)



Deidre Curran, University of Galway, Ireland

David Williamson, Auckland University of Technology, New Zealand

Tara Duncan, Dalarna University, Sweden

Tone Therese Linge and Olga Gjerald, University of Stavanger, Norway

Richard N.S. Robinson, University of Queensland, Australia

Fotis Mitsakis, Nottingham Trent University, England

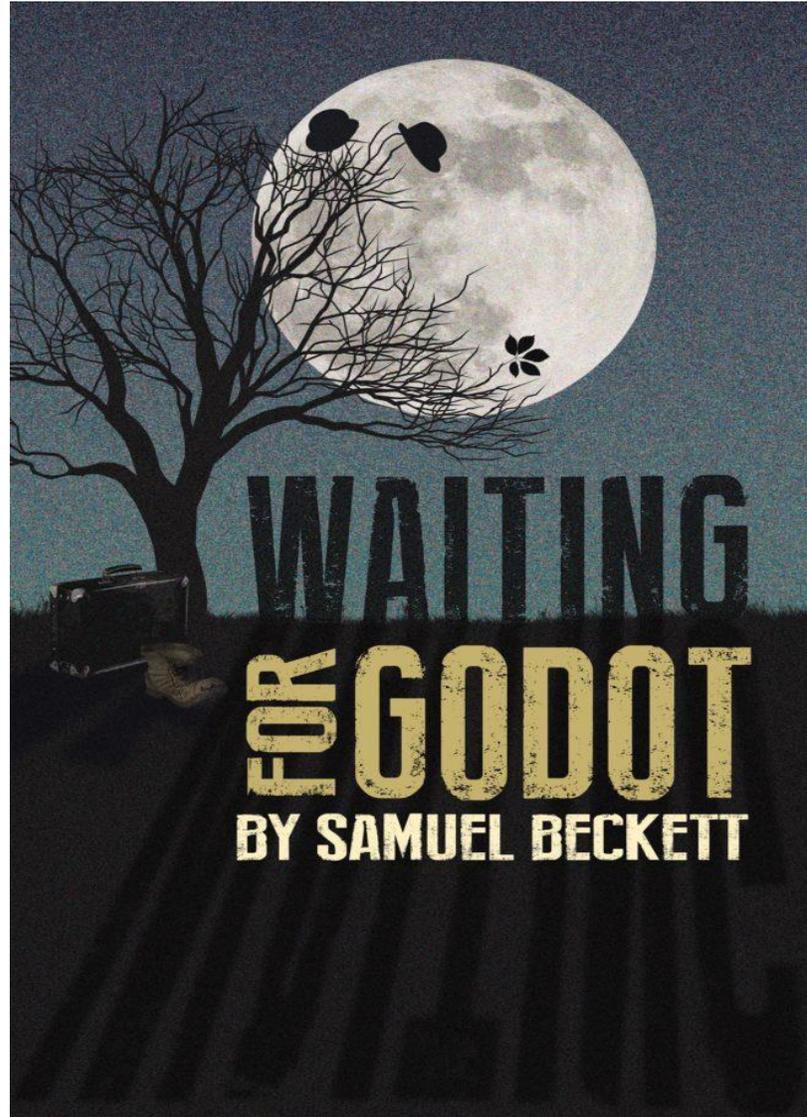
**Tasos Hadjisolomou, Irma Booyens, Tayler Cunningham, Dennis Nickson and Tom Baum,
University of Strathclyde, Scotland**

(plus colleagues from Brazil, Greece, Hong Kong, Italy, Japan, Netherlands.....)

Common research interest in & concern for hospitality work, workers and the workplace

- Stretching back many years
- Multi-perspective approaches to common issues across place and time
- Extensive voice via publications through conventional academic outlets
- Adopting common critical philosophical and methodological approaches
- Some engagement with a search for change through advocacy and policy engagement – local, national, international

BUT.... Feeling like academic Estragons and Vladimirs....



