

# THE STRATEGIC ROLE OF HRM IN THE TURKISH TOURISM SECTOR WITHIN THE EU MEMBERSHIP JOURNEY

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## **Abstract**

This paper provides an analysis and evaluation of the main perspectives on global challenges faced by the Turkish tourism sector. The issues involved are; the evaluation of the transformation process of hospitality organisations in Turkey within the European Union Process and the “key success factors” of being successful in order to develop and maintain competitive advantage within the global challenge. It identifies the issues which appear to be of prime importance when challenging global issues including strategic HRM in tourism sector. In order to draw a profile of Turkish Tourism sector a SWOT analysis will be made (Porter, 1985). The paper will underline the globalisation dimension within the tourism sector especially focusing on the EU dimension and moving onto the emergence of HRM issues into the tourism context with more strategic understanding. The paper will be concluded by the sustainable tourism development issues and general remarks and propositions on the future of the Turkish tourism sector.

## **Introduction**

Since the late 1980s, global tourism has grown fairly constantly. Events in the early twenty-first century, however, appear to have changed this and led to reconsideration that development is inevitable. Recently, it has become clear that major natural and human-induced incidents can greatly influence tourism growth and development. Natural disasters, such as storms, floods and volcanic explosions can severely disrupt tourism activities, but despite their severity, such events are usually highly localised, and their effects on global tourism are generally small scale and short lived.

The concept of globalisation has achieved much currency and a high degree of popularity in recent years (Robertson, 1992; Waters, 1995, Parker, 1998). This is probably due to the fact that globalisation is transforming the world at a rapid pace and it is changing the traditional workplace and employment practices (Blyton et al. 1998). Globalisation has been taking place as part of the inevitable process of change. In order for organisations to survive or prosper, executives will have to learn to manage and think differently. As Turkish tourism is prepared to compete in a global economy, many are introducing new techniques that require more educated and trained workers. In this paper the required framework for the Turkish tourism will be proposed as challenging in a global world economy especially within the EU membership process.

In the following parts of this paper, there are important topics related to tourism and globalisation, properties of Turkish tourism sector, HRM strategies in Turkey and the effects of EU procedures on HRM in Turkey.

### Tourism and Globalisation

Although it is widely accepted that we live in a “borderless” world (Ohmae, 1999), globalisation may be considered as a means of attracting foreign investment, while increasing exports and developing international alliances to penetrate new markets, has become a world-wide trend. Globalisation is inevitable, although by some of the developing countries it could be perceived as undesirable and as a threat. Globalisation does not necessarily mean eliminating differences, imitating others or allowing more developed nations to impose their models. It also means integrating differences, putting together our strengths, building from the differences and being able to join efforts for a win-win process. In this context, globalisation can be considered as a “world-wide pressure for change” (Granell, 2000).

Globalization has changed the business dynamics in the hospitality industry. Greenberg and Baron (1997) stressed the increase in capital flows, competition, and economic interdependencies across countries. Choi et al. (2000) observed the evolving dynamics of international labour utilization, while Wilson et al. (2000) cited knowledge gaps in contract catering in the hospitality industry. In this context it is especially important for hospitality managers to understand the implications of globalisation and plan for the implementation of strategic approaches (Munoz, 2005).

Tourism is one of the fastest growing sectors of the global economy and developing countries are attempting to consider it as an industry in an attempt to attract foreign investment and financial reserves. While conceding that the uncontrolled growth of this industry can result in serious environmental and social problems, some international policy-makers for instance, the United Nations contends that such negative effects can be controlled and reduced.

In recent years, tourism and its associated economic repercussions have taken place within a wider context of globalisation of the world economy (Sugiyarto et al., 2003). The context of the tourism activities have been changed radically as globalisation means lowering the barriers which impede international flows of goods, services and financial capital and more flexible exchange rates with the aim of inducing markets to operate more efficiently. The issue of whether globalisation is beneficial remains controversial particularly because globalisation policies are often examined without consideration of their interactions with key sectors of the economy, notably tourism.

