INTRODUCTION

Tourism is a key driver for socio-economic progress. Travel and tourism is one of the world's fastest growing sectors as seen from the ever improving travel and tourism statistics. The economy of many countries thrives on tourism alone. It is a major export industry and a significant foreign exchange earner. Besides, being a labor intensive service industry it is major employment provider across the globe. Tourism also acts as a major vehicle for world peace.

Over the last few decades the tourism has grown leaps and bounds. The flourishing growth of this industry can be better understood after understanding the meaning of tourism. The word tourism is said to have originated from the Greek word "tornus" meaning a circle or circular movement of an ancient Greek tool. Theobald (1994) suggested that etymologically, the word "tour" is derived from the Latin 'tornare' and the Greek 'tornos,' meaning 'a lathe or circle; the movement around a central point or axis.' This meaning changed in modern English to represent 'one's turn.' The suffix -ism is defined as 'an action or process; typical behavior or quality' whereas the suffix -ist denotes one that performs a given action. When the word tour and the suffixes -ism and -ist are combined, they suggest the action of movement around a circle. One can argue that a circle represents a starting point, which ultimately returns back to its beginning. Therefore, like a circle, a tour represents a journey that is a round trip, i.e., the act of leaving and then returning to the original starting point, and therefore, one who takes such a journey can be called a tourist.

From the word 'tornus' and 'tour', several scholars coined different definitions to describe the phenomenon of tourism. Mathieson and Wall (1982) explained tourism as the temporary movement of people to destinations outside their normal places of
work and residence, the activities undertaken during their stay in those destinations, and the facilities created to cater to their needs. In 1986, Macintosh and Goeldner (1986) elaborated tourism to be the sum of the phenomena and relationships arising from the interaction of tourists, business suppliers, host governments and host communities, in the process of attracting and hosting these tourists and other visitors. The Macmillan Dictionary defines tourism as the business of providing services for people who are travelling for their holiday. It as travel for recreational, leisure or business purposes. One of the most cited definition of tourism is by Hunziker and Krapf, (1942) who define tourism as the sum of the phenomena and relationships arising from the travel and stay of non-residents, in so far as they do not lead to permanent residence and are not connected with any earning activity. The Organization for Economic Cooperation and Development (OECD) glossary of statistical terms, defined tourism as ‘the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited’.

The most pertinent definition of tourism is given by United Nations World Tourism Organization (UNWTO) that explains tourism to be the phenomenon of involving travel and stay of people in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes.

An essence of the above definitions therefore can explain tourism as a phenomenon that involves travel and stay of people in destinations outside their usual place of residence (origin) for leisure pleasure or business, involving night stay at accommodation in the place/destination visited, and spending of money at the destination. The travel and stay should be more
EVOLUTION OF THE INDIAN TOURISM AND HOSPITALITY SECTOR

**Pre-1990**
- National Tourism Policy announced in 1982
- The government formulated a comprehensive plan to promote tourism in 1988

**1990-2000**
- Various states in India declare tourism as an industry
- Government stresses on private-public partnership in the sector
- Government policies give fillip to the hotel industry

**2000-2005**
- A national policy on tourism is announced in 2002 with focus on developing robust infrastructure
- Online travel portals and low-cost carrier airlines boost domestic tourism

**2005 onwards**
- The government undertakes various marketing initiatives to attract tourists
- Domestic spending on tourism accounted for over 80.3 per cent of the total tourism revenues in 2012
- Foreign tourists visiting India rose to 6.36 million annually in 2012 from 3.9 million in 2005

*Source: Aranca Research*
than twenty four hours at the place visited provided and not more than one consecutive year. The travel should not involve any remunerated activity at or the establishment of a permanent residence at the place visited.

The phenomenon of tourism not only involves tourists but also involves many players that include the governments and communities that host tourists, the hospitality businesses that provide services, and transportation businesses as well as the natural environment, attractions, and amenities that draw tourists to destinations.

1.1 Significance of the Tourism Industry

Tourism has become one of the major players in international commerce, and represents at the same time one of the main income sources for many developing countries. The growth of this industry goes hand in hand with an increasing diversification and competition among destinations. "Tourism enriches individuals, families, communities and all the world." This statement points out to the positive impacts tourism can have on life, culture and economy, and in short on society at all levels. The United Nations too has acknowledged the importance of this industry. In 1963, at the United Nations Conference of International Travel and Tourism, held in Rome, it was noted that 'Tourism is important not only as a source of foreign exchange but also as a factor in the location of industry and in the development of areas, poor in natural resources.' It is a major export industry and a significant foreign exchange earner. The economy of many countries thrives on tourism alone. Especially for the world's poorest countries, tourism has emerged to be of critical importance.

The global spread of tourism in both industrialised and developing countries continues to produce economic and employment benefits for economies in directly through tourism
and also benefits through this sector to many related sectors - from construction to agriculture or telecommunications etc.

