

ANALYSIS OF WORKFORCE CAPACITY IN THE FIELD OF TOURISM

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Abstract: The labour market in tourism business is on the increase due to the domestic tourism development stimulated by the growing number of large-scale events and continuous efforts of the city authorities towards popularization of their place for visitors' attraction. On the other hand, the labour market can be characterized by severe structural misbalance: the deficit of qualified personnel against plentiful candidates for available vacancies. The current research was carried out based on the case study from the Volga Federal District. We analyzed the data on vacancies in tourism business from the open sources, published by the Federal Agency for Tourism, Federal Service of Statistics. The study shows a deficit of staff in tourism and hospitality. The pay level in tourism industry of Volga region remains unchanged. It is recommended to offer training sessions to the personnel on a regular basis in order to improve the quality of health-related services. In recent years the reduction of health and recreation resorts in Volga territory resulted in cutting down the service personnel qualified in therapeutics.

Key words: approaches in tourism, employment in tourism, tourism rating, vacancies in tourism

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Introduction

In the past few years workforce capacity in the field of tourism has been a burning issue widely discussed by both Russian and foreign scientific communities. The World Tourism Organization (UNWTO) with regard to the personnel problem recommends the regional and national tourism organizations to put into practice the contemporary demands, aimed at improvement of tourism specialists' training. Under the contemporary market conditions the tourism industry, as a sector of economy is on the go in most countries of the world (Cotîrlea, 2011; Karas and Ferencova, 2010). This is evidenced from the data provided by the World Tourism Organization (UNWTO) (International tourism, 2016).

The tourism share in the world Gross Domestic Product (GDP) (including multiplier effect) amounts to 9.4%. Revenues from the tourism industry contributed

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to GDP in 2012 in different countries were as follows: Malta – 19.3%, Cyprus – 16%, Greece – 15.5%, Spain – 15.3%, Austria – 12.5%, Great Britain and France – 9.7% each, Italy – 9.3%. The same indicator for Russia was only 6.5%. Short-term spa cure (thalassotherapy) and spa health improvement are currently growing in popularity particularly in European and Asian resorts in Italy, Spain, Turkey, Germany, Hungary, Czech Republic, Poland, Austria, Thailand, Vietnam, South Korea, China, Japan, etc. The resorts located on the seashore are particularly popular among tourists. The most popular tourism and resort centres are Karlovy Vary, Baden-Baden, Velingrad, Cliff Bay, Pashtana Karlton, Evian, Vishi, etc.

In many countries of the world tourism is becoming a leading industry and a primary source of national or regional budget replenishment. These include Thailand, Spain, Turkey, Italy, Greece, Israel, etc. A large share of tourist flows is formed due to health and treatment tourism to such destinations as, for example, the Mediterranean Sea, the Dead Sea and the Black Sea, thermal waters of Spain, Germany, Czech Republic, etc.

The Level of Problem Scientific Development

Strategy of manpower development is actual in modern research. It should be noted modeling locational factors for tourism employment (Solnet et al., 2014). Development strategy called “*Attraction-Selection-Attrition*” includes the critical determinants of how employees fit a particular job in a particular organization at a particular location. This model, supported by eight propositions, facilitates a multi-level and holistic appraisal of employee fit. The theoretical implications and applications of this model to raise research agendas and practical implications for meeting workforce challenges of tourism organizations, associations and destinations, especially those in remote locations.

One of the key challenges for tourism education and specialists’ training in Bulgaria are the unreasonably high expectations of employers to educational institutions. In most cases the study plans and curricular don not comply with the particular the practical needs. Undergraduates in vocational education are trained mainly in theory rather than practice, which is insufficient to manage their professional duties and responsibilities in the workplace.

A. Pencheva in her paper “*Professional training of tourism personnel in Bulgaria destination*” analyses the contemporary requirements imposed to training and retraining personnel in tourism and hospitality business (Pencheva, 2013). Particular attention in the paper is paid to the role of Bulgarian National Agency of Vocational Education and Training in ensuring the quality of professional training in tourism. In the context of tourism industry in Bulgaria Pencheva highlights a series of indicators articulated in the European Quality Assurance Reference Framework for Vocational Education and Training.

