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Human Resource in Tourism Industry in India: In the era of Globalisation

ABSTRACT ::

The purpose of Human Resource Development is to improve the capacity of the human resource through learning and performance at the individual, process and organizational levels. By applying a well-ordered and professional HRD approach to work in the protected areas field, the skills, knowledge and attitudes of park personnel will be enriched and this overall quality of work performed will improve. There are a number of problems and constraints, which concern the human resource development in the Tourism Industry, viz., shortage of qualified manpower; shortage of tourism training infrastructure and qualified trainers; working conditions in the Tourism Industry; and lack of proper strategies and policies for human resource development. The present study is an attempt to analyze the HRD initiatives of Tourism Industry with special reference to Air India Ltd. To enhance and sharpen the capabilities of its employees. The study also identifies the need of the Air India to incorporate the spirit of HRD in day to day functioning by utilizing the all possible human resource systems and mechanism to the organization.

KEY WORDS: Human Resource Development, Capabilities, Productivity, Training and Development.

Introduction : -

The World Tourism and Travel Council (WTTC) have recently notified India as one of the fastest-growing tourist economies in the world as per the statistics provided by World Travel and Tourism Council (WTTC) in the past 7 years contribution of Indian Tourism industry (Direct and Indirect Impact) in GDP has increased from Rs 958.17 Billion to Rs 2190.24 Billion and employment in the industry has increased from 21.9 Billion to 25.6 Billion, The growth in Indian tourism industry both in terms of Tourist Arrival and foreign exchange earning is remarkable.

Indian Tourism registered a growth over 104% over a period of 10 years from 1997 to 2007 in terms of Foreign Tourist Arrivals (FTA). The estimated number of FTA in 2007 touched 5 million as compared with 4.45 million in 2006; moreover, the foreign exchange earning registered a growth of more than 300% over a period of 10 Years from USD 2.88 Billion in 1997 to USD 11.96 Billion in 2007.

The phenomenal growth in economy has lead to increase in disposable income, change in spending habits and demographic structure; increasing affordability due to numerous holiday packages and cheaper air fares, has resulted in a rapid growth in outbound tourist traffic; which grew at a rate of 25% over the last three years and has seen a growth of more than 160% over the last 10 years from 3.73 million to approx 10 million in 2007.

In order to create a niche in the field of travel and tourism; seeing the immense potential in the industry.

Indian tourism industry has expanded rapidly over the past few years and is well poised to grow at faster pace in the coming years underpinned by the government support, rising income level and various international sports events. Government of India's 'Incredible India' campaign launched in 2002 has also been quite successful.

The World Travel & Tourism Council estimates that the Indian Travel & Tourism (T&T) industry will post Rs 4,412.7 billion (US \$ 91.7 billion) of economic activity in 2009, growing to Rs. 14,601.7 billion (US \$ 266.1 billion) by 2019 registering a nominal compounded annual growth of 12.7%. It based on the long term growth rate, IMAcS estimates that the India Travel & Tourism (T&T) industry to post Rs. 21,011 billion of economic activity by 2022.

TYPES OF TOURISM IN INDIA

There are various types of tourism emerged in India. Some of them discussed below:

Heritage tourism- India is land of deep rooted heritage and history dating back to many thousand years. There are numbers of heritage monuments, forts and palaces which provides significant potential of heritage tourism in India. India is also home to Taj Mahal one of the seven wonders of the world.

Wildlife tourism- India is home of some of finest wild life sanctuaries and reserves such as Ranthombor, Bandhavgarh ,Kanha national park and many more.

Ecotourism- Ecotourism is yet to make mark in India thou it has the potential to develop as ecotourism hub. Places of interest include Ladakh, Andaman Nikobar , Rishikesh many others.

Adventure tourism – India offers a wide range of adventure sports for tourists. Trekking and skiing in the Himalayas, white water rafting on the Ganges and Beas, camel and jeep safaris in the deserts of Rajasthan, paragliding in Himachal, water sports in Goa and scuba diving in Lakshadweep and Andaman & Nicobar are just some of the options available for adventure tourists.

Rural tourism – In the developed countries, a new style of tourism of visiting village settings to experience and live a relaxed and healthy lifestyle has already emerged and India is also following the suit to some extent. In this view, 31 villages across India have been earmarked for development, and the Ministry of Tourism is working with local committees to develop tourism. The Ministry of Tourism is expected to develop institutional mechanisms for supporting, promoting and organising large numbers of fairs, festivals and craft bazaars in rural areas, which will provide exposure and recognition, as well as an additional flow of income to local artisans. MICE (business) tourism – With the expansion in the network of airlines operation on the domestic routes, better tourist surface transport systems including the Indian Railways, new centres of information technology, many new convention centres, hotels and meeting facilities, India is now an important MICE (Meetings, Incentives, Conferences & Exhibitions) destination. The Indian sub-continent is emerging as one of the finest Incentive destinations in the world owing to the diverse culture and geography.