## 1. SWOT Analysis of Turkish Tourism Sector

The definition of strengths, weaknesses, opportunities and threats of Turkish Tourism Sector is very important for the first step. The strengths and weaknesses are about internal, the opportunities and threats are about external analysis.

**Strengths:** They are the values of Turkey as an attraction centre. The advantages that support the decision of preference of tourists are strengths. The strengths of Turkey can be enumerated as follows:

- Nice and sandy beaches
- Wonderful views/panoramas of mountain, forest and river
- Mild climate, natural resources, clean environment
- Bridge between Asia and Europe
- Traditional hospitable society
- Very young and dynamic population which can adapt to tourism concept
- Rich historical and cultural heritage
- Opportunities of great sport, yacht and sail
- Closeness to main markets because of geographical location
- Rich cuisine and delicious meals
- Large shopping opportunities
- Relatively a cheap attraction centre
- One of the famous destinations in the world.

Natural beauties, strategic geography, rich and friendly culture are strongest features of Turkey. Tourism sector can evaluate all these components simultaneously.

**Weaknesses:** They may arise from the inside of the country or from the outside partly. They are:

- Seasonal problems and low capacity usage rates
- Insufficient substructure
- Low quality of tourist services
- Insufficiency of camping, self-catering and youth hostels
- Weak railways and roads
- Insufficient airway and their riggings
- Insufficient health conditions
- Insufficient educated personnel
- Distance to the countries which send tourists
- Chronicle high inflation rate
- The negative attitude of Turkish media
- Insufficient concern of municipalities and of Public Sector to Tourism

Especially, turbulent economy, low quality in transportation and insufficient educated personnel are very important weaknesses for Turkey. For security of Turkey, these weaknesses must be solved immediately. Otherwise, the unsatisfied tourists may make word of mouth negatively. Therefore they may affect the potential tourists for Turkey.

**Opportunities:** Evaluation of the opportunities positively obtains advantages relatively to rivals. Opportunities may be profitable new markets or products in the future.

- The importance of Eurasia region
- Strategic place of politics and economics of Turkey
- Qualitative and cheap marine tourism
- The increasing interest of historical, natural and cultural tourism
- Thermal tourism facilities
- New markets in East Europe
- Using the secondary residences for tourism
- Great internal tourism potential
- The East Mediterranean Tourism Agreement became valid
- Developed transportation opportunities

Thermal tourism, marine tourism, transportation facilities and being a bridge between Asia and Europe are important opportunities for Turkey. If Turkish tourism sector can use these opportunities strategically, it can be tourism paradise.

**Threats:** Danger and threats are the factors that affect both Turkey and the tourism sector negatively. Some of them are:

- The image problems which arouse from terror events eventually
- Negative effects of the close wars in Iraq and in Middle-east
- Chronicle high inflation problem of Turkish economy
- The increasing competition in Tourism sector
- New tourism countries in Far-east and in East Europe
- The supportive policies of EU just for the members
- The rival countries which are members of EU, increase their competitive advantages by using the support of finance and knowledge.

Recently, terror events, the negative effects of our neighbour countries, problems of Turkish economy and competitors in tourism are important threats. Therefore, the responsibility of Turkey is greater than the other competitor countries in tourism.

For competitive advantages, Turkish tourism sector must analyse all these points, and must manage human resources strategically. Turkish tourism sector needs capable, educated, efficient and talented personnel in terms of very dynamic and changeable environment. Additionally, business strategy is also very important for tourism sector. Therefore, Strategic Human Resource Management is inevitable for Turkish tourism sector.

