



IMPORTANCE OF ENGLISH LANGUAGE IN THE DEVELOPMENT OF TOURISM MANAGEMENT

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Abstract: Language has great importance in the dialogue and understanding between tourists and tourist facilities. And the English today is international language, and most of the tourist establishments require employees to speak English in addition the local language of the country because the English now has become the familiar language for almost all human beings. There are a lot of institutes that give courses in language. As the tourism need to friction with foreigners directly so we will focus in this paper on the importance of the English language in the bi Sector Development. This paper also encourages practitioners to pay attention on the language issue. Collaboration among educational providers and tourism organizations is required if they want to compete in the global market.

Key words: Language, Tourism, Management, English, Development

INTRODUCTION

The fast worldwide progression of tourism management has been a significant advance within a tourism industry over the latest decades¹ Communication is essential to the management² English language will be an important means to communicate within tourism organizations and for tourism management³ Language also activates the tourism organization to drive forward. Buckley et al pointed out that the language plays role in facilitating communication between head quarter and subsidiaries. Consequently, high-level personnel with language skills are becoming more and more necessary to corporate efficiency and success⁴ in tourism management in the global environment. Personnel with language skills are needed as local agents of tourism organization doing domestic tour business. Effective tourism management is concluded that it is dependent partly on the use of language, especially in the form of promotion, instructions and other written material⁵. This paper aims to analyze the roles of English language, to consider the definitions of tourism management, to investigate tourism management and development, to understand language policy and tourism management⁶ to examine the characteristics of tourism management, to 185 discuss service quality in tourism

organizations, to propose options for managing language problems, and to testify concept for measuring effectiveness of tourism management.

Importance of language in general

Language is a system of spoken or written symbols that can communicate ideas, emotions, and experiences¹. Understanding the role of language, organisations can improve the coordination skills², operate better new technology³, develop customer satisfaction and have effective management in tourism industry. Domke-Damonte and Nurden referred to Willy Brantdt, a former German Chancellor who once commented, "If I am selling to you, I speak your language." People cannot comprehend what someone else demands if people cannot converse to other people on their own terms⁴. This indicates that language creates greater interest⁵. It is a significant factor that influences competitiveness. So, it is very crucial for an organization to have communicative competence throughout the organization⁶. Buck & Communication is the important linkage between consequence and action in tourism organizations⁷. If people can make it at the organization, they can make it anywhere else. Daft and described the relationship between language and tourism organizational management. They indicate that in tourism organizational management, low variety of language is simple. High variety of language is more complex and tends to have more errors. In reality, in tourism organizational management, language of description tends to have both accurate and error. This means that working with high variety forms of language uses of language might benefit less to organization. Communication to and from organizations will consist mainly of high variety language in order to communicate meaningful statements about the systems. They also emphasized that in tourism organizational management; people necessitate and apply high variety forms of communication in complex settings⁸. No matter what tourism organizational management is, particularly at managerial level, it appears to aim for accuracy.

Thus, language roles are defined as "Factor that is related to tourism organizational.

Management"; There is the need in language skills in organization⁹. Various key dimensions were identified from the literature that appears to relate to performance:

- a) the ability to increase customers' satisfaction;

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- b) the ability to enhance and maintain language competency of tourism people;
- c) the ability to motivate international tourists;
- d) the ability in better understanding on demand;
- e) the ability in understanding culture; and
- f) the ability to create effective internal and external communication.

Table 1. Articles linking to Importance of language and tourism management

Article	Nature of study	Study method	Key finding (s)
Barker (2008)	Non Empirical	N/A	Organizational management relates to cultures. Language plays important roles since language is a part of cultures.
Barlas <i>et al.</i> (2002)	Non Empirical	N/A	Language is listed as one of the organizational core Competencies.
Batt (2008)	Empirical	Case Study	Strong communication skill in English is a must for Management. Otherwise, it will be a cause of losing money and business.
Collins (1994)	Empirical	Survey	Language is a vital factor in management.
Crytal (1989)	Non Empirical	N/A	Language competence leads to customer satisfaction. Thus, must pay more attention on language.
Davies (2000)	Empirical	Survey	Language is considered the most relevant to management. Particularly, it plays roles both internal and external communication.
Leslie & Russel (2006)	Empirical	Survey	Foreign language is considered important for tourism . It brings about understanding of external communication. Need to have available foreign language skills so as to support better interrelationships.
Sullivan (1988)	Empirical	Survey	Language reduces worker uncertainty, plays roles in Tourism management, and brings understanding of good tourism management.