Human resources in tourism: Still waiting for change

Tom Baum*

Department of Hospitality and Tourism Management, University of Strathclyde, Glasgow G4 0LG, UK

Received 8 November 2006; received in revised form 10 April 2007; accepted 12 April 2007

Abstract

This paper reviews key themes that impact on the role and management of human resources in tourism (primarily relating to work and employment) and assesses whether the past 20 years provides evidence of significant change within the sector. The paper considers the status of work in tourism and reflects upon the impact that key environmental developments have had upon employment—the practice of human resource management in contemporary tourism; the impact of global and social forces on perceptions of work and careers; the impact of ICT on work and employment in tourism; changing interpretations of skills within tourism; and the increasingly diverse nature of the tourism workforce in developed countries. Conclusions are drawn which point to a “hung jury” in considering whether change in the tourism workplace, over the review timeframe, has been ephemeral or more fundamental.

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Keywords: Tourism; Hospitality; Human resource management; Work; Employment

1. Introduction

People, we are frequently told, are a critical dimension within the successful delivery of tourism services. “The story of successful tourism enterprises is one that is largely about people—how they are recruited, how they are managed, how they are trained and educated, how they are valued and rewarded, and how they are supported through a process of continuous learning and career development” (Fáilte Ireland, 2005a, p. 8). Hoque (2000) points to recognition of this philosophy in the mission statements of hotel companies within which a far higher proportion of respondents include reference to human resources than is the case within manufacturing companies. This contemporary mantra or reflection of the “soft” rhetoric of people as an organisations’s greatest asset” (Bolton & Houlihan, 2007, p. 1) may have had equal veracity at various points during the development of tourism over the past century, but the practical implications of the claim, in terms of the role that people play, will

paradox in the dramatic evolution of the global tourism sector over the past half century and, within it, the manner and conditions in which people deliver tourism services which have remained timeless in many respects but also subject to significant change. During this time, debate about labour intensity, the number and cost of people required to work in many areas of tourism, has sat alongside discussion of the skills necessary to deliver quality tourism services, remuneration and working conditions and the role that technology plays in both supporting and changing this delivery.

Inevitably, the nature of such analysis has shifted over time. In particular, the profile of many workers, but by no means all of those in tourism’s workforce, and the role that they play in the labour markets of developed countries, has been subject to change. At the same time, tourism work must be set alongside major economic and labour market restructuring in post-industrial societies so that direct comparison between tourism and traditional heavy manufacturing work in shipyards, mines and steel works, which



Human resources in tourism: Still waiting for change? – A 2015 reprise

Tom Baum*

Department of Human Resource Management, University of Strathclyde, Room 852, Graham Hills Building, 50 Richmond Street, Glasgow G1 1XU, UK

HIGHLIGHTS

- Global review of trends and developments in HRM/employment in tourism.
- Adopts a macro-environmental analytical approach.
- Identifies newly emerging issues and themes.
- Takes a futures perspective on tourism employment.

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ABSTRACT

Seemingly intransigent human resource issues remain at the forefront of global tourism’s challenges. Some of the key issues were identified in Baum’s (2007) reflections on this topic. In light of the significant change that has impacted on tourism and employment in the intervening years, this conceptual paper provides an assessment of the current status of the issues that Baum identified in 2007 and identifies a range of emerging concerns that continue to shape the tourism workplace and workforce. The status of tourism work can be seen in terms of both continuity and change and the impact of these contrary forces is considered in reaching conclusions that highlight both the ongoing challenges for tourism and the evident progress that can be identified.

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1. Introduction

In 2007, *Tourism Management* published a detailed assessment of the state of play with respect to human resources in tourism (Baum, 2007), with the somewhat pessimistic sub-title of “Still waiting for change”, which focused on the notion that, in a world of increasing social, economic, political and technological churn, not least within tourism, some dimensions of people management and the role of human resources appeared to be frozen in time. The reputation of tourism as an employer remained, in this assessment, very mixed with excellent practice in some organisations located alongside widespread perceptions of poor pay, challenging working conditions and limited opportunities for growth and development, particularly for women and minorities. Baum’s (2007) paper is by

to tourism that have been aired in recent years (see, for example, Davidson, McPhail, & Barry, 2011; Kusluvan, Kusluvan, Ilhan, & Buyruk, 2010; Lucas & Deery, 2004; Singh, Hu, & Roehl, 2007; Tracey, 2014). The focus of most of these discussions is substantially organisational and managerialist. As a consequence, many of what might be seen as the substantive or structural issues relating to tourism employment are only considered in a fairly superficial manner, with limited attempt to really understand their causes and how they relate to wider social, cultural, economic or political considerations. Ladkin (2011:1152), in her own critique of the workplace environment within tourism, notes correctly that “It is no surprise that the management and economic perspectives dominate much of the research, but the complex societal and cultural factors cannot be ignored and the contribution that studying