## **2. The Emergence of Strategic HRM**

Although human resources are very important in a people industry such as tourism (Baum, 1993), the area is characterised by unconstructive attitudes to investment in human capital, in flexible employment practices and an educational and training support

system of doubtful relevance (Parsons, 1996). Human resources are looked at as operational considerations in the tourism industry and this operationally oriented approach and the superficial and peripheral reference to human resources at the policy and planning level have resulted in a frivolous and ad hoc approach to key issues in its development (Baum and Conlin, 1994).

The 1980s saw the emergence of the concept of strategic HRM (for example Bratton and Gold, 1999; Boxall, 1992; Schuler, 1989). Increased competition in both national and global arenas has forced managers to reconsider the management of all resources within the organisation, paying specific attention to the effective management of the human resource, leading to declarations such as “people are our most valuable asset”. This reappraisal of the techniques used to manage employees within an organisation has led to the development of various approaches towards human resource management: for example the instrumental approach which focuses on the so-called hard HR areas such as HR planning where human resources are viewed as “rationally” as any other economic factor; and the humanistic approach emphasising the so-called softer aspects of HRM such as organisational culture and employee commitment (Goss, 1994).

The shift from traditional personnel management towards a more sophisticated human resource management has been reported extensively in recent years (Storey, 1989; Legge, 1989; Sisson, 1989; Guest, 1989; Beer et al. 1985). Guest (1993) identifies the central levers for HRM as selection, training and rewards. It is widely accepted, however, that the main features of a human resource management network include additional features such as welfare, trade unions, assessment, employee involvement and equal opportunities. A further and essential feature of the HR model, or ideology, is that it is intended to be strategic in nature. Sophisticated human resource management practice stipulates that in order to be effective the HR activities of an organisation must be linked to an overall corporate strategy and that the business direction of the organisation must be reflected and supported by the HRM techniques adopted (Bayraktaroglu, 2002).

Research on strategic HRM focuses heavily on the linkage between HRM and business strategy (Schuler and Jackson, 1987; Gratton et al., 1999; Sheppeck and Militello, 2000; Huang, 2001). Linking HRM and business strategy requires HR departments’ providing appropriate input into strategic decisions, HR managers’ participation in strategic planning and decision-making processes (Fombrun et al., 1984), integrating HRM with business strategy by means of forming and implementing HRM strategies and policies (Schuler, 1992; Sheehan, 2005). Moreover, as it is necessary for HR departments to provide the required input into strategic decisions and be a part of the decision-making process, it has been argued that the HR department’s representation on the board of directors is becoming more and more necessary (Kelly and Gennard, 1996). On the other hand, the strategic role of the HR function can be evaluated by examining the existence and quality of HR strategies and policies and by examining whether HR departments’ performance is being measured or not (Barutcugil, 2004). The role and importance of HRM vary within different companies and one of the main reasons for the varying roles and practices of HRM within companies is organizational size (Aycaan, 2001). Recent research on HRM practices and organization size show that there is a strong linkage

between two variables (Bayo-Moriones and Merino-Diaz de Cerio, 2001) and it supports the role and importance of HRM in larger companies.

### **3. HRM Strategies in Tourism Sector**

Before discussing human resource strategies in the tourism sector it is useful to remind the unique characteristics shared by service industries. Sasser et al. (1978) describe four main characteristics which render the sector as fundamentally different from manufacturing industries, namely simultaneity; heterogeneity; intangibility; and perishability. *Simultaneity* refers to production and consumption of services; clearly these occur simultaneously. For example, a meal in a restaurant is consumed as part of the process of the whole event, immediately after it has been prepared and while the consumer and producer are in close proximity. *Heterogeneity* describes the way in which hotels and restaurants aim to reproduce the same quality of service each time but in actual fact this can vary substantially from establishment to establishment and from day to day because of the variables, e.g. staff attitude, mood, atmosphere, etc. Services are *intangible*; therefore the quality of the service is indefinable and will vary from consumer to consumer depending on their experiences, perceptions and expectations. Finally, *perishability* indicates that services have a definite life span and cannot be stored. Taking these four factors into consideration it becomes clear that the role of the employee in the service sector is vital. The labour market features of the hotel industry are also significant. These features may be summarised as a fairly large proportion of unskilled labour; the transferability of skills between broad ranges of hotel and catering establishments; high levels of labour turnover; absenteeism; and low levels of pay (Riley, 1991).

