CHAPTER- 5

FINDINGS AND SUGGESTIONS
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5.1 FINDINGS

The major findings of the present study on ‘HRD policies and practices of tourism industry-An empirical study of selected tourism places in Gujarat’ are summarized as follows.

5.1.1 There are many important tourist destinations in Gujarat. Among them Gandhi Ashram, Kirti Mandir, Sasangir, Somnath, Ambaji Temple, Dwarka, Girnar, Adalajvav and Science City are major attractions for the tourist in Gujarat.

5.1.2 Tourist industry plays an important role in providing employment in the state. Thousands of people are engaged directly or indirectly with tourist industry of Gujarat.

5.1.3 Tourist destinations are regulated by different authority like Temple Committee, Charitable Trust, N.G.O and Government. It is found that 75% tourist units are regulated by Government and 15% are regulated by charitable trusts.

5.1.4 Tourist establishments have verities of goals, of which 40% units respondent are in favor of social welfare, 30% for entertainment and 25% for religious and spiritual cause. It is obvious that social welfare is focused as main objective.

5.1.5 Gujarat has always been key attraction for variety of tourist, of total 25% tourists come from different countries and 14% are coming from different parts of the country, apart from Gujarat.

5.1.6 Present study indicates that tourists prefer to visit with family or in group. NRIs mostly visit with their relatives and friends.

5.1.7 Study also reveals that most of the tourist places provide accommodation, transport, lodging, canteen, drinking water, medical, security and entertainment facility. Some places also exhibit puppet show, folk dance and handicraft exhibition.
5.1.8 Tourism corporation of Gujarat Ltd. has been formed to boost up tourism in the state.

5.1.9 Public, private, partnership and heavy advertisement at national and international level have recently developed and changed the picture and status of tourism development in Gujarat.

5.1.10 Recent advertisement entitled “Khushbu Gujarat Ki” by famous Hindi film actor Shri Amitabh Bacchan has proved to increase tourist flow by 25% at major tourist attraction, from national and international levels in Gujarat.

5.1.11 Most of large tourist units have adopted democratic leadership style, while private, owned and small size tourist units found to have adopted autocratic leadership style.

5.1.12 As far as Human Resource Planning term is concerned few units have found to have adopted long term planning while most of tourist units have adopted medium and short term HRP term. HRP largely depends on philosophy of management, size of tourist units and tourist flow.

5.1.13 Tourist units of Gujarat have provided direct employment to over 5000 people and same number of people employed indirectly.

5.1.14 The study states that there is a significance difference between recruitment and selection practices among the organizations. They also differ in terms of procedure and effectiveness.

5.1.15 Management of tourism units accept the truth that training is inevitable. However most of tourist units have traditional training methods in their organization. 43% units used on the job training, 26% undergo induction training, 21% undergo refresher training and 10% units adopted class room training programme for their human resource.

5.1.16 Various salary structures are existing in the tourist units in Gujarat. Top levels executives receive average wage ranging from Rs. 11,000 to Rs. 40,000 per month. While lower level employees receive Rs. 5,000 to Rs. 20,000. It was also found that fixed wage employee receives Rs. 2,500 to Rs. 2,800 per month.
5.1.17 Recently Gujarat Government has implemented 6th pay Commission to its employees. Very few employees of tourist units owned by government have been benefited by this Wage Commission.

5.1.18 According to present study tourist units, which are governed by Gujarat government have permanent employees, who remain long term in the organization. Promotion by seniority, good salary structures are the main reasons which retains them for longer period.

In tourist units owned by private management it has been found that employee turnover is significance.

5.1.19 Most of the tourist units under the study measure performance of employees on yearly basis. Very few units have accepted half yearly performance measurement term, the term is almost the same for all categories of employees.

5.1.20 As far as methods of performance is concerned both traditional and modern methods are used for managers, supervisors and employees. Most of them now started adopting combination of both traditional and modern methods.

5.1.21 Employees in any organization are human beings. They remain absent on the job for various reasons in tourist units of Gujarat.