Tourism workforce research: A review, taxonomy and agenda



Tom Baum^{a,1}, Anna Kralj^{b,1}, Richard N.S. Robinson^{c,1}, David J. Solnet^{c,*}

^a University of Strathclyde, Scotland, United Kingdom

^b Griffith University, Australia

^c University of Queensland, Australia

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ABSTRACT

This paper offers a critical review, purview and future view of ‘workforce’ research. We argue that the tourism (and hospitality) workforce research domain, beyond being neglected relative to its importance, suffers from piecemeal approaches at topic, analytical, theoretical and methods levels. We adopt a three-tiered macro, meso and micro level framework into which we map the five pervasive themes from our systematic review across a 10 year period (2005–2014). A critique of the literature, following a ‘representations’ narrative, culminates in the development of a tourism workforce taxonomy, which we propose should provide the starting point for a pathway to guide the advancement of a more holistic approach to tourism workforce knowledge development.

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Introduction

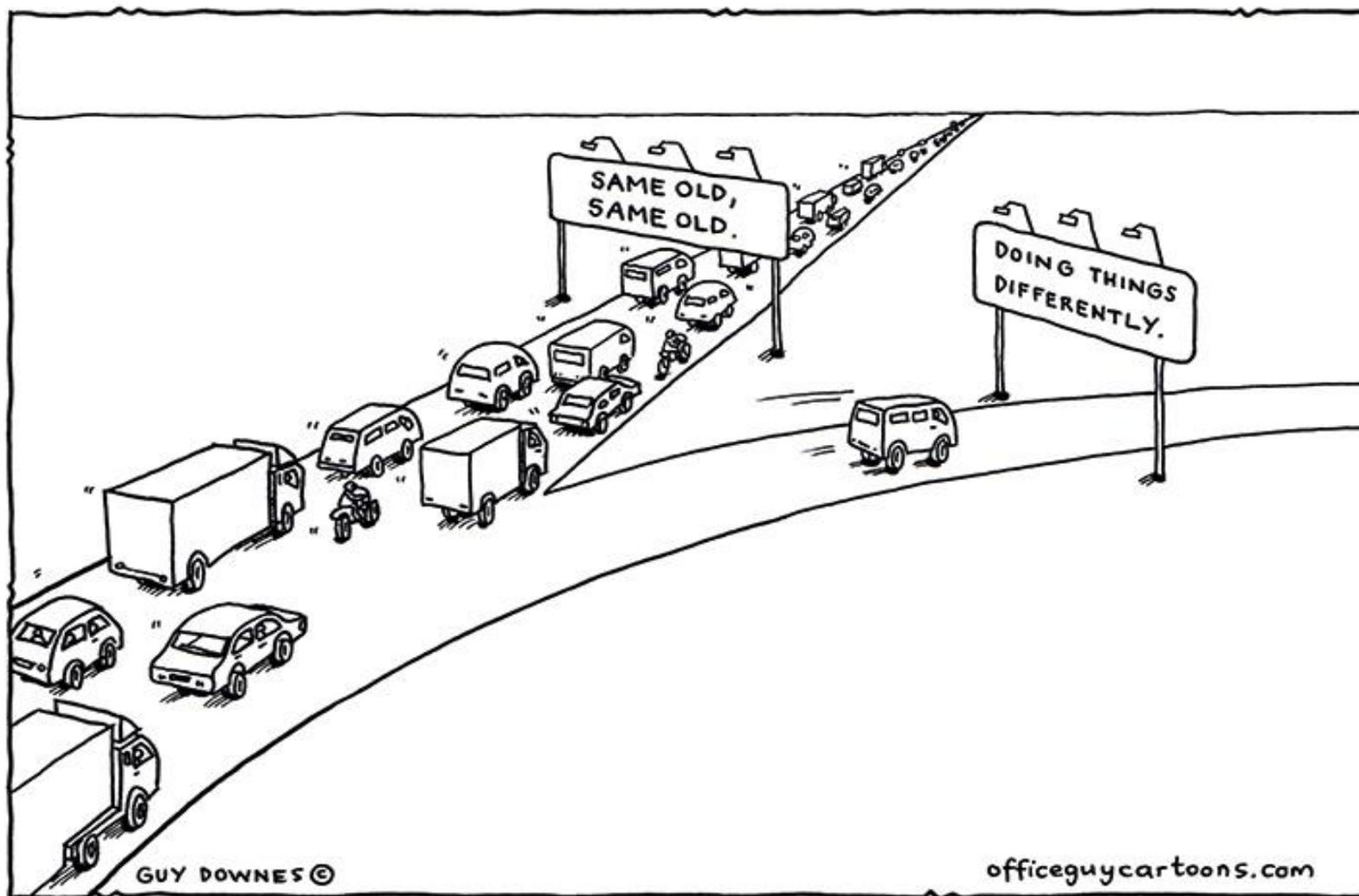
Tourism relies intrinsically on those who work directly in, or impart influence on, its various sectors. Notwithstanding the impact of technology and technology substitution within the workplace, tourism organisations depend largely on the labour-intensive inputs of their workforce. Consequently, tourism jobs which, to varying degrees, depend on location and the nature of the business, have an important role to play in driving economic and employment growth. Yet, the workforce is widely cited

