

corporate, and business strategies.

Training and development then can be seen as a key instrument in the implementation of HRM practices and policies and there may be a number of benefits from undertaking training. For example, McKenna and Beech (2002) suggest a number of benefits generally stemming from training, including:

- Helps employees learn jobs more quickly and effectively.
 - Improves work performance of existing employees and keeps them up to date in specialist skills.
 - Leads to a greater volume of work resulting from fewer mistakes and greater rapidity.
 - Frees management time, less of which is spent rectifying errors, also reduces wastage.
 - Can help to reduce turnover among new and established staff.
- Incorporating safety training can help reduce accidents.
- Can help to attract good workers.
 - Is a precondition for flexible working.
 - Creates an attitude more receptive to coping with change.
- ((Some organizations who see training as an investment)).

The majority responded that they carry out regular staff training program (75%) in house training. And the most needs for training skills were in hotels and restaurants (general skills) ; customer care skills, restaurant management skills and, product development skills.

For human management resources skills large hotels need: job analysis skills.

observation of the international experience on labor legislation can be very helpful for the tourism companies.

Development of cluster relationships between the companies and educational establishments specialized in tourism field needs to be one of the most important directions of tourism development in the country.

The survey results showed that the highest training needs of respondents are concentrated on HRM general skills, job analysis skills and the absence of job analysis from HR functions reflect the importance of training courses for human management managers in this field.

On general skills side the highest training needs are registered on entrepreneurial and marketing, customer care skills, as well as on restaurant management/operation skills [4].

Encourage the internal tourism by give low praises for the local Armenians this enhance the internal tourism.

REFERENCES

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- [2] <http://www.tourismarmenia.org/#axzz3gEeu0bcL>
- [3] Dennis Nickson. Human Resource Management for the Hospitality and Tourism Industries. Publisher's Note: Transferred to Taylor & Francis as of 2011
- [4] Tourism and Hospitality Marketing: Bryan Simpson, Daniela Richmond. Sweden. 2014.

TABLE VIII
TYPE OF TRAINING PROGRAM

	Type of training program	FREQUENCY	%
A	<u>In-house training including</u>		
	Regular training courses	20	71.42857
2-	Mentoring, apprenticeship	3	10.71429
B	<u>Off-site training including</u>		
1	Seminars, workshops	2	7.142857
2	BSP training courses	0	
3	College courses	3	10.71429
C	<u>Other (specify)</u>	0	0
	TOTAL	28	100

III. CONCLUSION

Armenia is ranked 71st out of 141 countries in terms of quality of human resources ,except if structure of human resource management functions currently performed by companies in tourism sector is not effective and needs improvement through the provision of the advisory services or trainings to enhance the ability of this administration to function independently [2].

Job analysis as the important prerequisite for the elaboration of job descriptions is not practiced at the observed companies. At the same time, performance appraisal practice is very limited and done roughly, mainly based on qualitative indicators. From this point the foreign experience on the peculiarities of job analysis and performance appraisal in tourism sector can be useful for the companies [3].

The submission of the advisory services or organization of training courses on labor legislation, labor code, its specifics for the services sector and private companies along with the