Medical tourism – Medical tourism is promoted through suitable packaging of identified best hospitals and price banding for various specific treatments. India offers all kinds of medical and health related treatments at around one-fifth the cost in European countries or the USA. As health care costs skyrocket, patients in the developed world are looking overseas for medical treatment. India is capitalising on its low costs and highly trained doctors to appeal to these medical tourists. India is now emerging as one of the hot destinations for medical tourism besides Singapore, Thailand, Hong Kong, Malaysia, Philippines, Columbia, Costa Rica and UAE among other destinations. Players are looking to tap this opportunity, and hotels and resorts in the South, especially in Kerala and some in UP, have been cashing in on the trend. In 2007, Indian hospitals treated 450,000 patients from other countries against the highest 1.2 million in Thailand. According to the study conducted by the Confederation of Indian Industry (CII), foreign patients are visiting India with an increasing rate of 15% annually. The same study also estimates that medical tourism can contribute up to Rs. 100 billion (US \$ 2-2.5 billion) in revenue by 2012, and account for 3-5 % of the total healthcare delivery market.

Buddhist circuit – There are various popular Buddhist tourist places in India, such as Bodhgaya, Rajgir, Nalanda, Patna, Vaishali, Kushinagar, Sarnath, etc. which attracts significant tourists round the year.

Religious tourism – India has a host of religious places stretching from Kashmir to Kanyakumari. This spawns religious tourism. Illustratively, important destinations include Tirupati, Madurai, Rameswaram, Varnasi, Dwaraka, Amarnath, Badrinath and Kedarnath, to name a few.

The Hotel & Restaurants Industry has contributed between 1.2% and 1.5% of the GDP over the last seven to eight years. The Ministry of Tourism estimates that there are more than 8,700 hotels at 54 key locations across the country with a total room supply of about 174,000 including hotels in the classified, approved but not classified, and licensed by the state governments but not approved categories.

According to an estimate⁵, the Indian Hotels & Restaurant Industry is expected to be Rs. 827.76 billion in by 2009-10 growing at compounded annual growth rate of 11% over 2006-07 (Rs. 604.32 billion).

All India Estimated Demand for Hotel Rooms – 2010 & 2015

Category	2010	2015
Classified	342,053	868,913
Others	240,680	515,095
Total	582,733	1,384,008

Source: Ministry of Tourism

SIGNIFICANCE OF STUDY

The importance of Human Resource Development for Tourism Industry is increasingly being realized. There is a need to mobilize the human resource with the purpose to enable them to participate in the task of organizational development and nation building. Mobilization would include the need to develop the human resource, their skills, knowledge, attitudes, so that they can achieve competently the pre-determined goals. Obviously the efficient and professional management is pre-requisite of successful tourism development. Having equal importance, however, is the quality of staff training, which is often relatively neglected during the early stages of tourism sector development. Tourism basically being a service business, a developing destination must take the necessary steps to build a pool of efficient trained people to fill various jobs, which will be created subsequently. A variety of jobs will have to be created to look after and manage various tourist services. Special attention, therefore, will have to be given to the needs of manpower and personnel to be trained and rendered qualified for the various tourism professions. Special care has to be taken to ensure that there is expansion of facilities and services. In case of a developing country, it will also be appropriate to study at this stage the volume of manpower required for activities complementary to accommodation industry in general and service sector particular.

In spite of having a lot of tourism potentials India's share of global international tourism is relatively small in volume about 0.40% of world tourism. The greatest thrust to tourism will come through human resource development in our country.

While planning for human resources development, programmes should be established to screen and train prospective employees so that they could acquire both attitudinal as well as technical skills. Attitudinal characteristics contribute to an employee's success in tourism position and include pride, flexibility, adaptability and judgement. Technical skills required for equipment operation and maintenance, financial management, food and beverage, and personnel management etc. In order to determine the need for various personal required, a staff planning exercise may be done. This involves a series of steps, which include job analysis, preparing job description, job specifications and preparing staff forecasts. This sequence of activities leads to a detailed forecast of exactly what types of persons, with what specific qualifications and skills will be required at all major facilities within the tourist destination. All this helps in determining the development of requisite education and training programmes within the country for local residents. This will also help in determining whether there is a need for trained personnel from other countries and also whether local people are to be sent for training elsewhere.