### **4. EU and Turkish Tourism: Recent Development of Turkish Tourism and the Role of EU**

The consequence of globalization for developing countries like Turkey is growing importance of “international integration” view as a key to development. International integration involves a cultural transformation and moving far from traditional societal structure away (Clancy, 1999:3). The interaction between countries and between cultures was seen as a part of this development process (Clancy, 1999). In the context of “modernization” approach (Clancy, 1999), tourism industry was assessed an option to develop a country, because tourism was evaluated as the open window of the country to the “West” and “liberal world”. By this view, tourism is a key to integration of national economy to the world.

Tourism which planned in the framework of sustainability, crucially contribute to development with its capacity to create employment and to earn foreign exchange, in spite of some criticism on its positive effects (Welford et. al., 1999:168-169; Steck,

1999:9). At this reason, tourism is being encouraged in EU. In Turkey, it was also encouraged by the government, with the relation of these features for many years. Therefore, EU and Turkey as two actors looked for an appropriate ground to tourism development with common expectations are going to close day by day within the frame created by tourism.

Europe is a region in which the most intense tourist movements occur. In the year 2004, 426 million of the international travel which was 766 million in total occurred towards the region countries (UNWTO,2006). Despite the decrease in total share of the world tourism which Europe pulls, growth and development of the region continues. Despite the recent trends in world tourism market Europe holds a 57% of the total tourist market. EU gathers a 5.5% of its GNP from tourism. Employment power of the tourism sector is 9 million people which stand for 6% of the total EU employment. Therefore tourism is especially a source for creating jobs in less developed and surrounding regions (Avrupa Komisyonu Türkiye Temsilciliği, 2000).

## **5. The Tourism Policy of EU**

European Union aimed that member countries would develop close relationships between themselves and economic, social as well as cultural welfare of the citizens of the member countries from the very beginning of Treaty of Rome. From this point of view tourism sector play a crucial role in achieving this goal and that is why European Union purposely aims to develop the tourism sector. Removal of the inner frontiers within member countries is closely related to the integration and development of tourism goals. While tourism is of great importance to EU member countries it is only very recently that a policy on tourism is put into action. In EU tourism sector is first put into Community Action Program in a very limited manner by the Maastricht Treaty. Topics like education, research, environment, transportation, consumer rights, health, regional development, employment, taxation, culture and competition which are also closely related to tourism have different policies. Differences between the development levels of tourism Union member countries as well as their regions hindered the EU from developing a sound tourism policy (İstanbullu and Dinçer, 1997).

Instead of presenting a unique tourism policy, the EU supported tourism within scope of different union policies. The EU publishes directives on tourism at different times. Development of tourism is seen as a strategic issue by the Union. Because of this reason, in order to improve mobility and touristic activities different subjects are brought into consideration. After appointment of a commission member who is charge of tourism activities by the union in 1980, the need to increase tourism functionality and proposals in line with this need are introduced. After this date, many programs has implemented to control and shape the borders of tourism development. "EU Tourism Policy Guidelines" (1982), "EU Activities in Tourism" (1996), "EU Action Plan in Tourism (1995)", "Green Book" (1995), "Philoxenia" (1996), "Working Together For the Future of European Tourism" (2001) are main examples of these. All these programs emphasize the

importance of tourism for EU. Within this context, topics like, freedom of travel, consumer rights, improvement of working conditions, vocational education and definition of job specifications, environmental and cultural preservation, prolonging tourism season in order to include low and middle income class with off-the-season prices, prioritization of alternative tourism activities, improvement of social tourism which may be used as an incentive for young people, are covered (Istanbullu ve Dincer, 1997;98). Plans are made for improvement of service quality, tourism information system, dissemination of statistics and research information and increasing competitive capabilities of member countries in order to attract tourists out of the EU. In order to achieve the above mentioned goals rather than presenting a special tourism policy the EU adopted a policy which is supporting tourism under different Union policies (TURSAB, 2001: 141).