The upsurge in the tourism business has been on account of a number of reasons including, the improving standards of living of people, increasing disposable income, more education and awareness, availability of paid holidays, growing desire to travel for leisure, more destination awareness created by marketing organizations and travel facilitation aided through travel intermediaries.

Over the decades, tourism has experienced continued growth, deepening and diversification to become one of the fastest growing economic sectors in the world. Tourism has become a thriving global industry with the power to shape developing countries in both positive and negative ways. The significance of this industry can be rightly assessed from the latest statistics of global travel and receipts from travel. The World Travel & Tourism Council's (WTTC) data of 2012 reveals that travel and tourism being one of the world's largest industries has outperformed the global economy in 2012 and has grown faster in comparison to many other industries such as manufacturing, financial services, communications and retail. Travel and Tourism has contributed to growth in total contribution to GDP by 3% in 2012 and has increased worldwide employment generation to 260 million jobs. One in every 11 jobs in the world is now supported by travel and tourism.

Acknowledging the importance of this industry, it can be said that tourism industry forms the backbone of any country's economy and has multifarious benefits. It provides foreign exchange earnings to the destination country, raises the GDP of the country, generates new employment avenues in the country, helps in enriching the living conditions of the citizens of the country and also creates huge self -employment opportunities.
EMERGING TOURISM AND HOSPITALITY SEGMENTS

- Vast variety of flora and fauna across various states now becoming popular tourist destinations

Rural Tourism

- Aims at developing interest in heritage and culture
- Visiting village settings to experience and live a relaxed and healthy lifestyle

Eco-Tourism

- Tourists seek specialised medical treatments mainly Ayurvedic, spa and other therapies

Medical Tourism

Luxury Tourism

- The luxury travel market is estimated to be around USD1.7 billion and is projected to grow at an average rate of 15-20 per cent over the next decade

Heritage Tourism

- Tourists visit India for its cultural heritage across various cities

Source: Dun and Bradstreet’s report on tourism in India
SEGMENTS OF TOURISM AND HOSPITALITY

- **Accommodation and catering**: Includes hotel and restaurant businesses
- **Transportation**: Comprises airline companies, cruise services, railways, car rentals and more
- **Attractions**: Constitutes historical monuments, beaches, sanctuaries, mountains, festivals and more
- **Travel agents**: A fragmented sector with a number of independent travel agents and many online businesses
- **Tour operators**: Offers customised tours, including travel and accommodation, and sightseeing

Source: Dun and Bradstreet's report on tourism in India
Tourism overall helps in initiating infrastructure development for the whole country.

Besides the economic aspect, the social significance of tourism has not been undermined. Socially it is significant as it leads to more international understanding and cultural exchange between nations. Shames and Glover (1989) put forth the notion that the "service experience" of tourism is a "social experience" and as such involves "human interaction" whose "nature or form is determined by the culture or cultures of the interacting individuals." D'Amore (1987), Taylor (1988), and Dann (1988) believe that tourism is not only an interactive process but also a vehicle for world peace.

Physically it acts as a facilitator in preservation of the natural environment and built heritage of the nation. The innumerable benefits attached to tourism indicate that all countries should realize the potential of developing this industry.

1.1.1 Global Tourism Scenario

A look at the statistics of top international tourist arrivals and earnings from tourism conveys the importance of tourism for economies. While the data for 2013 top arrivals countries in not available yet, the statistics of 2012 are given below in table 1.1.

| Table 1.1 |
|---|---|
| **Top 10 Tourist Arrival Countries in 2012 (in millions)** | |
| **Country** | **Arrivals (in millions)** |
| 1.0 France | 83 |
| 2.0 United States | 67.0 |
| 3.0 China | 57.7 |
| 4.0 Spain | 57.7 |
| 5.0 Italy | 46.4 |
| 6.0 Turkey | 35.7 |
| 7.0 Germany | 30.4 |
| 8.0 United Kingdom | 29.3 |
| 9.0 Russian Federation | 25.7 |
| 10.0 Malaysia | 25.0 |

*Source: UNWTO Tourism Highlights, 2013*
The United Nations World Tourism Organization (UNWTO) reveals that the growth of tourism has been stronger in emerging economies worldwide in 2012, as compared to advanced economies. The strongest growth has also been evident in international demand as appetite for travel beyond national borders, from leisure and business visitors, not only remains strong but has increased. Table 1.1 and 1.2 indicate the important statistics of top international tourist arrivals and receipts in countries in 2012.

The top ten arrival destinations see the dominance of the industrialized countries of Europe and that of USA. However an interesting trend is that countries of Asia Pacific, like Turkey, China and Malaysia have entered the ranks due to their unexplored treasure of attractions and good marketing strategies adopted to capture the attention of tourists.