Human Resource and Tourism Industry

The 1995 International Tourism labor market conference clearly stated that Tourism industry is facing an acute shortage of skilled manpower and there are many obstacles as far as development of Human Resources in tourism industry is concerned, the conference observed that the people working in tourism industry are highly uneducated, unmotivated, unskilled and unproductive; and these are due to the unattractive salaries and working hours. In India also the salaries paid by the tourism industry are comparatively far less than the salaries paid by the other industries like IT, call centers, retail, banking, insurance, finance, telecom, real estate etc also as tourism sector comprises mostly of small

and medium sized enterprises the HR practices are not standardized, lack professional approach, vision, clear career path, secured & long term employment, growth opportunities, learning, development and quality of work life is resulting in high employee dissatisfaction and attrition moreover a poor perceived image of Hospitality & tourism sector and inadequate and inefficient training and education programs are also discouraging the competent people and talented lot to opt the industry as a career option which is resulting in less and poor supply of manpower.

The industry structure and manpower requirement: A statistical overview

According to A Market Pulse report published by Ministry of Tourism; Department of Tourism; Government of India on "Manpower requirement in Hotel Industry, Tour Operator and Travel Sector, Manpower Trained by different institutes and placement scenario".

There are around 1.2 billion hotel rooms in India in both organized and unorganized sectors, out of which star category hotels accounts for merely 7%; 5 and 4 star and heritage hotel have a total of almost 36000 rooms; three, two and one star category hotels have a room capacity of 43000 and its been forecasted that by the year 2010 and 2020 there will be 2.9 million and 6.6 million hotel rooms respectively in the country; around 750,000 people are working in various hotels of organized and unorganized sectors and the hospitality industry will be requiring 3.5 million people by the year 2020. On the other hand in travel trade business there are around 6000 travel trade companies in the country and the number is growing by 7.5-10% every year, employing almost 83,500 people with most of them performing the function of ticketing, tour operation, accounts and administration and it is forecasted that this sector will be employing around 242,000 by the year 2020, it is also forecasted that annual demand for trained manpower in hotels and restaurants is likely to touch 29,000 by the year 2010 and will be approximately 39000 by the year 2020, similarly the annual demand of trained manpower in travel and tour sector is likely to be 12735 and 20760 in 2010 and 2020 respectively. The report says that around 16850 students are being trained in hotel management and around 17500 people pursue IATA/UFTA certified diploma courses, graduate and post graduate courses annually there are around 300 Government sponsored, university affiliated and privately owned institutes providing training and education to around 32000 people in hospitality and tourism industry.

One more interesting fact has been revealed by the report that nearly 40% of people who have undergone these courses are pursuing careers in other emerging service sectors like call centers or opting for alternative career option due to attractive salary packages and poor perceived image of hospitality sector.

The report indicates that there will be a severe shortage of trained manpower in this industry by the year 2010 and a huge difference between the demand and supply of trained professionals. The major challenge ahead before the Tourism industry in India to bridge this gap of demand and supply of skilled workforce through attracting and retaining the talented skill to serve the industry.

Employment Pattern

As per the Planning Commission an investment of Rs.10 lakh creates 78 jobs in the Tourism sector while the same generates just 18 jobs in the Manufacturing and 45 in the Agriculture sector. Currently Travel & Tourism, being employment intensive, provides employment to approximately 31 million (both direct & indirect) people throughout the country and is one of the largest employers in the country, this number is expected to rise to over 40 million by 2019 and over 43 million by 2022.

Apart from this, certain companies might have a separate Passport/Visa and Foreign Exchange divisions too. The profile of the people in the department will be same as that of Travel Counsellors.

There are companies who outsource the Passport/Visa related works.

TOURISM INDUSTRY IN INDIA

The T&T industry in India accounted for approximately 6% of GDP and 30.5 million jobs (including direct and indirect) in 2008. The Travel and Tourism Competitiveness Report 2009 brought out by World Economic Forum, ranks India as 11th in the Asia-Pacific region and 62nd overall in a list of 133 assessed countries in 2009, up three places since 2008. In terms of travel, India stands 9th in the index of relative cost of access (ticket taxes and airport charges) to international air transport

services, having almost the lowest costs in the world.