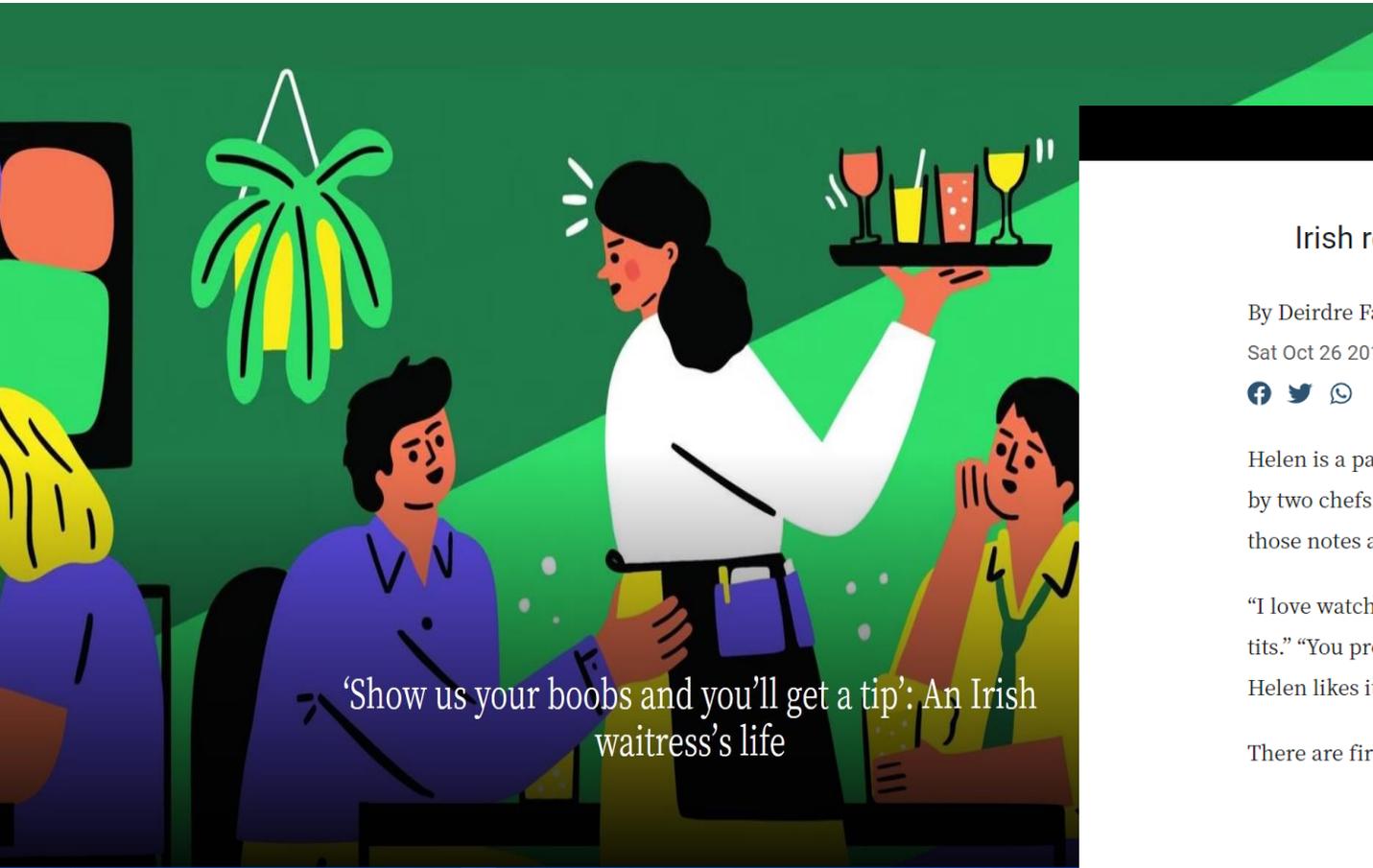
* Corresponding author.