Ignoring the important roles of English language may loss of resources and limitations to tourism organizational and managerial development due to the lack of communication and knowledge sharing¹⁰ .To carry out the task, development of tourism sector need to communicate across linguistic. Therefore, in tourism organizational management, English language can be described as a required communication means. It influences the organization's ability to control international activities¹¹ .As Lauring said expresses successful development of tourism relates to the ability to manage the communication crossing English language. It is claimed that tourism organizational management required a process and supporting practices

Related to the sharing opinion and exchanging information¹² , Tourism organizational management needs to concentrate on the tourists or customers,

context, the community context, and the practitioners' context¹³. The customers' context involves customer request for service. The community context invites participation, request offer, and clarification of issues. The practitioners' context confirms and/or rejects invitation¹⁴. In development of tourism, English language also plays the role as a negotiated source of power. Its role is also described in relation to the creation and maintenance of social structures and power relations¹⁵. Moreover, language is to be understood as something used by and for power¹⁶. It is analyzed as a tool, which is employed to improve the effectiveness of organizations, particularly, in tourism organizational communication¹⁷. English Language is a source that encompasses daily practice and almost all other aspects of human life. The higher of language input, the higher the level of tourism organizational management effectiveness¹⁸. Language effects on power in organizations at times of radical change¹⁹. Language plays a role in organizational change²⁰. Furthermore, the current literature on language tended to demonstrate that language played a structuring and socializing role for individuals²¹. According to Domke-Damonte and Lester, a European study of foreign language needs of small and medium enterprises found that nearly one-fifth of 1,300 companies surveyed admitted to losing business because of the lack of language skills. Yet, according to a research conducted recently, university graduate who speaks fluent English can add another Japan \$ 667 (TH20, 000 baht) a month. Consequently, language plays very important role in tourism industry. Language also makes the communication and decision-making went faster through better understanding²².

Bloch (2005) pointed out that language skills are demanded in various occupations within organizations such as General Management, Sales and marketing management, Financial management, Supply and distribution management, Administrative and support management, Information and computer management, Insurance, legal and property management, Technology management, Product and material management, and Trainee management.

Importance of language in tourism organizational management has not yet to be fully investigated, however, it can be concluded that language is essential to the creation of network and to the tourism organizational management. It is an element of the effective organizational management²³. Language is used as a specific expression of the power relations between the individuals and groups involved. Thus, policies of language use should be a part of tourism

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organizations. In multinational corporations, they have adopted English as their common corporate language to facilitate communication between headquarters and foreign subsidiaries as they enter new markets²⁴. Tourism organizational management often takes place in English, and tourism organizations assume that employees will be able to communicate in English effectively²⁵. English competence is a requirement for reaching managerial level at the tourism organization. For this reason, in tourism organizational management, language is to be understood as something used by and for power. It is analyzed as a tool, which is employed to increase the effectiveness of organizations, principally, in organizational communication. The current literature on language also tended to demonstrate that language played a structuring and socializing roles for individuals. Language certainly plays roles in organizational change²⁶.

What is a tourism management?

Tourism management is a method of planning, organizing, controlling and leading to accomplish the tourism organizational goal such as the satisfaction, the effectiveness of delivering the needs, wants and expectations of the international tourists. Luchien defined tourism organizational management as ideas containing elements of management approach grounded in a value basis, and equipped with language²⁷. The adoption of management concepts involves language, and it can be studied

by means of discourse analysis. Tourism organizational management is based on communicative action²⁸. It focuses on the basics of business, including finance, human resources, an organizational culture, organizations' structures, job functions, role responsibilities, and accountability. The tourism organizational management also involves problem solving, marketing, training staff, team building, budgeting, and developing policies and procedures for their employer, and leadership. It involves technology²⁹, quality staff training³⁰, and corporate social responsibility (CSR) (O' Higgins, 2009). People who are in charge required to have skills in interpersonal communication³¹, and decision making³². Language is seen as being common to the tourism organizational management. Success of the tourism organizational management is based on the ability to interact productively with international tourists or customers, suppliers, and government officials. However, it is normal that people produce errors which will affect comprehension. Miscommunications and conflict can result in damaged relationships, lost business, unsatisfied customers and frustrated employees.