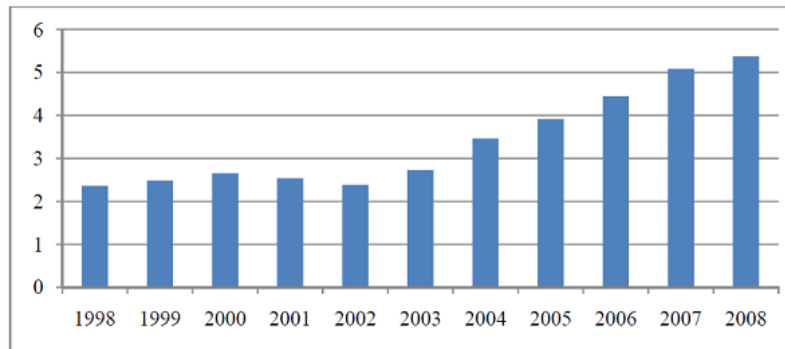
We will look at the three broad categories to understand the tourist traffic in India

- International tourist arrival in India
- Outbound tourism from India
- Domestic tourist traffic in India.

International Tourist Arrival in India

Tourism is one of the largest net earners of foreign exchange for the country recording earnings of US \$11,747 million in 2008, a growth of 9.5% YoY, according to the Ministry of Tourism. The International Tourist Arrival (FTA) has increased from 2.4 million in 1998 to 5.37 million in 2008. FTA registered a growth of 5.6% in 2008 over 2007.

Foreign Tourist Arrival in India (million), 1998-2008



Source: Ministry of Tourism, Government of India

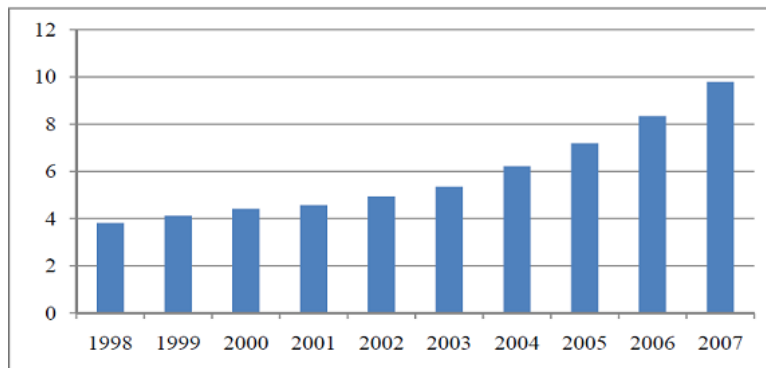
FTAs in India from different regions of the world during last three years are depicted in the above figure. It is clear that the FTAs in India have been increasing from all regions during the last three years. The FTAs in India in 2007 were the highest from Western Europe (33.2%) followed by North America (19.8%), South Asia (19.3%), East Asia (6.9%), South East Asia (6%).

The Foreign Exchange Earnings (FEE) from tourism in India in 2008 were Rs.50,730 crore. In US \$ terms it was US \$ 11.75 billion. The FEE from tourism grew by 9.5% in US \$ terms, and by 14.4% in Indian Rupee (INR) terms in 2008 as compared to 2007.

Outbound Tourism

The number of outbound Indians has been consistently rising over the last ten years. It increased from 3.8 million in 1998, to 9.8 million in 2007 with a compound annual growth rate of 11 %.

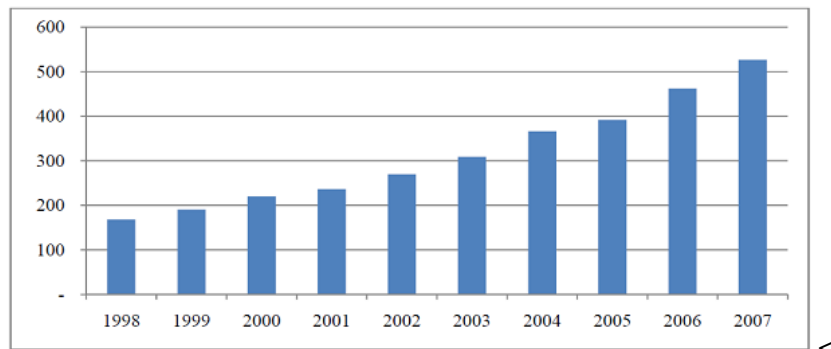
Number of Outbound Indians (millions), 1998-2007



Source: Indian Tourism Statistics, 2007 – Ministry of Tourism, Government of India