Table 1.2
Top 10 Countries in terms of Tourism Receipts, 2012

<table>
<thead>
<tr>
<th>Country</th>
<th>Receipts (in US$ Billion)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 United States</td>
<td>126.2</td>
</tr>
<tr>
<td>2 Spain</td>
<td>55.9</td>
</tr>
<tr>
<td>3 France</td>
<td>53.7</td>
</tr>
<tr>
<td>4 China</td>
<td>50.0</td>
</tr>
<tr>
<td>5 Macau(China)</td>
<td>43.7</td>
</tr>
<tr>
<td>6 Italy</td>
<td>41.2</td>
</tr>
<tr>
<td>7 Germany</td>
<td>38.1</td>
</tr>
<tr>
<td>8 United Kingdom</td>
<td>36.4</td>
</tr>
<tr>
<td>9 Hong Kong (China)</td>
<td>32.1</td>
</tr>
<tr>
<td>10 Australia</td>
<td>31.4</td>
</tr>
</tbody>
</table>

Source: UNWTO Tourism Highlights, 2013

As per UNWTO data on receipts, among the top ten tourist destinations, receipts were up significantly in Hong Kong (China) (+16%), the USA (+10%), the UK (+6%) and Germany (+5%). At the same time, a significant number of other destinations around the world saw receipts from international tourism increase by 15%
or more, like Japan (+37%), India and South Africa (both +22%), Sweden and the Republic of Korea (both +19%), Thailand (+18%) and Poland (+16%).

Table 1.3

Tourist Arrivals in UNWTO Regions, in 2013

<table>
<thead>
<tr>
<th>Region</th>
<th>Arrivals (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Europe</td>
<td>563</td>
</tr>
<tr>
<td>2 Asia and Pacific</td>
<td>248</td>
</tr>
<tr>
<td>3 Americas</td>
<td>169</td>
</tr>
<tr>
<td>4 Africa</td>
<td>56</td>
</tr>
<tr>
<td>5 Middle East</td>
<td>52</td>
</tr>
</tbody>
</table>

Talking of UNWTO regions for the data released for top regions in terms of arrivals for 2013 (table 1.3), the data suggests though Europe retains its top position (563 million) in tourist arrivals with Central and Eastern Europe destinations having the highest growth, followed by Western Europe and Southern Mediterranean Europe. Asia and the Pacific has been the best performing region in 2012 with a positive 7% growth, with South-East Asia performing best in this region, particularly due to the implementation of policies that foster intraregional cooperation and coordination in tourism. North-East Asia too has slowly recovered as Japanese inbound and outbound tourism has bounced back. In America presently, Central America and Caribbean's are leading the growth of tourist arrivals. Africa on account of a lot of political turmoil (of 2011) has registered slight growth, rebounding slowly. There is growth of Sub-Saharan destinations in Africa. Middle Eastern countries have seen improvement in tourist arrivals in 2013.

The statistics of 2012 have also strongly demonstrated the resilience of the travel and tourism industry in the face of continued economic turmoil in key global markets. The latest annual research of World Travel and Tourism Council, (WTTC)
also accounts that tourism created more than 4 million new jobs in 2012. Travel and tourism’s importance to the wider economy continued to grow in 2012. Its total contribution comprised 9% of global GDP (US $6.6 trillion) and generated over 260 million jobs – 1 in 11 of the world’s total jobs. The industry outperformed the entire wider economy in 2012, growing faster than other notable industries such as manufacturing, financial services and retail. With respect to the importance of tourism as a tool for economic development and job creation it is clear that tourism contributed positively i.e. to over 10% of all new jobs created in 2012.

1.1.2 India’s Tourism Performance

Particularly, in developing countries like India, tourism has become one of the major sectors of the economy, contributing to a large proportion of the National Income and generating huge employment opportunities. It has become the fastest growing service industry in the country. It has great potential for its further expansion and diversification, provided proper infrastructures is built for tourism and measures are taken to improve the image of India as a tourism destination.

Tourism in India is already a large industry. India is a country known for its lavish treatment to all visitors “Atithi Devo Bhava”, no matter where they come from. Its visitor-friendly traditions, varied life styles and cultural heritage and colorful fairs and festivals are main attractions for the tourists. India has a kaleidoscope of natural attractions to offer like beautiful beaches, forests and wild life and landscapes for eco-tourism; snow, and rivers and mountain peaks for adventure tourism. Besides, the country emerging as a fast technological hub, has technological parks and science museums for science tourism, and a lot of educational and business tourism destinations. Yoga, ayurveda and medical tourism are the new forms of tourism gaining popularity for the country.
Indian tourism has vast potential for generating employment and earning large sums of foreign exchange besides giving a flip to the country's overall economic and social development. The gradual but positive increase of tourist arrivals in India over the last few years has been largely attributed to the 'Incredible India' campaign launched by the Ministry of Tourism. India has crossed 6.6 million arrivals in 2012, with foreign exchange earnings of more than Rs 94,000 crores. India now ranks at 9th position in Arrivals in Asia and Pacific and has a world ranking at 38th position in tourist arrivals.

Despite efforts to improve tourism infrastructure in the country, the country is still an apprehensive destination for tourists as she is plagued with a widely publicized negative image of insecurity for travelers and manifest problems of poverty, health risks etc. Regardless, the UNWTO has identified India as one of the key players of the BRIC nations (Brazil, Russia, India and China) having a strong forecast for future inbound and outbound tourism.