Following observation are made for absenteeism:

(i) Average absenteeism rate is between 4 to 5 percentage.

(ii) In government tourist units, employee takes prior permission, while in private owned tourist units causal approach is found to be adopted by the employees.

(iii) Absenteeism is seen for personal, social and religious purposes.

(iv) It is also found that 45%, 50% and 5% absenteeism is found for individuals, social and religious respectively.

(v) Study revels that absenteeism disturbs the work schedule and effectiveness in rendering services to the customers.
5.1.22 The study observes that 8 out of 20 units under study have the system of workers participation in management. Such participation is in the form of Work Committee, Joint committee and Work Councils.

5.1.23 The management ideology for HRD is based on both idealism and realism. 12 out of 20 units responded that combination of idealism and realism is better policy for HRD.

5.1.24 During study management’s views on HRD were discussed with top level executives of the tourist units under study.

   Following observations have been made out of discussion with top management:

   (i) The top management is willing to invest a considerable part of their time and other resources to ensure the development of employees. 9% units fall in mostly true category, 2.5% in not at all true.

   (ii) The top management of tourism makes efforts to identify and utilize the potential of the employees 10% in sometimes true & 1% in not at all true.

   (iii) Performance appraisal reports in tourism are based on objective assessment and adequate information and not on favoritism. 13% unit & 4% in rarely true.

   (iv) The HRD department follows up seriously the training need identified during appraisal. 11% unit falls in mostly true category & 1% in not at all true.

5.1.25 Study reveals that 33% employees responded that average HRD practices are existing in their organisation only 13% employee said that very good HRD practices are plasticized.

5.1.26 Human Resource Planning is crucial for any organisation. HRP policies are formulated by the top level management. Employees are also concerned and worried about HRP practices in their organizations. 50% employee responded that HRP in their organization is done properly.
Whereas 45% feel that there is deficiency of HRP in their organisation. In 5% units employees were not clear about HRD concept.

5.1.27 From the study it can be concluded that there is significant difference between the organisations in terms of their recruitment and selection practices.

5.1.28 Tourist units use both on the job and off the job training methods. Training methods are traditional in nature.

5.1.29 The study observes that 55% say that attractive wage structure is the major reason for remaining loyal to the present employer. While 31% and 13% employees attributed the reason to job satisfaction and work environment respectively as a factor for their loyalty in the company.

5.1.30 Most of the tourist units are governed by Gujarat Government, therefore, those who are permanently appointed they remain for a long time in the organization.

5.1.31 During study employees have expressed their views on HRD mechanism. Following observations have been made out of discussion.

(i) Out of 200 employees, 48.75% says accidents affect physical abilities of an employee whereas 8% say it affects knowledge of an employee.

(ii) 29% says that annual gifts affect attitude of the employees and 10% says it affects knowledge of employees.

(iii) When it was asked that autonomy to work affects which of the given factors, 27% said physical abilities and 6% said Knowledge.

(iv) According to 38% employees Awards and Rewards affect attitude and 7.5% said physical abilities.

(v) Behavioral training Programs, according to 39% of employees affects relation between employees and 8% says it affects knowledge of an employee.

(vi) Sound Administration always have good impact on employees. In the study, when it was asked to employees how beneficial
administration affects the given parameters 33% said it is attitude whereas 7% said it is skills.

(vii) Out of 200 employees, 40% says canteen facilities affect physical abilities of an employee whereas 6% says it affects Skills of an employee.

5.1.32 From the present study It can be also concluded that 90 employees are of the opinion that quality of canteen facility is average, 50 feels it is good. Housing facility is rated well by 60 employees, average by 42 employees and excellent by 5 employees. Provident fund scheme was rated excellent by 20 employees, below average by 60 employees and poor by 5 employees. Career guidance is an important aspect of HRD. 47 employees feels career guidance is provided in a good way, 30 feels it is average and 15 says it is excellent.