Domestic Tourist Traffic in India

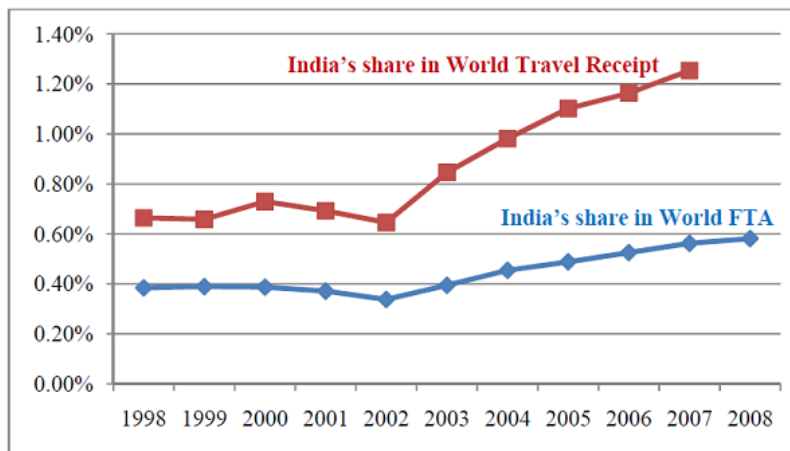
Number of Domestic Tourist Visits to All States/UTs (millions), 1998-2007



Source: *Indian Tourism Statistics, 2007 – Ministry of Tourism, Government of India*

The domestic tourist visits to all States/UTs have risen from 168.2 million in 1998 to 526.6 million in 2007 at a compounded annual growth rate of 13.5%.

India's Share in World Travel Receipt & World FTA, 1998-2008



Source: *UNWTO; Ministry of Tourism, India*

World travel receipts have increased from US \$ 444.1 billion in 1998 to US \$ 856.0 billion in 2007 at a compounded annual growth rate of 7.6%. At the same time the travel receipt (foreign) in India has risen from US \$ 2.95 billion in 1998 to US \$ 10.73 billion at a compounded annual growth rate of 15.4%.

HUMAN RESOURCE AND DEVELOPMENT

Whilst arguments for best fit advocate a close fit between competitive strategies and HRM, those in favour of best practice approaches to HRM suggest that there is a universal 'one best way' to manage people. By adopting a best practice approach it is argued that organizations will see enhanced commitment from employees leading to improved organizational performance, higher levels of service quality and ultimately increases in productivity and profitability. Usually couched in terms of 'bundles', the HRM practices that are offered in support of a high commitment and performance model are generally fairly consistent.

Redman and Matthews (1998) outline a range of HR practices which are suggested as being important to organizational strategies aimed at securing high-quality service:

- **Recruitment and selection:** Recruiting and selecting staff with the correct attitudinal and behavioural characteristics. A range of assessments in the selection process should be utilized to evaluate the work values, personality, interpersonal skills and problem-solving abilities of potential employees to assess their 'service orientation'.
- **Retention:** The need to avoid the development of a 'turnover culture', which may of course be particularly prevalent in tourism and hospitality. For example, the use of 'retention bonuses' to

influence employees to stay.

- Teamwork: The use of semi-autonomous, cross-process and multi-functional teams.
- Training and development: The need to equip operative level staff with team working and interpersonal skills to develop their 'service orientation' and managers with a new leadership style which encourages a move to a more facilitative and coaching style of managing.
- Appraisal: Moving away from traditional top down approaches to appraisal and supporting things such as customer evaluation, peer review, team-based performance and the appraisal of managers by subordinates. Generally, all of these performance appraisal systems should focus on the quality goals of the organization and the behaviours of employees needed to sustain these.
- Rewarding quality: A need for a much more creative system of rewards and in particular the need to payment systems that reward employees for attaining quality goals.
- Job security: Promises of job security are seen as an essential component of any overall quality approach.
- Employee involvement and employee relations: By seeking greater involvement from employees the emphasis is on offering autonomy, creativity, co-operation and self-control in work processes. The use of educative and participative mechanisms, such as team briefings and quality circles are allied to changes in the organization of work which support an 'empowered' environment.

In simple terms best practice is likely to entail attempts to enhance the skills base of employees through HR activities such as selective staffing, comprehensive training and broad developmental efforts like job rotation. Additionally, it also encourages empowerment, participative problem-solving, teamwork as well as performance-based incentives.