Global review of trends and developments in employment in tourism was carried out by European explorer T. Baum (Baum, 2015). The article “*Human resources in tourism: Still waiting for change?*” provides an assessment of the current status

of the tourism involvement. Baum identified 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.

We will move on to the analysis of tourism personnel in Greece. Quite a large number of employed personnel are involved in tourism in Greece. The level of personnel training determines the quality of the services rendered. Never the less, based on the results of the research carried out by V. Efstathios (2013) in 2012, the level of qualification and training of personnel employed in hotel business in Greece is rather low: 62% of all hotel personnel and 67% of all seasonal personnel employed in hotels have the minimum level of compulsory education.

The research revealed that institute and university graduates in Greece considered it to be very challengeable to find the job they wanted (26%). In their search of job they would make a positive decision about a workplace if they are satisfied with the pay level (18%) and work schedule (15%).

Efstathios argues that graduates majoring in tourism have very high prospects for employment in the tourism labour market even under high unemployment rate. The research results show that tourism business administration departments of the above mentioned educational institutions should better focus on research of hotel administration, work of tourism agencies, airline companies and the services rendered.

Australian National Centre for Vocational Education Research prepares annual reports in *“Tourism, travel and hospitality”* (NCVER, 2016). The materials of the reports are used in the training process. The range of job titles in the field of tourism, travel and hospitality in Australia is rather wide. The researchers argue that tourism and hospitality business in Australia is lacking experts in the culture of indigenous Australians. A student graduating from the university should share the aspects of local culture and be approved by the local seniors.

The personnel of the Institute for Structural Policy and Economic Development (Germany) analyzed the trends in the new jobs of German tourism. For instance, L. Abicht and H. Freikamp argue the necessity of developing training programmes for the tourism industry apt to adapt to job profile and technological requirements (Abicht and Freikamp, 2005).

Asian researcher Ch. M. Yeh analyzes such factors as job satisfaction (Yeh, 2013). His study *“Tourism involvement, work engagement and job satisfaction among frontline hotel employees”* examined the relationship among tourism involvement, work engagement and job satisfaction in the hotel industry. Data was gathered from 336 frontline employees of 20 international hotels in Taiwan and was analyzed via structural equation modeling. Work engagement was found to partially mediate the relationship between tourism involvement and job satisfaction. Implications for hotel managers, limitations and future research directions are discussed.

Research Methods

For the purpose of our research we analyzed the statistics of tourism development in Russia and its regions. We applied such research methods as factor and structural analysis and forecasting. Statistical and factual information is obtained from the reports of the World Tourism Organization (UNWTO), the materials of the Federal Target Program "*Development of domestic and inbound tourism in the Russian Federation (2011-2018)*", the reports of the Federal Agency for Tourism of the Ministry of Culture of the Russian Federation and the Ministry of Labour and Social Protection of the Russian Federation (rosmintrud.ru) as well as materials regional support programs for tourism development.

Research Results' Interpretation and Analysis

It is evident that tourism in the Volga Federal District is on the go. The number of national and international tourists is increasing, new infrastructure objects are being constructed, and large-scale events are regularly organized. In terms of the revenue gained from the charged tourism services the Volga Federal District takes the second place after the Central Federal District (Rorstourism, 2016). Thus, in 2013 the turnover of tourism services in the Volga Federal District was \$714 million, while the Central Federal District earned \$1.3 billion. In terms of the amount of charged hotel services the Volga Federal District is in the fourth place after the Central, the South and the North-West Districts. In 2013 the revenues from the Volga District hotels was \$486 million. The number of tourists visiting the Volga Federal District is growing annually. Thus, in 2013 the number of the registered international arrivals in the Volga Federal District was 238 thousand people, while the same indicator for the Far-Eastern Federal District was only 196 thousand people. The number of national and international visitors accommodated in the collective accommodation facilities in the Volga Federal District exceeded 6 million people in 2013.

High revenue indicators of the tourism industry in the Volga Federal District is evidenced from the fact that eight regions, constituents of the Volga Federal District, were ranked in top twenty regions with the revenues exceeding \$29 million per year. These include the Nizhny Novgorod Region (\$161 million), the Republic of Bashkortostan (\$96 million), the Perm Territory (\$95 million), the Republic of Tatarstan (\$66 million), the Samara Region (\$52 million), The Saratov Region (\$41 million), the Ulyanovsk Region (\$37 million), the Orenburg Region (\$34 million) and the Kirov Region (\$30 million). The largest share of the revenue accrues to health resort services and wellness tourism, which is the result of popularity growth of local health resorts therapeutic facilities.