The goal of tourism organizational management is the total quality management which resulted from leadership, strategic planning, tourist focus, human resource focus, process management and informational analysis³³. The total quality management³⁴ generates quality service, reduces costs, and creates more satisfied customers or international tourists³⁵. Language skills training is a way which will lead to quality service³⁶

Normally, the relationship between language roles and tourism organizational management outcomes should be examined. The expectation of direct relationship between language roles and tourism organizational management should be observed. Tourism organizational management is expected by paying more attention on language roles that will gain more international tourists. The past years, role of language has progressed from a developing concept to a progressively

Universal function in tourism business organizations. As evidence shows that there are numbers of journals devoted to tourism management, for example International Journal of Career Management, Journal of Organizational Change Management, The Academy of Management Review, and Corporate Communications: An International Journal, and Journal of Management Research. Still, little quantitative and qualitative empirical researches have been published. The size of the published work in the language and tourism organizational management field is limited. Empirical research relies major on knowledge management and

Organizational performance. The objective for this study reported here is to carry out an exploratory from articles, study to create a broader set of support regarding the relationship between language role and tourism organizational management. This especially applies to tourism organizational management, as language role has been considered one of the most important factors.

It is found out that language role is related to tourism organizational management.³⁷ It helped determine how we think, and what we see. Based on this evidence, it is concluded that as long as language role is considered for the tourism organizational management, positive organizational management will result in an increasing of the international tourists.

Tourism management and development

Literature indicates that training and development programs often deal inadequately with the potential conflicts that result from interactions³⁸. Sizoo and Serrie (2009) used five training exercises to develop tourism organizational

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management competencies. First exercise, interviewing is used. Each employee interviewed another employee whom she or he has never met before. The idea is to give familiarity and to generate skills, to improve employees to overcome anxiety about getting to know other employees. It is recommended that the employees to be interviewed should be new arrivals. Second exercise, incident is used.³⁹ Each employee described misunderstanding situation. Employees learned to accept the mistakes, and developed a mastery of appropriate behavior in similar situations in the future. Third exercise, news is used. Each employee described a piece of news from newspaper, from television or from the Internet which is complex in tourism organizational management adapting. Each employee writes an analysis of factors affect successfulness or unsuccessfulness in solving tourism organizational management.⁴⁰ It built analytical skills. The employees will develop into acquainted with tourism organizational management. Fourth exercise, skit is used.

Each employee is assigned to one of several groups or departments. The groups are charged with planning, writing, and performing in front of other groups. It builds skills and emotional commitment. Fifth exercise, it involves event. Each employee participate organizational activities such as sporting events, going to seminars, etc. It involves getting employees together.⁴¹

The employees learn to work with others. These five exercises prepare the employees to be ready to face with the situations that they may face in the future.⁴²

In the same ways, Barnhart and Walker (n. d.) and Kathy Pennell (2010) promote the application of five-stage organizational management. They involve assessing the need, developing competency profiles, identifying high performing employees, developing the high performers, and evaluating the progress.

In tourism organizational management, Dong Young Kim, Vinod Kumar and Steven A. Murphy (2010) referred to the use of the European Foundation for Quality Management (EFQM) which is used in different ways: as a tool for self-assessment; as a way to benchmark with other organizations; as a guide to identify areas for improvement; as the basis for common vocabulary and a way of thinking; and as a structure for the tourism organization's management system.