INITIATIVE TAKEN

Government of India came up with a new Tourism policy in 2002. The key elements of new tourism policy 2002 are;

- Position tourism as a major engine of economic growth
- Harness the direct and multiplier effects of tourism for employment generation, economic development and providing impetus to rural tourism.
- Focus on both international and domestic tourism
- Position India as a global brand to take advantage of the burgeoning global travel and trade and the vast untapped potential of India as a destination.
- Acknowledges the critical role of the private sector with government acting as a proactive facilitator and catalyst.
- Create and develop integrated tourism circuits based on India's unique heritage in partnership with States, private sector and other agencies.
- Ensure that the tourist to India gets physically invigorated, mentally rejuvenated, culturally enriched and spiritually elevated.

The Eleventh Five-year Plan outlines six key strategic objectives for Indian tourism sector.

1. Positioning and maintaining tourism development as a national priority activity.
2. Enhancing and maintaining the competitiveness of India as a tourist destination.
3. Improving India's existing tourism products further and expanding these to meet new market requirements.
4. Creation of world-class infrastructure.
5. Developing strategies for sustained and effective marketing plans and Programs.
6. Developing Human Resources and capacity Building of Service Providers.

The Government, through the Ministry of Tourism, is engaged in several activities for skill development. The Government is engaged in making available trained human resource through its network of Institutes of Hotel Management (IHM) and Indian Institutes of Tourism and Travel Management.

NCHMCT, IHM, FCI programmes

The Government established the National Council for Hotel Management and Catering Technology (NCHMCT) in the year 1982. The NCHMCT and its affiliate institutes impart MSc programmes in Hospitality, Diploma, and Certificate Courses.

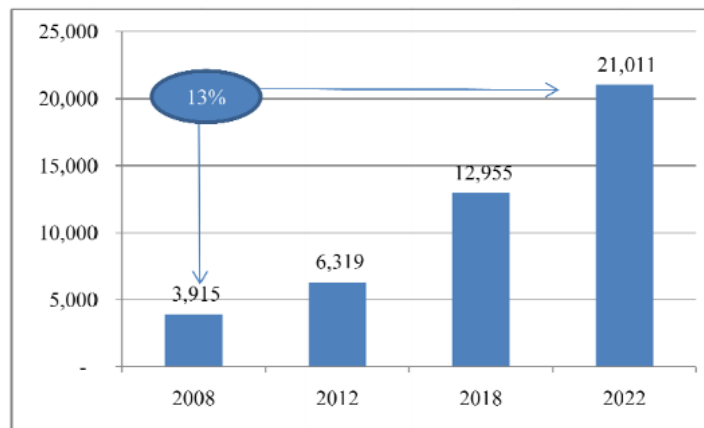
There are about 41 Institutes of Hotel Management (IHMs) and 5 Food Craft Institutes (FCIs) in the country offering such courses.

Projected Size and Human Resource Requirement

The size of tourism industry is expected to grow from Rs. 4,413 billion currently to about Rs. 21,011 billion by 2022, growing at a CAGR of 13%.

Projected Size of the Industry

Projected Size of Tourism Industry(Rs. billion)



Source: World Travel & Tourism Council and IMAcS (ICRA Management Consulting Services Limited) analysis

Projected Human Resource Requirement for Tourism Industry

Direct and Indirect Employment in Tourism Industry ('000 jobs) – 2008-2022

Particulars	2008	2012	2018	2022	Incremental (2008-2022)
Direct Industry Employment*	12,602	13,730	15,614	17,011	4,409
T&T Economy Employment	30,330	33,552	39,039	43,187	12,857

Source: World Travel & Tourism Council; IMAcS analysis

*Direct industry employment includes all the revenue generating activities related to the Tourism industry

The overall employment by 2022 in the Tourism Industry (in Hotels and Restaurants and Tour Operators) is estimated to be about 7.2 million persons. Segment wise details are given below.

Human Resource Requirements in Tourism Industry (in '000s)

	2008	2012	2018	2022	Incremental (2008-2022)
Hotels	1,289	1,869	2,939	4,065	2,775
Restaurants	2,112	2,481	2,639	2,834	723
Tour Operators	129	164	220	273	144
Total	3,530	4,514	5,798	7,172	3,642

Source: Ministry of Tourism, Government of India and IMAcS Analysis

Apart from the above there are substantial numbers of eating places, to cater to both the commercial as well as leisure road travellers along the national and state highways. These units are estimated to employ 1,300,000 employees in 2002.

It should be kept in that apart from the employment generation for skilled/trained manpower arising out of new establishments, there would be additional employment generation for skilled/trained manpower from the conversion of the unorganised sector to organised sector.

As seen in the above table, the employment in the hotel category (excluding motels along the highway) is forecasted to increase to over 1.9 million in 2012, 2.9 million by 2018 and 4 million in 2022.