E-mail address: d.solnet@uq.edu.au (D.J. Solnet).

¹ Authors listed alphabetically. All authors made equal contribution to this paper.

Frustrating sense of 'same old, same old'.....





‘Show us your boobs and you’ll get a tip’: An Irish waitress’s life

THE IRISH TIMES

Food

Irish restaurant and hotel staff share their experiences of sexual harassment

By Deirdre Falvey

Sat Oct 26 2019 - 06:00



Helen is a part-time waitress. At an American-style diner in a northern town last year she was regularly harassed by two chefs. The stream of comments became so distressing that she started to note them in her phone. Among those notes are the following.

“I love watching you walk away.” “Your jeans look like they’ve been sprayed on.” “You are not a real girl without tits.” “You probably lost your virginity after a boy put a few drops of something in your drink.” “That’s the size Helen likes it.” (Referring to a sausage on a plate.) “I’d split you in half.”

There are first names and dates on some remarks; some comments are on consecutive days.



Dr Deidre Curran, University of Galway, Ireland

THE IRISH TIMES

9°

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Oireachtas

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High price of hotels this summer has raised expectations among hotel guests, says Dr Deirdre Curran of NUI Galway

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Brigid the Green takes her place among the founding fathers

THE IRISH TIMES

INSIDE POLITICS

The value of intellectual activism

“calls you to focus not only on knowledge production as an abstract process but as part of an actual academic praxis” Contu (2020:737)

Ensuring IMPACT across multiple stakeholder communities

We, collectively, are concerned that our critical research makes a difference to society and specifically to the hospitality workplace where we perceive there to be a range of issues (*inter alia*, precariousness, low pay, abuse) that require rectification through multi-stakeholder engagement.

Underpinning thinking...

We employ several frameworks in our research.

These include the Oxfordian fair work principles (Fairwork, 2022) of fair pay, fair conditions, fair contracts, fair management and fair representation. We also address several of the United Nation's Sustainable Development Goals (SDG) such as SDG 8 (Decent Work and Economic Growth), SDG 3 (Good Health and Well-being), SDG 5 (Gender Equality), and SDG 10 (Reduced Inequalities). In our works we discuss practical implications to inform policy makers and management teams within the hospitality and tourism sector in dealing with endemic phenomena such as abuse and harassment of hospitality employees (e.g., Robinson et al., 2022).

Common research agenda on hospitality work in

- **Ireland – original survey (Galway)**
- **New Zealand (AUT)**
- **Scotland (Strathclyde)**
- **Norway (Stavanger)**
- **Australia (Queensland)**
- **Sweden (Dalarna)**
- **Greece (Nottingham Trent)**
-

Conventional outputs.....

The current issue and full text archive of this journal is available on Emerald Insight at:
<https://www.emerald.com/insight/0959-6119.htm>

'It's not a big deal': customer misbehaviour and social washing in hospitality

Irma Booyens

Department of Work, Employment and Organisation, Strathclyde Business School, Glasgow, UK and School of Tourism and Hospitality, University of Johannesburg, Johannesburg, South Africa

Anastasios Hadjisolomou, Dennis Nickson and Tayler Cunningham
Department of Work, Employment and Organisation, University of Strathclyde, Glasgow, UK, and

Tom Baum

Department of Work, Employment and Organisation, Strathclyde Business School, Glasgow, UK and School of Tourism and Hospitality, University of Johannesburg, Johannesburg, South Africa

Customer
misbehaviour
and social
washing

4123

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Abstract

Purpose – This study aims to examine customer misbehaviour in the hospitality sector during the COVID-19 pandemic.