The increase in the tourist flow fosters the extension of the hotel room capacity, urges the modernization of the old hotels, health resorts and therapeutic facilities along with construction of contemporary accommodation. In terms of floor space of hotel room capacity the Volga Federal District is the third after the Central

and the South Federal Districts. Against the All-Russia hotel room capacity the shares of the key players are distributed as follows: the room capacity of the Central Federal District amounts to 26% (3,010 thousand sq. m), the room capacity of the South Federal District amounts to 19% (2,226 thousand sq. m), the room capacity of the Volga Federal District amounts to 16% (1,862 thousand sq. m).

For the past 5 years the increasing dynamics of the hotels, motels, recreation centres, guest houses and other accommodating facilities is observed in the following regions of the Volga Federal District: the Udmurt Republic 62.8%, the Samara Region 61.8%, the Nizhny Novgorod Region 55.6%, and the Republic of Tatarstan 37.5%. For the past five years the same indicators in the Ulyanovsk Region and the Republic of Mordovia remained unchanged on the zero level. A few regions showed negative dynamics. Thus, the Saratov Region showed minus 5.4%, the Republic of Bashkortostan – minus 15.9%, the Kirov Region showed minus 21.2%.

Based on the data of hotel room capacity in 2013 we ranged the regions of the Volga Federal District. The Republic of Tatarstan 198 rooms, The Republic of Bashkortostan 174 rooms, The Nizhny Novgorod Region 140 rooms, the Orenburg Region 127 rooms, the Samara Region 110 rooms, the Perm Territory 106 rooms.

With the growth of tourism indicators the issue of industry staffing is coming to the foreground. One of the key indicators of tourism capacity is the human resources. For the purpose of our research we referred to the statistical data provided by the Federal State Statistics Service (FSSS, 2016).

For the past five years the number of personnel employed in tourism industry in the Volga Federal District was relatively the same. Beginning from 2010 the number of tourism personnel started going down because of the crisis. Thus, the worst negative dynamics in 2010 in comparison with 2009 was registered in the Kirov Region (minus 17%), the Saratov Region (minus 9%), and the Republic of Mordovia (minus 7%). The best positive dynamics in 2010 in comparison with 2009 was registered in: the Udmurt Republic (36%), the Ulyanovsk Region (35%), the Mari El Republic (34%), the Perm Territory (26%), the Penza Region (21%), in the Nizhny Novgorod Region (21%), the Republic of Bashkortostan (20%), the Chuvash Republic (18%), the Samara Region (17%), the Orenburg Region (16%), the Republic of Tatarstan (12%). In 2011 a few more regions suffered from the negative tendencies: the Samara Region (minus 23%), the Saratov Region (minus 18%), the Republic of Bashkortostan (minus 5%), and the Ulyanovsk Region (minus 1%). Simultaneously positive tendencies were recorded in the Kirov Region (48%), the Perm Territory (29%), the Republic of Mordovia (20%), the Orenburg Region (13%), the Nizhny Novgorod Region (9%), the Republic of Tatarstan (5%) the Mari El Republic. In 2012 negative tendencies were registered in the Mari El Republic (minus 39%), the Kirov Region (minus 23%), the Republic of Mordovia (minus 15%), the Nizhny Novgorod Region (minus 8%), the Saratov Region (minus 4%), the Penza Region (minus 3%), and the Orenburg Region (minus 2%).

Table 1. The dynamics of the number of personnel employed in tourism industry from 2009 to 2012 (thousand people)

Russian Federation constituent region	2009	2010	2011	2012
the Volga Federal District	6,142	7,360	7,738	7,764
the Republic of Tatarstan	1,069	1,216	1,291	1,332
the Perm Territory	588	792	1,110	1,130
the Nizhny Novgorod Region	795	1,004	1,098	1,017
the Samara Region	900	1,086	885	968
the Republic of Bashkortostan	762	948	903	942
the Saratov Region	667	612	517	499
the Udmurt Republic	209	325	329	376
the Orenburg Region	248	295	340	333
the Kirov Region	183	156	301	245
the Ulyanovsk Region	143	219	217	242
the Penza Region	186	236	236	230
the Chuvash Republic	163	198	199	203
the Republic of Mordovia	129	121	151	131
the Mari El Republic	100	152	161	116