The World Travel and Tourism Council had earlier forecast that between 2009-2018, India will be a tourism hotspot, and it seems true with the ever increasing number of tourist arrivals in the country, that India continues to gain significant recognition as a prime tourism destination in the world tourism market. In future, India's travel and tourism sector is expected to be the second largest employer in the world, employing 40,037,000 by 2019. Capital investment in India's travel and tourism sector is expected to grow at 8.8 per cent between 2010 and 2019. India is projected to become the fifth fastest growing business travel destination from 2010-2019 with an estimated real growth rate of 7.6 per cent.

Identifying the vast potential for tourism development and importance of this industry for the country's economy, India also realizes that the major constraint in the development of tourism
RISING REVENUES FROM BUSINESS AND LEISURE SEGMENTS

- Revenues from leisure travel constitutes over 70 per cent of the total tourism revenue in India
- Revenues from leisure travel totalled USD 66.5 billion in 2012 and is estimated to reach USD 152 billion by 2023
- Business travel revenues stood at USD 25.5 billion in 2012 and is projected to reach over USD 58 billion by 2023

Segment wise revenue share (2012)  
- Leisure spending: 72.3%  
- Business spending: 27.7%

Expected segment wise revenue share (2023)  
- Leisure spending: 72.2%  
- Business spending: 27.8%

Source: World Travel & Tourism Council's economic impact 2013, Aranca Research
- India ranked 12th among 184 countries in terms of travel & tourism's total contribution to GDP in 2012

- In India, the sector's direct contribution to GDP is expected to grow at 7.8 per cent per annum during 2013–2023 vis-à-vis the world average of 4.2 per cent

- The travel & tourism sector in India is estimated to create 78 jobs per USD18,366 of investment compared to 45 in the manufacturing sector

- Travel & tourism's contribution to capital investment is projected to grow at 6.5 per cent per annum during 2013–2023, above the global average of 5.0 per cent

- Contribution of visitor exports to total exports is estimated to increase at 5.7 per cent per annum during 2013–2023 compared to the world average of 4.0 per cent

Source: World Travel & Tourism Council’s Economic Impact 2013, 12th Five year plan, Aranca Research
for the country is the lack of adequate infrastructure including, accommodation, transport, hygienic conditions, professional travel facilitation, inadequate air seat capacity, accessibility to tourist destinations, and trained manpower in sufficient number to cater to the demands of the industry and thereby tourist. In wake of the concerns and problems the Indian government has now geared up her efforts to improve tourism infrastructure in the country and promote tourism aggressively. Some of the recent initiatives taken by the government to boost tourism include grant of export house status to the tourism sector and incentives for promoting private investment in the form of Income Tax exemptions, interest subsidy and reduced import duty. The hotel and tourism-related industry has been declared a high priority industry for foreign investment which entails automatic approval of direct investment up to 51 per cent of foreign equity and allowing 100 per cent non-resident Indian investment and simplifying rules regarding the grant of approval to travel agents, tour operators and tourist transport operators.

1.1.3 Future Forecast for the Tourism Sector

The importance of the tourism industry revealed by the ever increasing statistics and contribution to economies is clearly indicated even in the future tourism forecasts that predict that in coming years the industry will continue to grow fast, and is expected to support nearly 266 million jobs and will again outperform many other industries.

In the longer-term, demand from and within emerging markets will continue to rise significantly. Destinations will continue to invest in infrastructure suitable for new sources of demand. UNWTO's Tourism 2020 Vision forecasts that international arrivals are expected to reach nearly 1.6 billion by the year 2020. Of these worldwide arrivals in 2020, 1.2 billion will be intraregional and 378 million will be long-haul travellers.
The total tourist arrivals by region shows that by 2020 the top three receiving regions will be Europe (717 million tourists), East Asia and the Pacific (397 million) and the Americas (282 million), followed by Africa, the Middle East and South Asia.

East Asia and the Pacific, Asia, the Middle East and Africa are forecasted to record growth at rates of over 5% year, compared to the world average of 4.1%. The more mature regions Europe and Americas are anticipated to show lower than average growth rates. Europe will maintain the highest share of world arrivals, although there will be a slight decline.

Brazil, Russia, India and China are forecast to emerge as new destinations. China might take over the position of United States by 2023 as the world’s largest travel and tourism economy, and also become a major outbound market.

For 2013, Business travel spending is expected to grow by 3.1% to USD1,048.9bn, and rise by 4.1% pa to USD1,572.8bn in 2023. Leisure travel spending is expected to grow by 3.2% in 2013 to USD3,324.1bn, and rise by 4.6% pa to USD5,196.0bn in 2023. Global travel and tourism contribution to direct GDP in 2013 is forecast to grow by 3.1%, compared to 3.2% in 2012. Travel and tourism is again forecast to outpace growth of the total global economy (2.4%) in 2013. Visitor exports growth is forecast to slow from 4.7% in 2012 to 3.1%, with domestic travel and tourism spending forecast to grow by 3.2%, a marginally better outturn than 2012. The total travel and tourism employment is projected to expand by 4.4 million jobs in 2013.