5.1.33 Data reveal that motivation, leadership, training and performance appraisal are seen excellent in 20% organization. Manpower planning, recruitment and selection, wage and salary and industrial relation policies and practices are seen in good HRD categories in almost 55% to 60% tourist units. Only 3% to 4% units indicates poor HRD policies because of lack of team work and grievance mechanism as a part of HRD practices.

5.1.34 Views on HRD in Gujarat tourism.

<table>
<thead>
<tr>
<th>Nature of HRD</th>
<th>Management</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Good</td>
<td>4 (20%)</td>
<td>34 (17%)</td>
</tr>
<tr>
<td>Good</td>
<td>12 (60%)</td>
<td>66 (33%)</td>
</tr>
<tr>
<td>Average</td>
<td>2 (10%)</td>
<td>81 (40.5%)</td>
</tr>
<tr>
<td>Poor</td>
<td>2 (10%)</td>
<td>19 (9.5%)</td>
</tr>
<tr>
<td>Total</td>
<td>20 (100%)</td>
<td>200 (100%)</td>
</tr>
</tbody>
</table>

Source: Based on compiled and analyzed data collected through fieldwork.
Employees of 17% of tourist units believe that HRD is ‘Very Good’. Only in 19% tourist units, employees viewed HRD in their organization as poor. Of the 20% tourist units under study ‘Very Good’ HRD are viewed by managements. Management of 10% tourist units viewed ‘Average’ HRD scenario in there units. And 60% tourist management viewed good HRD practices.

According to HRD Rating both managements and employees of tourist units believe that ‘Good’ HRD practices do exist in tourist industry of Gujarat.

Chi-Square statistical test at 5% level of significance reveals that there is no association between views of management and those of employees about prevailing HRD in their units.
5.2 SUGGESTIONS

(A) SUGGESTIONS FOR TOURIST UNITS.

(i) To allure international and national tourists it is required that infrastructure should be well equipped and well maintained. Easy availability of transportation through roads, rails, air etc. is a prerequisite in development of tourism. Hence it is suggested that more emphasis on infrastructure should be given.

(ii) “Atithi Devo Bhava” India has a culture of giving warm welcome to its guests. However to sustain the needs & desires of affluent tourists, luxurious hotels should be developed, which have all recreational activities desired by tourist. It is also advantageous to invite foreign brands to develop their property at various tourist destinations.

(iii) One of the important aspect in promoting tourism is to take proper care about safety and security of tourists. Many tourist places include geographical locations like hilly areas, sea, oceans, etc. Thus security of life and property should be a priority. Also areas which are terrorism/communism prone should be given intense care. Because any mishap can cause decrease in tourist arrival.

(iv) Tourist spots which are full of scenic beauty should be explored and site-seeing places should be developed. Tourist often have urge for some innovative places. In order to fulfill their quest, sound efforts should be put in. This can also employ local people on one hand and attract tourist on the other.

(v) Forward and Backward integration of services is must to grab more tourists. Tourists are often seeking for convenient accessibility. Thus services like roads, rails, airways, reservation, providing tourist guide, assistance in site seeing should be provided to make their visit comfortable and memorable.

(vi) It is necessary to treat tourist in a sophisticated & professional manner. To develop professional staff, a certain level of training, including on-
the-job and off-the-job, should be imparted. Training in communication, grooming, guest reception, other services, etc creates good ambience to the tourist.

(vii) All tourist destinations of Gujarat should have their own website which is easily accessible by people. Website play an important role in attracting people. Today world is a global village and all work is handled through computer. Hence attractive pictures, information, recreational activities & services provided can be easily exhibited to people in all corners of the world through electronic media. Hence all destinations should be displayed on website.

(viii) Tourist destination and its peripheral areas should be clean, green and beautified. This can make tourist stay a memorable experience. Therefore its suggested to beautify the tourist places.

(ix) Facilitating liquor to tourist can generate great amount of revenue to the state Government. This is partly done by the Government. However further liberalizing the policy of liquor can be beneficial.
(B) SUGGESTIONS FOR HRD IN TOURIST UNITS.