From 2009 to 2013 the following regions, constituents of the Volga Federal District demonstrated the positive dynamics in hotel and restaurant personnel: the Penza region 75.4%, the Perm Territory 52.1%, The Mari El Republic 29.9%, the Kirov Region 17.4%, the Ulyanovsk region 16.9, the Republic of Tatarstan 13%, the Udmurt Republic 3.9%, the Republic of Bashkortostan 2.8%, the Chuvash Republic 1.4%, the Samara Region 0.7%. The following regions demonstrated a negative dynamics in this field for the past five years: the Nizhny Novgorod Region – minus 0.6%, the Saratov Region- minus 8.4%, the Orenburg Region- minus 15.6%, the Republic of Mordovia – minus 20.4%. On the situation regarding this issue we reported earlier (Polukhina and Rukomoinikova, 2016).

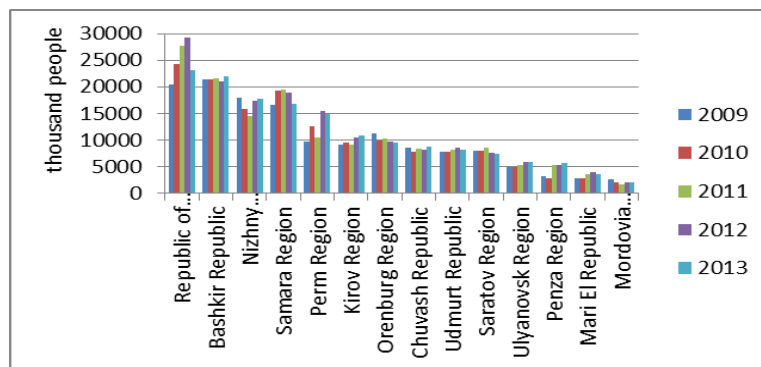


Figure 1. The average number of hotel and restaurant personnel (excluding external part-timers) (thousand people)

The issue of tourism and hospitality personnel shortage becomes more evident after the reference to the network resources. The employment website rabota.yandex.ru analyses various network internet resources and generalizes vacancies data from different employment websites like hh.ru, superjob.ru, job.ru, rabota.ru.

According to the data provided by the internet resource HeadHunter.ru, as on 1st November, 2015 the Volga Federal District offered over 2000 vacancies in the field of tourism in 22 job positions. The major share of vacancies is in catering service. In this field the following job positions are the most demanded: waiter, barman, kitchen support staff, cook, chef, sommelier, organization banquets, entertainment and catering. The regions were rated according to the vacancies in catering as follows: Kazan (247), Nizhny Novgorod (159), Ufa (101), Samara (100), Perm (70), Saratov (51), Ulyanovsk (50), Cheboksary (46), Izhevsk (45), Orenbourg (43), Yoshkar-Ola (34), Kirov (32), Penza (29), and Saransk (28).

The second group of vacancies demanded in tourism industry is the managerial positions like manager of a restaurant, manager of the bar, manager of a hotel, manager of a tour business, accommodation, guest service, selling tourism services, organized meetings, conferences, organization of tourism products. Further we rated the regions of the Volga Federal district in terms of managerial tourism vacancies: Kazan (112), Nizhny Novgorod (88), Ufa (72), Perm (54), Samara (51), Izhevsk (31), Cheboksary (29), Ulyanovsk (27), Saratov (20), Orenburg (19), Kirov (17), Saransk (17), Penza (13), and Yoshkar-Ola (9).

The third group of tourism vacancies included the following jobs: tour guide, museum guide, hostess, door keeper, booking, visa support, airline tickets. In these vacancies the regions of the Volga Federal District are represented as follows: Kazan (82), Ufa (47), Nizhny Novgorod (45), Samara (32), Perm (26), Orenburg (17), Ulyanovsk (15), Saratov (14), Izhevsk (11), Kirov (11), Yoshkar-Ola (11), Saransk (11), Cheboksary (10), and Penza (9).