It is estimated that tourism will play a great role in integration process because of the higher growth rates observed in the EU. Increased flow of tourists between member countries is expected to grow more and besides this, official regulations should be introduced in line with the rising importance of the tourism sector (Coles and Hall, 2005). It is estimated that tourism will have a great positive impact on the income levels of rural areas, preserving cultural heritage, creating more jobs for the young generation and health tourism. From this point of view tourism is seen as a income generating, job producing welfare source for the member countries' citizens. On the other tourism is also source for social gains and an assurance for different cultures and environment (Coles and Hall, 2005:56).

It is clear that this political framework not only reflects that the EU values tourism but also holds space for Turkish tourism development. It can be observed that the EU policies handle tourism in a strategic and planned manner. This situation has a two-sided effect potential. First one is, being a member candidate Turkey should adapt to Union tourism policies. The second one is the EU is the most important market for Turkish tourism which forces Turkish tourism to follow the EU perspective and regulations.

Turkey gained 16.850Bn. USD from 19.836 Mn visitors in the year 2006. This number represents %19,7 of the total export and %4.2 of the GNP of Turkey (T.C Culture and Tourism Ministry, 2007). While numbers indicate a decline when compared to the year before, the increase in the number of visitors and income is significant. The EU is the most important market for Turkish tourism. 2006 numbers show that 10.321Mn tourists from 25 Union member countries visited Turkey which represents %52.07 of the total visitors (T.C Culture and Tourism Ministry, 2007).

At this point it would be better to indicate that Turkish tourism is in a structural transformation. This transformation can be observed if certain periods of Turkish tourism policy are examined. The main framework of the Turkish tourism is drawn by Five Year Development Plans since 1963 (Olalı, 1990: 64). Development of tourism by means of incentives had been a primary topic for governments in the planned era. In almost every Five Year Plan tourism's importance for improvement of Turkish economy is stressed. However in the first era of plans, only active foreign tourism was the point of focus. In order to achieve this utilization of the country resources for tourism was encouraged (Senol and Kasli, 2007:39-40). Besides, topics like; determination of the supply sources



of the country, completion of the infrastructure and superstructure facilities, carrying out marketing activities, education, price and control was assigned as government duties in the first development plans (Olali, 1990:65). The main idea behind the first plans was unconditional support for mass tourism because of its potential for economical income. Increase in total bed numbers was supported. In order to support tourism development Tourism Incentive Law was put into order in 1982. In the fifth development plan which covered 1985-89 topics like protection of environment and issues on employee rights were introduced for the first time (Senol and Kasli, 2007:44). This period was also significant because of rising financial support. Especially land allotment permits for touristic investments and tax exemptions were used as incentives. With the sixth development plan (1990-1994) developing different types of tourism, protection of natural and historical values, making tourism a whole-year activity, taking customer needs into consideration and improving quality of tourism education were introduced as important topics. This approach secured its place in the next two following five-year plans (Senol and Kasli, 2007:44-47).

Foresights on development of tourism throughout the country and benefiting rural areas from the gaining of this sector are preserved in the 9<sup>th</sup> Development Plan (Plan: 8193). This situation is caused partly from the effects of approaches on benefiting from tourism in rural region development of EU and other countries. It is seen on the last Development Plan that the effects of tourism activities which settled on the coastal areas are tried to spread throughout the country. Besides, it is pointed out that tourism should not damage natural environment (p.81). Cultural tourism is encouraged in order to activate culture potential of the country and develop social dialogue. Therefore necessity of training qualified labour force is pointed out (p.45). Local authorities and users are required to participate in tourism decisions (p.82). It is clear that by 9<sup>th</sup> Development Plan, goal of 36 billion dollars revenue from 38 million tourists in 2013 is set as a government policy (DPT, 2006: 61).