**Ten-Year Outlook and New World Order: 2013-2023**

The forecast given by UNWTO state that travel and tourism’s direct contribution to world GDP is set to grow by 4.4% on average per year over the next ten years, and outpace growth in the wider economy and other industries, notably retail and public services.
By 2023, tourism's total economic contribution is forecast to rise to US$ 10.5 trillion in GDP (2012 prices), almost 340 million in jobs, over US$ 1.3 trillion in investment (2012 prices) and almost US$ 2.0 trillion in exports (2012 prices).

The growing importance of travel and tourism in the global economy will mean that by 2023, Travel & Tourism's total contribution will account for 10.0% of GDP and 1 in 10 jobs. Total employment is forecast to increase by over 70 million jobs over the next decade, with two-thirds of the additional jobs in Asia.

Asia will continue to lead growth of the global travel and tourism industry over the next decade, with annual average growth of over 6%. Asia’s growth will be driven by increasing wealth among its middle classes. This will impact on the wider global industry via increased destination competition but also create opportunities to grow outbound spending. Destinations within and outside Asia will need to be prepared to invest in infrastructure suitable for these new sources of demand to achieve the clear growth potential that exists.

Africa, Latin America and the Middle East will also outperform world industry growth over the next ten years, with growth of 5.1%, 4.7% and 4.8% respectively. More mature markets in North America and the Caribbean are forecast to see annual average growth rates of 3.4% and 3.3% respectively in travel and tourism's total contribution to GDP. Industry growth in Europe is forecast to pick up in 2014, but overall long-term growth of tourism's total contribution to GDP is forecast at 2.7% in Europe and 2.6% in Oceania, the weakest two regions.

As a result of these long-term regional outlooks, there will be a shift in the 'world order' of travel and tourism over the next decade. By 2023, China will lead the world in the total contribution that Travel & Tourism makes to GDP, overtaking the current leader, USA (2012 prices). This will be fuelled by the
scale of her domestic and international travel and tourism spending. China is also set to become the largest outbound market in 2023 in spending terms.

Therefore it can be summarized that in future too International tourism will continues to grow above expectations, supporting economic growth in both advanced and emerging economies and will bring much needed support for job creation, GDP and the balance of payments of many destinations. The tourism sector will continue to remain as one of the leading engines of the economic growth for stabile economies and as an agent of economic recovery for others.

1.2 Importance of Manpower in the Tourism and Hospitality Industry

The hospitality sector is explained by Mullins (1995) and Slabbert and Saayman (2003) as a collective term which includes accommodation establishments such as hotel groups, resort groups, motels, guest houses, holiday parks, game reserves and lodges, and timeshare holiday accommodation as well as catering facilities such as restaurants, fast food outlets, clubs, industrial catering and all other related areas of tourism and leisure. The tourism industry is a major component the wider hospitality industry that includes lodging, restaurants, event planning, theme parks, transportation, cruise line, and several other additional fields sectors. The tourism and hospitality industry is a several billion dollar industry and deals with welcoming the guests and providing them services. The services are provided by engagement of intensive manpower in all sectors. Hence the service providing manpower in tourism is associated with many jobs related to the "service" of guests while they are away from home.

Tourism is 'Service Industry', and is therefore labor intensive. The tourism product cannot be delivered without the
service component of manpower. Hosts are required to attend to the guests and welcome them as a mark of hospitality. Hence man is equally or rather much more important in tourism than machine. The importance of manpower in tourism is indicated by the UN World Tourism Organisation (UNWTO), as it estimates that a large part of global workforce earns a living either directly or indirectly through tourism. The importance of tourism and hospitality employment in both developed and developing countries is also attested to by the World Travel and Tourism Council (WTTC), that suggest that travel- and tourism-related activities account for over 230 million jobs, or 8.7 per cent of jobs worldwide.

The tourism industry is divided into sectors according to the skill-sets required for the work involved. Sectors include accommodation, food and beverage, meeting and events, gaming, entertainment and recreation, tourism services, and visitor information. There is massive diversity in the types of jobs generated in tourism, in relation to their technical and skills' demands, educational requirements, terms and conditions. A tourism and hospitality unit such as restaurant, hotel, or even an amusement park consists of multiple groups of work areas such as facility maintenance, direct operations (servers, housekeepers, porters, kitchen worker, bartenders, etc.), management, marketing and human resources. Hence a large number of human workforce is required in this industry at all levels of skill and there is always a huge opportunity of employment in the hospitality sector and particularly in tourism.

1.2.1 Characteristics of Manpower Employment in the Tourism Sector

The People component of the ‘Service Industry’ is very important. The role of the personnel working in direct contact with the customers (tourists) is very important. The jobs provided in tourism sectors demand a variety of skills and attributes from
those employees interacting with customers. The authenticity, professionalism, and actual concern for the happiness and well-being of the customers holds the key to customer satisfaction in tourism industry. The tourism businesses should ensure that they have manpower makes the customer feel serviced well, and is able to satisfy the customers.