The pay level in the tourism jobs puts Kazan on top the list. In this city some vacancies offer 20% higher salaries, than the analogous positions in other towns and cities of the Volga Federal District. The outcomes obtained as a result of current research confirm the outcomes of research by S. Vladimirov carried out at the end of 2013 (Vladimirov, 2015). The pay level in tourism industry remains unchanged. In a best-case scenario, the pay level is adjusted to inflation; although it seldom exceeds 10%. Tourism industry is one of those industries where employers pay salaries depending on the market situation.

By the collapse of the Soviet Union in 1991 the number of health resorts and recreation facilities was 4,876 (Litvyak and Aleksandrov, 2004). In terms of the proprietary forms, all of them were funded by the national budget or Trade Unions. Employees were granted health-resort vouchers free of direct charge or at a reduced price (the overall or part of the cost was covered from Trade Union Contributions or else, the State covered up to 70 % of the total cost).

After a continuous decline in health resort industry in Russia, there is now a slight increase in the number of tourists attracted to this kind of rest. As of the end

of 2015 based on the data provided by the Federal State Statistics Service (Fedstat, 2016) there are 1,900 health resorts in Russia, which is 2.5 times lower than 20-25 years before. However, along with reduction of the health and resorts, there is a slight increase in the number of tourists treated and revitalized in these institutions. We can assume that the reduction of the number of health resorts occurs due to closing down of small summer recreational offering medical treatment, recreational centres, industry-sponsored health and recreation resorts (Oborin, 2013). The similar downsizing dynamics can be traced all over Russia when doctors and nurses are made redundant because of the decrease in the number of health resorts and demand to this kind of recreation.

During the Soviet times the organization of health resort therapy was strictly controlled by the state; only highly qualified doctors, engineers, process specialists and land surveyors of natural curative resources were allowed into the industry. These positions are currently understaffed due to low salaries in this field and lack of state support. Therefore, young qualified personnel try to find better positions outside health resort therapy; those employed in the industry are over the middle age. The average age of personnel employed in health resorts is between 46 and 48 years old. There are some gender specific variations: the age of women varied between 44 and 49 years old, and the age of men varied between 46 and 51 years old. In Russia training and retraining of health resort specialists is carried out by training centers and departments of resort medicine and physiotherapy at regional medical educational institutions. The most popular are Sochi Research Centre of Balneology and Rehabilitation of the Black Sea Association of Specialized Resorts, Sochi State University, Tomsk Research Institute of Balneology and Restorative Medicine, etc. The Perm Territory offers training and retraining courses in the field of balneology in Perm State Academy of Medicine named after Academician E.A.Wagner and Perm Basic Medical College. The staff employed in catering service, economics and accounting undergo training and retraining courses in Perm Institute (branch) of Plekhanov Russian University of Economics. There are currently no training centres specializing in restorative medicine, therefore the issue of training and retraining specialists of non-medical profile (sales managers, marketing managers, personnel managers for health therapeutic resort).

Thus, the medical personnel employed in health resort facilities should have a degree in medicine and at least once in five years attend training and retraining courses in restorative medicine. There are not enough qualified specialists in the field of restorative medicine in the Perm Territory; therefore, the industry employs general practice doctors, which deteriorates the quality of the services provided. It is recommended to offer training sessions to the personnel on a regular basis in order to improve the quality of health-related services. Training medical personnel in institutions rendering healthcare services, fulfills the key function – improves the professional expertise in health resort treatment.

In this respect the companies involved in health resort business should employ personnel managers who would monitor personnel training, recruit and train

personnel, and maintain the positive corporate culture. In addition to a personnel manager the health resort complexes should employ marketing managers to foster sales and enable efficient operation of the complex. The key function of a sales manager is to know the range of the therapeutic services offered by the company as well as its competitors both in Russia and abroad and practice individual approach to every customer.

In our study of Internet employment is a positive result. While the study called *“Effect of sharing economy on tourism industry employment”* described the negative impact on employment in the tourism online practices. This research is about a new economic phenomenon, known as sharing economy. Such online resource offers a double win to both owners and renters; that is, owners can earn extra income by renting out their unused houses or rooms, while renters can book accommodations at lower costs. However, such online resource has raised several concerns for governments (Fang et al., 2016).