English Language policy and development of tourism management

English Language should be a policy for tourism management⁴³. A language policy can be defined as the systematic activities and efforts done in a company or organisation with the purpose of supporting the goal of the company⁴⁴. Simonsen (2003), Bergenholtz and Johnsen (2006) divide language policy in two overall groups: General language policy and specific policy. General language

policy involves the language selection in an international context; the language selection in groups, companies and organizations; the language selection in a national or regional context; language selection in a national context in relation to language teaching. Specific language policy involves general suggestions on how to optimise communication in a certain language.

English Language is seen as being common to the organization community, as a social resource, to social media, and having a common language makes it easier to communicate functional expertise. It is used to transfer knowledge⁴⁵. Fair and enforceable policies can help empower employees by providing them with freedom⁴⁶. Policies, when crafted properly, can help in organizational management and cost savings, plus reduce time-consuming problems. Michael Porter (2003) pointed out that the Thai tourism industry was international competitive in tourism market, however the collaboration across the industry was weak.

To improve the collaboration, the Ministry of Tourism and Sports need to have more focus on technology and clear policy for organizational management. It will encourage more information collaboration. Paying attention to the role of language in tourism management might also provide the advantage in managerial setting. According to freely and, language is considered to have important benefits for tourism management such as facilitating of official reports and facilitating of informational communications.⁴⁷

Characteristics of tourism management

Luchien Karsten (2006) pointed out that tourism organizational management share four main characteristics. Firstly, it is the management concepts. It involves total management (TQM), business process reengineering (BPR), strategic intent and core competence (SICC), balanced scorecard (BSC), knowledge management (KM), total responsibility management (TRM) or customer relationship management (CRM). Secondly, it is organizational management. Tourism management involves key issues. Key issues are usually related to increases of costs or loss of tourists or customers. Thirdly, tourism organizational management involves general solutions for recognizable problems. Lastly, tourism management

Involves promoting by referring to success stories of well-known firms, It is known that communicative action depends on consensus between participants conversational skills often seem similar to a lost art in current organizational management circles. Conversation and dialogue can provide an appropriate context for managers to reach an agreement about the relevance of management concepts and take action accordingly⁴⁸.

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Whenever dealing with management, consulting activities and intellectual pursuits with various linguistic paradigms are also involved. pointed out that organizational management involves efficiency, planning, paperwork, procedures, regulations, control, and consistency. It is basically a control-laden activity⁴⁹. Managers need managerial competencies. They should have a personal skill to communicate and influence people with whom they are involved in the organization. Tourism organizational management also involves the following elements.

developing, inspiring, leading, challenging, coping with complexity, drawing up formal plans, designing organizational structure, getting things done, and monitoring results against the plans. Also, good organizational management improves the effectiveness of delivering the needs, wants, and expectations of customers which helps in achieving the customer satisfaction⁵⁰. Certainly, they will lead to tourism industry competitiveness.

Options for managing English language problems

English language barrier has been recognized in tourism managed. Language or communicative problems can lead to negative consequences and misunderstanding which will further lead to incorrect tourism business decisions, to an inability to follow up mail inquiries by phone. The potential international tourists will walk away⁵¹. Thus, tourism organization's is needed to consider and pay attention to the English language issue. Staff development program for language competency is important. Language competence is necessary for business. It is advantage for both informal and formal communication. Therefore, the development of communicative competency in tourism business is critical for tourism management to be successful. Ability to communicate is necessary for Thai tourism organizational success in tourism markets. Some companies have organized in-house English language training facilities. Ready to adapt to change, will provide organizations with competitive advantage⁵². According to, management involves foreign language, organizational management strategies, and human resource support.⁵³

Measuring effectiveness of tourism organizational management

There are several methods to measure effectiveness of tourism organizational management. One of those methods is by observing. The observation is the scientific method which allows meaningful insights when it comes to understand what managers do, and why.

DISCUSSION

In conclusion, it appears from the literature that there is consensus about key roles of English language that play in tourism management. This paper encourages practitioners to focus for English language roles initiatives on specific intermediate performance outcomes. Pay attention on language issue in development of tourism management. It is recommended that greater collaboration between education providers' industry representatives and professional industry bodies is undoubtedly required. For the purpose of future study, the importance of English as a language in development of tourism management will be investigated from international tourists, inbound tour company managers, and tourism educational department heads.⁵⁴

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