Those who are looking for employment opportunities in accommodation services can take advantage of this considerable growth of the sector. New jobs are continually being created, possibilities are growing for accelerated career advancement, and opportunities for positions in differing regions and types of establishments are also expanding. Though there is high demand of manpower in all sub sectors of the tourism business, it is challenging to find good manpower that is committed to the job and may also be loyal in holding on to the jobs. Whilst the quantity of jobs in tourism remains aplenty, the ‘quality’ of many of these jobs always remains questionable. The main problem of manpower for the tourism sector is that the service industry is characterized by special characteristics of employment that make it different from other industries.

Usually employment in the tourism sector is characterized by the following:

- Long work hours: unsocial hours and shift patterns that are not family friendly
- Low salary: in relation to work done
- Unequal gender ration and gender discrimination: overrepresentation of women and ethnic minorities in low-level operative positions with better paid, higher status and more skilled jobs filled by men.
- Low motivation: poor or non-existent career structures - No defined job profile
- Stressful working environment: Demanding customers and job profile, poor working conditions
- Seasonal Unemployment: Tourism being a seasonal industry, layoffs during off seasons
- Low autonomy: Monotonous work and lack of creativity
- Little or no trade union presence
- Lack of evidence of good human resource practices
- High levels of labour turnover due to lack of job satisfaction

Besides, the International Labour Organization suggests that the industry globally is largely reliant ‘marginal workers’, such as women, young workers, casual employees, students, relatively high numbers of part-timers and migrant workers. The manpower in this sector usually considers its jobs as low-pay, low-prestige, low-dignity, low-benefit, and long term no-future in the industry career or individual economic sustenance. There are very few jobs in tourism between the low skill, low pay to high skill, high pay level. The opportunities remain at the extreme either end. The industry also has a problem of a high level of labour drawn from socially disadvantaged groups, poor societal status. This also accounts for a virtual absence of professionalism.

For all the above cited reasons organizations in the tourism industry face real challenges in recruiting, developing and maintaining and retaining a committed, competent, well managed and well-motivated workforce which is focused on offering a high-quality customer service. This problem and challenge constantly keeps organizations focused at 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. Hence even for the employers, there is continuous pressure to select the ‘right’ kind of individual for this service sector.
1.3 Accommodation and Tourism

Accommodation is one of the largest and arguably the most important sub-sector of the tourism industry. It is said ‘No Accommodation, No Tourism’ and vice versa.

The history of accommodation suggest that the first reference to commercial accommodation provision was found in Europe dating back to the thirteenth century in the form of charity accommodation later transforming into 'Inns' along roadsides. In America similar accommodation was recognized in the form of ‘taverns’ which offered basic food and shelter. With the growth of travel and travelers the charity accommodation turned into commercial, identified as ‘hotels’ ‘motels’ and ‘resort’. The commercialization of accommodation business also saw increase in the number of services offered to guests besides just basic food and shelter. Over the course of time and along with the increase in travel and tourism, the accommodation industry has seen a parallel growth worldwide. It is also now characterized by new innovative and diversifying forms of accommodation like ‘ecotels’ ‘boatels’ ‘rotels’, etc.

Being a prime and integral component of the tourism industry, generally, accommodation does not attract tourist on its own right, but provides the basic support for a comfortable stay of tourists at the place visited. It is large and highly diverse. Together with the transport industry, accommodation industry caters for international tourists, regional tourists and national tourists as well as locally based tourists. In a way, it meets the needs of virtually all tourism market groups.

Accommodation is divided into direct (hotels, motels and resorts) and indirect sector (paying guest, bed and breakfast, retiring rooms, camp sites, hostels, homestays, etc.) In tourism sector the hotels, motels and resorts play the most important role of providing a roof for the tourists and a comfortable stay like a
'home away from home'. These in themselves can also be divided into a wide typology based on location, price, clientele etc. Comfortable hotels and accommodation facilities play a very important role in popularizing any tourist destination. While five star hotels can cater to the needs of affluent visitors, small and medium range hotels and lodging houses are available for use by a middle class traveler. For a person, who is far away from home and who gets to enjoy the same facilities and comforts as he enjoys at his home, he becomes automatically bound to a destination if his stay includes good accommodation. Therefore the role of accommodation in tourism industry is very vital for destinations.

1.3.1 ‘Quality of Work Life’ and Employment Issues in the Accommodation Sector

Tourism industry is one of the largest employment generators for the globe and for India. The biggest strength of this industry i.e. right manpower resource, has also today becoming the toughest challenge for the tourism service providers in wake of a negative image associated with employment in this sector.