Conclusions

After we defined the characteristic features of tourism and hospitality industry in Russia, we will try to reveal the specific character of personnel management in this industry.

First of all, one of the key requirements to personnel involved in social and cultural service and tourism in Russia is the prior work experience in the service sphere. Work experience is the factor which guarantees higher quality of the services rendered and better efficiency of the company operation.

Lack or no prior work experience doesn't mean that a jobseeker will be refused a job. On-the job adaptation is required first. In case of a future specialist – an undergraduate student should undergo long-term on-the-job placement. Based on the results of our research, the enterprises of social and cultural tourism in the Volga Federal District showed that prior experience is taken into consideration for employment decision in less than 50% job interviews, which represents a serious weakness of employers. On the other hand, there is a positive aspect: no prior experience doesn't hinder getting a job in social and cultural service and tourism industry.

Secondly, it is also a specific feature for Russian companies involved in service and tourism industry, that there are obvious discrepancies between the type of activity and the profile of education of a jobseeker. As a result of our research, we found out that most employees of the service and tourism companies had a degree in a different field. Therefore, for the company employers it is worthwhile to introduce corporate learning courses and advanced training of personnel with the proper corporate support.

Thirdly, the above mentioned specific features of personnel management in enterprises involved in social and cultural service and tourism in Russia advance special demands to the search and selection of personnel for the organization. In addition to due degree and prior experience in the service rendering, specific

requirements should be set to the jobseeker's personality. The priority traits of character are good interpersonal skills, sensitivity, tolerance and willingness to work in the service sphere.

In the fourth place is motivation, which is absolutely necessary for personnel organization and management in the field of tourism and hospitality in Russia in order to guarantee the quality services. Motivation guarantees continuous willingness to render services and increases the level of employee's responsibility without strict monitoring on behalf of employer. This is especially valuable when the company operates 24/7 or on night shifts.

Last but not least, corporate culture is an effective method of attracting and developing employees' loyalty to the company they work for.

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ANALIZA MOŻLIWOŚCI ZATRUDNIENIA W DZIEDZINIE TURYSTYKI

Streszczenie: Rynek pracy w branży turystycznej rośnie ze względu na rozwój turystyki krajowej, stymulowany przez coraz większą liczbę imprez masowych i ciągłych wysiłków władz miejskich na rzecz popularyzacji ich miejsca dla przyciągnięcia gości. Z drugiej strony, rynek pracy może być charakteryzowany przez znaczący brak równowagi strukturalnej: deficyt wykwalifikowanego personelu wobec dużej liczby kandydatów na dostępne wolne miejsca. Badania przeprowadzono w oparciu o studium przypadku Nadwożańskiego Okręgu Federalnego. Analizie poddano dane dotyczące wolnych miejsc pracy w branży turystycznej z otwartych źródeł, opublikowane przez Federalną Agencję Turystyki oraz Federalną Służbę Statystyki. Badanie pokazuje deficyt pracowników w turystyce i hotelarstwie. Poziom płac w przemyśle turystycznym regionu Nadwożańskiego pozostaje niezmienny. W ostatnich latach redukcja ośrodków zdrowotnych i rekreacyjnych na terenie Nadwożańskim spowodowała ograniczenie ilości wykwalifikowanego personelu w lecznictwie i rehabilitacji.

Słowa kluczowe: podejścia w turystyce, zatrudnienie w turystyce, ocena turystyki, wolne miejsca pracy w turystyce

旅遊業的勞動力能力分析

摘要：隨著越來越多的大型活動和市政府不斷努力推廣遊客吸引遊客的地方，旅遊業的勞動力市場正在增長。另一方面，勞動力市場的特點可能是嚴重的結構性失衡：合格人員缺乏足夠的候選人來填補空缺。目前的研究是基於伏爾加聯邦區的案例研究。我們分析了由聯邦旅遊局，聯邦統計局出版的來自開源的旅遊業務空缺數據。這項研究顯示，旅遊業和服務業的工作人員出現赤字。伏爾加河地區旅遊業的薪酬水平保持不變。建議定期向人員提供培訓課程，以提高衛生相關服務的質量。近年來，伏爾加河地區的健康和娛樂度假村的減少導致削減了合格的治療服務人員。

關鍵詞：旅遊方式，旅遊就業，旅遊評級，旅遊空缺