ROAD BLOCKS

Pessimistic views of HRM in tourism and hospitality

Generally tourism and hospitality has often struggled with negative perceptions about employment practices and conditions and this perception has often been matched by the reality. Keep and Mayhew (1999) for example in their review of the skills issue in the tourism and hospitality industry suggest the industry has a number of personnel problems, including:

- generally low wages, unless skill shortages act to counter this (e.g. chefs).
- unsocial hours and shift patterns that are not family friendly.
- overrepresentation of women and ethnic minorities in low-level operative positions, with better paid, higher status and more skilled jobs filled by men, pointing to undeveloped equal opportunities policies in the sector.
- poor or non-existent career structures and use of casualized seasonal employment.
- over reliance on informal recruitment methods.
- lack of evidence of good practice personnel/HRM practices.
- little or no trade union presence.
- high levels of labour turnover.
- difficulties in recruitment and retention of employees.

Recognizing this reality of poor employment practices, Riley et al. (2000) argue that economics is the key determining factor for HRM policies and practices in tourism and hospitality. This economic imperative creates a short-term perspective on managerial decision making and strategy in relation to HRM, and also means that management are more likely to deploy a weak internal labour market. An obvious impact of this is that HRM concerns of tourism and hospitality organizations are constantly directed to short-term responses to issues such as recruitment, selection and basic training, rather than more long-term areas which could conceivably offer more development and career progression for existing employees.

The need to develop the required human resources in various segments of the tourism industry has become imperative as a consequence of the rapid growth in tourism, rapidly changing technology and dynamic changes in the international tourism market. Issues related to human resources development in the tourism sector involve the quality of human resources, their conditions of work, their training and educational opportunities, the role of the private sector and the role of the government in giving attention to and finding solutions to problems and constraints.

By the very nature of tourism as a service industry, its efficient administration and successful operation depend largely on the quality of manpower. In the Asian and Pacific region, the shortage of skilled manpower poses a major threat to the overall development of tourism. International tourism is a relatively new phenomenon and therefore the lack of managerial capability exists at all levels of the industry.

In particular, the rapid expansion of hotels of an international standard in the region is creating a high level of demand for skilled and experienced staff. The nature of the decisions facing hotel management is continually expanding. For their business to remain competitive, managers must be skilful in many diverse areas. For instance, they must possess a good understanding of how current events and the economy affect the market and develop skill in marketing their products. They must also strive to keep up with the technological innovations in the operational side of the industry. As part of the service industry, tourism is labour-intensive and generally requires well-developed social and language skills in a cross-cultural working environment. These demands have placed considerable

strain on small, independent operators, who cannot rely on the broad management expertise available to their multinational hotel chain competitors.

The availability of skilled and trained manpower is a crucial element in the successful long-term development and sustainability of a tourist destination. In the ultimate analysis, skilled and trained human resources will ensure the delivery of efficient, high quality service to visitors, which is a direct and visible element of a successful tourism product. High Standard of service are particularly important in sustaining long-term growth, since success as a tourist destination is determined not only by price competitiveness or the range of attractions available, but also by the quality of the services provided. Repeat visits, a vital factor in maintaining growth, will be deterred if standards of service do not meet expectations.

The major problems and constraints facing human resources development in the tourism sector can be summarized as follows:

1. Shortage of qualified manpower, particularly at the managerial level, which poses a major obstacle to the overall development of the tourism sector.
2. Shortage of qualified and experienced teaching staff.
3. Shortage of training materials and facilities.
4. Lack of strategies and policies for human resources development in the tourism sector.
5. Difficulty in keeping pace with rapidly changing technological innovations and dynamic changes in the global marketplace.
6. Complexity of the multidisciplinary nature of tourism studies.
7. Gap between the training capacity of training/educational institutes and the actual need of the industry.
8. Shortage of higher-level programmes for management development.

SUCCESS AND RISK FACTORS

Branding & Marketing – Having the right tourism products is only one part of the equation. Branding the products and marketing the products to the right set of people are important factors to ensure the success of any tourism product. E.g., operators such as Cox and Kings and SOTC who have developed deep capabilities in these areas.

Networking and tie-ups – Ability to network and develop tie-ups with various downstream service providers is also an important factor the success of any firm as it ensures consistent and reliable service to the customers (tourists). E.g., the case of Star Alliance in airlines.