Design/methodology/approach – The study draws on a cross-sectional survey of employees in the Scottish hospitality sector highlighting customer misbehaviour as a key concern during the pandemic. Prevalent types of abuse and harassment experienced are outlined along with employee and management responses to incidents of misbehaviour.

Findings – Verbal abuse and sexual harassment from customers are the most prevalent types of misbehaviour either experienced or witnessed by respondents. Customer misbehaviour is commonly thought of as “part of the job” and therefore “not a big deal”. Managers, largely, expect workers to tolerate abusive behaviours from customers and do not take reports of incidents seriously.

Practical implications – Transformational managers need to foster workplace well-being with a focus on physical and psychological safety. Recognition of the issue and greater support for victims are furthermore required at an industry level and on the policy front.

Social implications – The research points to an uncomfortable reality in the service economy that needs to be confronted by society. It has, therefore, important implications for key stakeholders in ensuring fair, dignified and safe hospitality workplaces.

Originality/value – Customer misbehaviour is reportedly worsening in times of COVID-19 as demonstrated by this study. Despite rhetoric that abuse and harassment are not tolerated, dismissive attitudes from managers – who expect workers to tolerate abusive behaviour – and employee silence about incidents lead the authors to argue that the failure to acknowledge and address this issue constitutes a form of “social washing” in hospitality.

Keywords Hospitality, Service work, Workplace violence, Customer misbehaviour, Sexual harassment, Workplace dignity, Employee well-being, Decent work, Transformational leadership

Paper type Research paper



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A special thanks to Dr Deirdre Curran at the J.E. Cairnes School of Business and Economics, NUI Galway for sharing her research which informed this paper.

INSIDE-OUT HOSPITALITY:

A STUDY OF WORKING
CONDITIONS IN THE HOSPITALITY
SECTOR IN IRELAND



NUI Galway
OĒ Gaillimh

RESEARCH REPORT BY: DR DEIRDRE CURRAN,
J.E. CAIRNES SCHOOL OF BUSINESS & ECONOMICS, NUI GALWAY,
JUNE 2021



VOICES FROM THE FRONT LINE

A RESEARCH REPORT BY: DR DAVID WILLIAMSON, PROFESSOR ERLING
RASMUSSEN & CAMILLE PALAO
AUT UNIVERSITY SCHOOL OF HOSPITALITY AND TOURISM, FACULTY OF BUSINESS,
ECONOMICS & LAW
2022



FAIR WORK FOR ALL?

A review of employment
practices in the Scottish
hospitality industry

Anastasios Hadjisolomou, Irma Booyens,
Dennis Nickson, Tayler Cunningham, Tom Baum

5 September 2022



Serving up a Fair Go? Surfacing cultural issues in hospitality employment

By Richard N.S. Robinson
with Olivier Oren & Tyler Riordan



Every Stream begins with a single droplet

Working Conditions and Staff Shortages in Ireland's tourism and hospitality sector

Joint Committee on Tourism, Culture, Arts, Sport and Media

Summary of Recommendations - November 2022

IMPACT:

1. Being able to use research evidence to influence the development of a weak **legal instrument** to a much more robust one



2. Being able to use research to inform a **government report** on 'Skills Shortages and Working Conditions in Tourism and Hospitality'. Consequently, the report contains 11 recommendations that would go a long way to reform the industry here.



Yithe an Oisínachtaí
Fionn of the
Oisínachtaí

Engagement with.....



The Fair Work Convention [Home](#) [The Fair Work Framework](#) [What we do](#) [Self-Assessment Tool](#) [Real Experiences](#) [About Us](#)



Hospitality Industry Inquiry

Overview

The Fair Work Convention is undertaking an inquiry into the hospitality industry, following recent inquiries into [Social Care](#) and the [Construction Industry](#).

The Hospitality Inquiry will consider the experience of fair work in the industry and how this could be improved for the benefit of both employers and workers. Fair Work is defined by the [Fair Work Framework](#).

This 18-month inquiry will be delivered by Scotland's Fair Work Convention, and will aim to establish the extent to which work in the industry can be described as fair work. The inquiry will make recommendations for changes to practices which will help the sector to attract and keep the best talent, continuing to make Scotland a world class visitor destination.