The accommodation sector provides a large source of employment to people at various levels of the organization from lower level to top management jobs that include people from non skilled to semi skilled to highly skilled categories. With the increase in tourism and growth of destinations, the sector has grown at an astounding rate in all types of accommodation that is provided to tourists. However, the primary tourism accommodation sector is divided into Hotels, Motels and resorts, all of which can be graded into ranks on the basis of services and facilities they provided. All the accommodation units usually comprise three main departments where a significant manpower is employed, (i) Front Office, that welcomes a guest and tries to make the stay as hassle-free as possible and (ii) Food &
Beverage Service (F&B), where the guest’s needs are looked after in a restaurant or in an office cafeteria, (iii) Housekeeping, where the staff sees that you feel at home in your room. Besides there are several other departments that employ people like Maintenance, Security, Gardening, Concierge, Marketing, Events and Recreation.

However, the service industry and, more specifically, the accommodation industry has frequent occurrences of negative experiences such as work stress, work-life imbalance, work overload and emotional labour. The demanding characteristics of the service jobs as stated previously are also applicable to the accommodation sector and apply to all levels of personnel have a strong bearing on "Quality of Work Life". Besides, job turnover, job stability and low average job tenure are problems that plague the accommodation sector that is marked by continuing spells of employment (due to frequent turnover) rather than 'completed spells' of long serving employees.

Recent research has determined that "happy workers make happy customers" and that happy workers are more likely to be more productive at the workplace (Cascio, 2010; Cummings & Molloy, 1977; Guzzo, 1983; Reichert, 2000; Stein 1983). This brings in the issue of importance of 'Quality of Work Life' (QWL) in every industry to keep the employees motivated and retain employees for success of organizations.

In general, 'Quality of Work Life' is a term that used to describe the broader job-related experience that an individual has at his/her workplace and how it affects his/her overall well being. not only includes work-based factors such as job satisfaction, satisfaction with pay and relationships with work colleagues, stress at work, job satisfaction, job commitment/loyalty and home-work interface, but also factors that broadly reflect 'life satisfaction' and 'general feelings of well-being' work and otherwise.
The term "Quality of Work Life" was initially introduced in the late 1960's as a way of focusing on the influences of employment on worker health and general well being, and a way to increase the quality of a person's on-the-job experience (Bowditch and Buono, 2005). QWL is defined as the favorable conditions and environments of a workplace that support and promote employee satisfaction by providing them with rewards, job security, and growth opportunities. QWL is vital for organizations to continue to attract and retain their employees organizations (Cascio 2003; 2005 Dwivedi, 2001; Feuer, 1989; Orpen, 1981; Rice, 1985; Rose et al, 2006; Zhu and Long, 2008). The continuous effort to bring increased labor-management cooperation through joint problem solving to improve organizational performance and employee satisfaction are key aspects of QWL.

Studies have identified important factors important for Quality of Work Life. Sirgy et al. (2001) suggested that the key factors in quality of working life are:

- need satisfaction based on job requirements,
- need satisfaction based on work environment,
- need satisfaction based on supervisory behaviour,
- need satisfaction based on ancillary programmes,
- organizational commitment

Factors more obviously and directly affecting work have served as the main focus of attention in organizations and particularly in the accommodation sector. More recently, work-related stress and the relationship between work and non-work life have also been identified as factors that are conceptually be included in Quality of Working Life. Therefore the subjective well-being is seen as drawing upon both work and non-work aspects of life.
It is usually seen that the issue of 'Quality of Work Life' remains very important in the accommodation sector as employment here is particularly marked by 'low salaries', 'few benefits' and 'tough working conditions', for employees, accounting for 'low satisfaction' and continuous problem of high employee 'turnover' (Bonn and Forbringer, 1992; Chikwe, 2009; O'Leary & Deegan, 2005; Panwar, Dalal, and Kaushik, 2012, Walsh & Taylor, 2007) in the accommodation sector.

The poor work conditions, high stress levels, low satisfaction in jobs in accommodation are rightly summarized under the term of "Quality of Work Life" that has now become a major requirement for organizations to deal with not only in tourism but several other industries. QWL has necessitated the concern for businesses to develop workplaces that are more humanistic have become more important over time (Stein, 1983). It is true that for business in the tourism sector which is labor intensive, it is important to achieve success through making workplace environments and conditions as humanly enriching as possible so that employees like their work and can add meaning and quality to their work to increase overall productivity and reputation of the organization. The employers should therefore provide a working environment that provides good remuneration, working conditions, individual recognition, skill development, promotional opportunities, personal fulfillment and sufficient relaxation time as well. All of these are important yet very challenging aspects of benefits that can be provided to manpower particularly in the accommodation sector, in terms of affecting job satisfaction, level of absenteeism, staff turnover, overall team spirit and overall productivity of employees.

In tourism it is more relevant that "quality" be maintained or be 'good' for employees, as employees are directly associated with provision of services to the guests in one to one interaction. In the tourism business and accommodation sector, it is believed
that 'happy employees can be instrumental in leading to happy guests and repeat business'. Therefore it is become imperative and the first step for organizations to provide a good quality of work life to employees to ensure their happiness which will lead to happy guests/customers.