Packaging – Ability to provide an end-to-end services is also very important in tourism industry, more so in case of first time visitors who have less knowledge about the destination. Also as different people have different needs, it is important that the service provider offers focused offerings based on the need of the tourist. E.g., Rishikesh as a destination can be packaged as a religious tourist destination as well as an adventure tourist destination.

The tourism industry is exposed to the following risks:

Terrorism – Terrorism is a major risk as it can wipe out a destination from the tourism map.

Global meltdown – Global meltdown and fear of recession affects tourism activity negatively as tourists are less inclined to take trips and spend on leisure activities.

Pandemics – Pandemics like H1N1 flu, SARS, etc. are also major risks to tourism.

Poor infrastructure – Poor infrastructure such as sub-standard airports, inadequate hotel and room supply, etc. are also major risk as it can deter tourist from visiting a particular destination.

Rising cost – Rising costs such as that of the fuel, which will have a spiralling effect on various activities in the value chain, also poses a risk to tourism as it may make the product unaffordable to certain segments of tourists.

RECOMMENDATION AND CONCLUSION

Tourism is a human experience, a social experience, a geographical phenomenon, a resource value,

and a business industry. It is a major social phenomenon of the modern society with enormous economic consequences. Its importance as an instrument for economic development and employment generation, particularly in remote and backward areas, has now been well recognized the world over. The industry today is globally recognized as a major economic contributor and employment generator. The investment flows into this field are constantly on the increase. The tourism industry faced with various challenges in the field of human resources, one of the crucial issues in this regard is the quality of manpower. The industry is vitally faced with the demand for qualified quality personnel.

Today, human resource planning is considered as the way management comes to grasp the ill defined and tough-to-solve human resource problems facing an organization. The role of HR manager is very crucial in selecting and recruiting the right kind of people who can be an asset for the tourism sector. The training and development plans are aimed at developing talents to perform effectively in the present and future higher levels on more challenging work situations. The success of an organization depends on its ability to affect continuous improvement and provide quality products and services to its customer. This will require every personnel in the organization to possess the requisite knowledge, skill and attitude. For the purpose of determining training requirements, two levels of supervision could be identified. Each level of supervision should have a curriculum that addresses competencies required at that level.

Work can be a significant source of satisfaction if opportunities are provided for the recognition and meeting of employee's needs. Rewards for an employee including both monetary compensation and non-monetary recognition must meet his basic needs and conform to the three parameters of external equity, internal equity and individual equity. Organizational culture is extremely important to create an environment of respect for each other build team spirit, provide enlightened leadership and capable supervision, and show that employees are wanted.

The developing countries must first develop the human resources in order to develop the Tourism institutional structure in which technological innovation can occur on a large scale. Economic development can succeed only when the environment as a whole is conducive to change and innovation at all levels and on all fronts especially in Tourism Industry. This will require educated masses, literate and national masses. The strategies supported to achieve the goal of human resources development in Tourism Industry include more open government, more transparent and accountable public administration and development of energetic entrepreneurship in developing countries and further liberalization of markets and goods, capital, technology and tourism products. This would require joint action programmes. A new vision for global co-operation for the next century is needed. It has become imperative that Tourism Industry should concentrate on HRD system for grooming. HR in such a manner so as to flourish and achieve international competitiveness in tourism. The Tourism Industry faces with various challenges in the field of human resources; one of the crucial issues in this regard is the quality of manpower. The industry is vitally faced with the demand for qualified quality personnel.

The Government of India has shown some interest, though obviously not enough, in the promotion of Tourism Industry over the years, the Government has realized the importance of the skilled manpower in the field at different level to train and develop human resources. The government should set up a high power committee consisting of Human Resource Development professionals, professionals from the Tourism Industry, prominent economists and intellectuals to study and assess various aspects of HRD and conclude on a National Tourism Policy on HRD. Inadequate infrastructure is another factor of much concern for Indian tourism. As matter of fact, one of the major setbacks that the Department of Tourism has suffered is that its demand for substantial investments amounting to Rs. 45,000 crores which involves centre, states financial institutions and private sector to develop tourist infrastructure. Modernisation of Delhi and Mumbai airports is needed urgently. It is believed that the Department of Tourism has been unable to convince the Finance Ministry and the Planning Commission to grant adequate resources for the development of infrastructure. It is imperative on the part of the Department of Tourism to fight all the way to acquire those sources for integrated infrastructure development. For the upgradation of Human Resources there should be a career planning, career development and career counseling mechanism to make employees aware of the general phases of their growth and development. It is the right time to accord the status of tourism in priority due to increase in tourist arrivals and the socio-economic benefits of the tourism phenomenon.

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