AUSTRALIA

Tourism Jobs Summit Outcomes

On 30 August 2022, Minister for Tourism and Trade, Senator the Honourable Don Farrell led the Tourism Jobs Summit. The Summit brought together 70 representatives from tourism industry associations, unions, business, academia, Commonwealth, State and Territory Governments.

The objective was to bring together sectors and industries to collaborate on innovative ways to address workforce challenges. The day generated actions, which will inform the Jobs and Skills Summit and the development of the Government's Employment White Paper and visitor economy workforce and skills strategy. Significant detail was contributed during the day for these processes noting the below is necessarily summarised and simplified.

Understanding the challenges

Prior to COVID-19, the visitor economy (comprising tourism and international education) was Australia's largest services export and fourth largest export overall after coal, iron ore and gas. The visitor economy has long standing workforce capability challenges, due to the seasonal and/or casual nature of many roles, as well as perceptions about difficult employment conditions and concerns about the lack of long-term career opportunities.

Participants heard from Heather Cotching, Austrade Chief Economist about workforce shortages, employment conditions, structural barriers and migration patterns. She highlighted the opportunity to fill existing workforce shortages through increased workforce participation from under-represented cohorts.



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ReWAGE - Renewing Work Advisory Group of Experts



Tourism Industry Transformation Plan: Te Taiao / The Environment phase – Scope

November 2022

1. This document outlines the scope of the Environment phase of the Tourism Industry Transformation Plan (ITP). This is the second phase of the ITP, with the first phase having focused on addressing the systemic issues in the tourism workforce.

The Tourism Industry Transformation Plan (ITP) sits within a broader framework of Industry Strategy

2. The Government's Industry Strategy is a partnership-led approach for the Government to work with businesses, workers and Māori to shape the future of key industries in New Zealand. It supports the Government's goal to improve the wellbeing and living standards of New Zealanders by building a productive, resilient, inclusive, sustainable, and Māori-enabling economy.
3. ITPs are a high-intensity, high-engagement approach to industry policy, with the purpose of setting a transformative vision and action plan for key sectors in the New Zealand economy. They have a long-term vision of 20 to 30 years, accompanied by short- and medium-term actions that will support step changes towards that vision. Seven sectors are developing and implementing an ITP: Agritech, Digital Technologies, Food and Beverage, Advanced Manufacturing, Forestry and Wood Processing, Construction, and Tourism. Funding for the development of the Tourism ITP was included in the Tourism Communities: Support, Recovery and Re-set Plan, announced in May 2021.

The Tourism ITP is a vehicle for building a regenerative tourism system

4. The overarching objective of the Tourism ITP is to contribute to building a regenerative tourism system. A regenerative tourism system is one that leaves a community and environment better than it was before.
5. Regenerative tourism can be understood as an extension of sustainability. It considers the impact of tourism on the environment, social and cultural connections, people's intergenerational wellbeing and skills; and the physical infrastructure that tourism uses, as well as tourism's financial benefits.

The Tourism ITP has taken a phased approach, initially focussing on Better Work

6. The initial phase of the ITP has focused on enabling Better Work for people in the tourism industry and addressing the systemic issues in the tourism workforce. The



Addressing Structural and Cultural Workforce Issues in the Visitor and Hospitality Economies

30th November, 2022



Press and public inquiry engagement and impact

- Ireland
- Australia
- New Zealand
- Scotland
- Norway

Engagement with public representatives, public agencies (tourism and employment), trades unions, employer organisations – serendipity of COVID context

Engagement with both employer and employee representative voices but also challenging stakeholder denial

Value of university press/ PR colleagues in promoting outcomes

Global Hospitality Research Alliance – a collective of researchers committed to change in hospitality work

Peer-reviewed academic journal outputs

Policy-informing reports

Joining public conversations

Soliciting press interest

Voice in public debate and inquiries

Expert witness in legislative and policy change process

Rigorous academic research into hospitality work and the hospitality workforce



GHRA

- **Researchers from 13+ countries**
- **Multi-relational, inclusive research and learning ecosystem**
- **Sharing resources, ideas**
- **Initiating new research, grant applications**
- **GHRA to be launched at the International Labour Process Conference in Glasgow, April 2023**
(<https://www.ilpc.org.uk/#>)
- **We welcome new participants and contributors**



Global

Hospitality Research

Alliance

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