(i) Gujarat is one of the economically fastest developing states, having largest coastal area in the country and variety of natural tourist destination, historical events and birth place of international personality like Mahatma Gandhi and Sardar Patel attract tourist from all corners of the world. For this it is needed and suggested that both government and private entrepreneurs should come forward with effective HRD policies and proposals respectively.

(ii) India has become a member of the WTO, and it is expected that by 2020 India will be a developed country. In this respect to achieve this goal, tourist units should adopt democratic and free rein leadership philosophy, irrespective of size and form of the units.

(iii) Promotion policy as one of the key factors that affect HRD. Therefore, it is suggested for the tourist units of Gujarat that:

- There should be increased monetary and non-monetary incentives associated with promotion. Present incentives are inadequate. It is further suggested that these benefits, once granted, should be provided with immediate effect.
- Promotion is the sole right of the employees. Once it is due and not given, it could create HRD problems. Therefore, it is advisable not to deprive employees of their right to promotion.

(iv) Tourism is a service industry in India and employs large number of people directly and indirectly. Further India has second largest population in the world. At present very few institutes impart HRD training for tourism. In Gujarat no effective and formal education and research is available to train required manpower for tourist industry. Therefore It is suggested that:

- Universities of Gujarat should impart formal education specialized in tourism and hospitality.
• Service oriented training programmes should be arranged to train manpower requirement of the industry. For this purpose special training center should be established in association with private, public and partnership.

(v) For the performance appraisal function in tourist units it can be suggested that:

• Performance must be evaluated regularly for all employees at all levels scientifically.
• Performance rating must be communicated to the respective employees.

(vi) Indian economy is passing through a sea change of liberalization, privatization and globalization process. Gujarat is now ‘Vibrant’ State. Under such circumstances, to suit changes and globalize culture, it is suggested that employees of tourist industry, should be train to create good HRD climate and environment.

(vii) For wage structure which is at present inelastic and traditional, should be revised and new consistent and acceptable wage system and structure should be adopted for better HRD.

(viii) Employment and working conditions should be improved to that of international standards at tourist destination.

(ix) Existing welfare measures should be enhanced further and provided effectively to acceptable level.

(x) There should be a continuous monitoring system for maintenance of discipline of tourist units.
(xi) Career Planning Guidance Centers should be opened in each tourist units, where career counseling is made available to employees.

(xii) For the welfare of employees of tourist units it is suggested that maternity benefits should be made available to the female employees and paternity benefits to male employees.

(xiii) More and more tourist units should come forward to provide facilities to their employees beyond statutory obligations, because employees are also now within the meaning of human asset and they should be appreciated by value-addition from time to time.
(C) OTHER SUGGESTIONS.

(i) To gain exposure at international levels tourism organizations should collaborate with foreign organization to boost on aspects like, marketing, HRD, technical services etc.

(ii) Aquatic regime has always been a tourist hot spot fortunately Gujarat has the longest coastline in the country. Thus places like Diu, Mandvi, Porbandar should be manipulated to explore more and more natural beaches. Even artificial beaches can be developed with the use of technological advancement.

(iii) Government should establish law and order for the security of tourists. So that local vendors or other business people can not take undue advantage. Also a set of norms should be developed for tourists. So that law and order situation can be managed under control.

(iv) It is also a universally accepted fact that good industrial relations is fruitful in getting higher productivity. So it is suggested that employee management relations should be sound. This can make employees enthusiastic and efficient.

(v) By developing trade unions, employee welfare can be boosted. Once workers get secured about their jobs and working condition, their productivity increases. Hence they tend to put more efforts in their work.

(vi) Many tourist places are still facing lack of an adequate accommodation facility. To provide remedy to this problem, Government should make proper arrangements for domestic, national and international tourist.

(vii) As a part of social security the children of employees should be given priority. Even some privileges should be given to them by creating Government schools and colleges for employee children.

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