As stated previously the accommodation sector has certain unappealing job conditions and characteristics that lead to frequent turnover in the industry, it is therefore seen that employment in the accommodation enterprises is not believed to provide a good quality of work life. Hence people not only hesitate the join the sector but also leave jobs quickly on account of dissatisfaction, if at all they take employment in the same. Therefore the study of quality of work life, particularly in the accommodation sector is very important, to maintain a string base for the sector that not only employees but continuously is dearth and thereby in demand of a large manpower resource. Accommodation establishments need to play a stronger and more important role in easing the challenges faced by employees in the hospitality industry. For this to take place, more research is needed focusing on employees in the accommodation industry, their needs, and their experiences in the workplace.

For employees to be successful in their jobs and for the company to succeed, management needs to look at options for improving employees' overall QWL and also to give special attention to the employees' leisure needs. Employees in the accommodation industry are the heart of the tourism service industry and, without them or their dedication, all money spent for marketing and research can become futile.

World over and particularly in India, the study of quality of Work Life in the accommodation sector, particularly in hotels can be very significant for the fast growing tourism industry.
1.4 Importance of Hotel Sector in India With Regard to Manpower Employment

As India is fast becoming a favorite destination of Asia and Pacific, the accommodation industry in the country, particularly in the form of Hotel sector continues to expand and flourish. Hotel industry is inextricably linked to the tourism industry and the growth in the Indian tourism industry has fuelled the growth of Indian Hotel Industry. Indian hotel sector has gained a level of acceptance world over. The Hotel sector is witnessing remarkable sustained growth trends. The occupancy and the room rates have seen continued gains both from the domestic and the international traveller in both the business and leisure segments. There has been a significant growth in room inventory across categories from upscale luxury to limited services and, boutique and budget hotels.

According to a recent report by global database and research service for hotel construction projects, India has the second largest number of hotels under construction with 292 first class and luxury hotels after 592 hotels that are coming up in China of the total 17,000 hotels being built in Asia over the next three years. The hotel projects under construction include projects from companies such as Accor, Carlson Rezidor Hotel Group, Fairmont Raffles Hotels International, Hilton Worldwide, Hyatt Hotels Corp. and Indian Hotels Co. Ltd. that runs Taj Hotels. It is noted that hotel companies are betting big on India's growing, well-off middle class with 350-500 million people having spare money to spend on travel. The Federation of Hotel and Restaurant Associations of India states that India currently has over 200,000 hotel rooms spread across hotel categories and guest-houses and is still facing a shortfall of over 100,000 rooms. Leading hotel brands have increased their investments and are in various stages of commencement of new proprieties in India, both in metro and non-metro cities. Cities such as
Hyderabad, Pune, Jaipur and Chandigarh have emerged as growth markets. There is aggressive increase in hotel development activity throughout the country and it is forecast that the unprecedented growth will continue in hotel constructions to add to almost 114,000 hotel guest rooms in the country in the next five years.

The prospects for the hotel industry in India are bright. With revival in the global economy, international tourist inflow into the country is expected to rise. Additionally, hosting of international sports events and trade fairs and exhibitions in the country are expected to aid both inflow of international tourists and domestic tourist movement increasing demand for hotels.

1.5 Relevance of the Present Research

While there is immense potential, as India’s hotel industry readies for unprecedented growth, it is about to face a manpower crisis as well as stated by HVS Hospitality Services, a consulting firm focused on hotel industry. The challenge for hotels is further aggravated with the industry looking for trained manpower as opposed to the untrained manpower. Surveys show that low salary and long working hours are two major issues that act as deterrents that prevent hotel management graduates from choosing a lifelong career in this industry. The few who decide on joining the profession prefer to work overseas or with cruise liners, airlines and retail companies. Besides, more than getting skilled manpower, employee retention remains a big challenge for Indian hotel industry.

As pointed out by Khanna (2012) the quality of work life has emerged a pivotal research area in both developed as well as developing countries of the world especially hotel sector which people are recognized as a valuable asset. The 24-hour operation poses unique challenges for the employees' in view of balance between work and life; especially in the hospitality industry
Such a scenario, rightly calls for addressing the critical issue of quality of work life in hotel industry. While the entry of international hotel chains in India, several concepts like limited work hours and the six day offs are being introduced and the compensation is getting better, there's still a long way to go to introduce more measure to improve the quality of work life for the hotel employees. Besides providing better working conditions and emoluments, a strong employee engagement policy can work wonders for hotel companies. The Indian hotel industry still needs to look at and introduce best practices from other industries to ensure attracting the best manpower and retaining the same for its success.

In wake of the bright forecasts for the Hotel industry of India on one hand, and the grave concern of manpower shortage and retention of manpower in the hotels, on account of the poor nature of employment in hotels, this study sets out to explore the quality of work life of employees in Star category hotels of North India. The study is an attempt to provide insight to management and human resources departments of hotels to review, address and introduce measures to improve the quality of work life in this sector, to ensure a happy, satisfied, committed and long serving manpower, that can hold the key to success or failure of the tourism business and tourism industry of the country.
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