However, ever since this transformation requirement felt, some researchers stated the negative situations making transformation necessary: According to Tosun and Timothy (2001), deficiencies of tourism development approaches in Turkey can be summarized under following issues: Requirement of political stability, establishment of supporting institutions and autonomation, implementation of a proper and modern tourism planning approach by considering specific characteristics of destination, and cooperation with Western governments and international agencies. According to researchers, example of tourism development in Turkey is exhibiting the common reflexes of many developing countries. Since 1980s foreign debts, low potential o export, diminishment of foreign currencies supplied by Turkish workers working in neighboring countries after 1981 and encouragement by IMF caused Turkish government to consider development of tourism primarily. Interference of international organizations, such as IMF, to Turkish economy facilitated implementation of neo-liberal development strategies. Thus, generous and large financial privileges were given to tourism sector. This situation led to a quick growth in an environment where there is no planning, development principles and private sector experience (p. 352). Besides, deducting from Turkey example Tosun (2001) is pointing the obstacles for developing countries in tourism development. These obstacles

are taking revenues as primary goal, deficiency of a modern tourism development approach, structure of public administration system, substantial environmental deterioration, and structure of international tourism system. Tourism development in Turkey has been implemented by planning and permitting specific areas for tourism and encouraging investments in these areas (Tosun et. al., 2003). Therefore, tourism was restricted to western coasts and big cities.

Tourism sector is a very important economic activity in Turkey with its employment capacity of 2,5 million people. Besides the strategic importance of HRM in tourism sector, it is observed that there are no sufficient applications in Turkish tourism. It is also observed that strategic approach to HRM is inhibited mainly by structural characteristics of the country tourism. Another important negative effect is caused by “all inclusive” system spread recent years. Furthermore, long-lasting problem of deficiency of qualified labour force has been waiting for a solution for years. Such that, it is becoming an important difficulty to remain tourism school graduates in tourism sector. According to researches over students, reasons for unwillingness to work in tourism are as follows (Duman et al, 2006): low wages, long working periods, shift working and stress. These problems also show negative issues in strategic insight of country tourism to HRM.

## **6. Potential Effects of EU Procedures on HRM in Turkey**

Since concordat of Ankara (in 1963), Turkish investors are trying to develop own policies according to EU policies. This process, have gained speed with to be candidate for EU with the Helsinki Summit in 1999. With the social and economic policies of EU, Turkey focused develop own productivity and quality. In this side, with the integration of technology development and flexible employment policies, advantages of cost, quality and effectiveness provided (Tatlıdil and Xantacou, 2002: 8).

Determinants of the long term relations of the EU-Turkey will may be those countries’ human resources and the development of employment field. As known, against EU’s old population, Turkey has quite young population. This advantage and the dynamism of the young population seem as a great advantage for Turkey. Within this, vision of EU, brings a special application in the field of human resources for Turkey. The EU vision will develop HRM applications in Turkey. As a candidate country Turkish policies are being affected by EU policies and applications strongly. This effect involves more democratic characteristics and occurred as liberalization. Therefore, by this vision Turkish Tourism Sector is turning into more coordinated and planned industry.

It seems that the EU trying to develop a new vision for the principles of information community. As a reevaluation characteristic for the EC, the “information community” process will create new business structures and technologies. This new business structures will create many new business opportunities. This formation seems like a key stone for sustainability of the competition forces and the decreasing factor for unemployment in the long term (European Commission, 1996: 3). Within this, EU

policies anticipated human resources development in the different fields. In this scope Commission attracting attention for the need of the effective regulations for those fields.

**Job Security and Health:** In the tourism sector various job group and various employees works in the different conditions. Waiters, chiefs, tourist guides, tour operators, bus drivers, educators and the animators are the workers whose are the dependant on the condition of the different work schedule, time and seasonality characteristics of tourism sector. EU presents the precaution guidelines for the improving working and living conditions and the labour market conditions with it's labour safety and health foresight. Some of the EU regulations in social field directly related with tourism sector with its sectoral characteristics.

With these regulations, some health and safety articles legislated for the temporary and half day workers' and also provided improvement for the working conditions with the minimum rest times for labour shifts. This regulation presents 48 hours maximum work time for one week. EU supports sectoral dialogue for the labour safety. In this scope, European hotels, restaurants and cafes national associations' confederations HOTREC is encouraged to join representative foundation of labour (ECF-IUF) by EU.

## **7. Women's Employment in Tourism:**

Women make up %44 of all European employment capacity for the year 2006. This numbers changes in member countries. i.e. while Malta has lowest ratio of 32%, for the Estonia, Latvia and Lithuania this ratio is 50%. But, more than half of the employees are the women in the hotel and restaurant sector for all of EU. This ratios in the basis of the countries lowest in Malta 28%, Greece 44%, Italy and France 49% and highest in Estonia 76%, Lithuania 83% and Latvia 95%. In the basis of hospitality sector women workers' ratio is rising to the 62%. This ratio is under the average for the Malta 26% and for the all of the other countries this ratio is more than men workers ratio (Demunter and Dimitrakopoulou, 2007).

It is obviously, the EU vision has a great opportunity for development and regeneration for Turkey. That claim's empirical evidences are also presented i.e. according to researches; after the customs union, it seems that Turkey shows a active improvement in the basis of globalization and develop its competitive forces. This development and improvement is higher than EU member countries (Coban and Coban, 2004). Globalization is putting forward the providing customer satisfaction, reconstruction and quality issues for the sectoral and international competition. Within this, new and unpredictable competitors are getting in to the markets. This truth is valid for the Turkey and its markets. Formerly, seem as noncompetitive countries such as Malta, Czech Republic and North Africa now creating difficulties like usual competitors such as Spain, Italy and Greece. In this competitive conditions labour productivity is one of the critical success factor and achieved more importance (Tekeli, 2007).

## 8. Conclusion

HR function's gaining of a strategic role and nature shows its increasing importance. Considering economic, technologic, and social developments, the changing expectations of a skilled workforce in Turkey, and harmonization with the EU, companies in Turkey have to keep pace with the changing role and status of HRM.

With the consequences of globalization, relationship between countries are being shaped again, furthermore the industrial dynamics are also changing. Countries are trying to establish relationship in favor of his interests with the context of growing competition in all production areas. Especially for the neighbor countries, both competition and integration are key factors to development. Countries act with the motivation to gain a competitive advantage and on the other hand to improve his integration capability with others. It will be useful to evaluate relationship between Turkey and EU in this context.

Tourism is a key sector –may be most important one- for the relationship between Turkey and EU. This is an area which highest competition arises between these two actors. This involves also big capacity to interactions between Turkish and European cultures, therefore creates great opportunity to know each other and to strengthen the spirit of cooperation. Therefore, to develop tourism in Turkey has a potential effect to improve relationships with EU members.

It is necessary to structural harmonization of Turkish tourism policy with EU policies. Thus human resource management applications and working conditions of Turkish tourism must be receive priority consideration. Human resources are the crucial for tourism development. To manage human resources strategically is premise of effectiveness. It is also necessary to build a fit integration with more developed countries located in the region. For tourism industry in Turkey, EU vision brings important progress to light. This progress will increase and continue whether Turkey is going to be a member of EU or not. The most crucial dynamic of this progress is Human Resource. Industrial transformation depends on the transformation of human resource. Hence, HRM must be evaluated in a strategic manner. If HRM can not manage effectively, it will definitely produce problems to respond to the progress which tourism development of Turkey will be faced.

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