Chapter VI
SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

The present chapter is an attempt to summarize the major findings of the study. The findings are summarized on the basis of prime aspects covered under the objectives of the study. On the basis of the findings of the study an attempt is also made to make a few suggestions for improving both service delivery performance of the public sector tourism organisations in Kerala and the performance of tourists as responsible customers of tourism.

As the people element constitutes an important dimension in the management of tourism services in its role both as performer and as customer, the present study, focusing on the service people in public sector tourism agencies in Kerala and tourists at their service delivery end, has been attempted. Realizing the research gap from the survey of literature on empirical studies conducted in this field, the study has been under taken with the main objectives of analysing the approach of the public sector tourism agencies in developing the performances of service people and tourists and also to assess the perceived performance of both these people groups in the tourism delivery system in Kerala.

The present study is empirical in nature and has used both primary and secondary data. The prime data source constitutes a sample survey of service people and tourists by administering structured interview schedules.

The study has adopted a multi stage technique for selecting samples. Five of the 14 districts in Kerala, have been selected by giving representation to all the three zones namely southern, northern and central. Five premium or high end hotels and five non premium hotels promoted by KTDC among their seventeen hotels located in the popular tourism spots in these districts have been selected for the survey. Similarly all the fourteen Tourist Information
Offices (TIOs) of the DoT, GoK located in these five districts also have been taken in the sample survey. In the survey, 375 tourists apportioned between domestic and foreign in the ratio of 2:1 and 80 service people with a share of hotel receptionists, restaurant waiters, and official tourist information staff in the ratio of 3:3:2 have been included. Sample of tourists and service people have been selected on the basis of convenient and random basis respectively by giving representation to all the districts selected.

For the inferential analysis of the collected data, non-parametric tools namely Chi-square test, Man Whitney U test, Kruskal Wallis H test and Binomial test have been administered.

6.1 The Major Findings
The major findings of the study are summarized under the following heads.

(A) Profile of Service People
(i) Domination of male and youth is evident in the service people segment of tourism industry. 76.2 per cent of the sample group constitutes male and almost same proportion (73.9%) represent less than 40 years of age. Moreover, two-third of service people are married.

(ii) Basic education is prescribed by the public sector tourism agencies for their service people. 70 per cent of service people surveyed in the study has gained education in tourism/hospitality. However, service people holding higher level of education in this discipline is relatively low (20%).

(iii) With regard to proficiency in language, 96.2 per cent of service people included in the study can communicate in English and 33.8 per cent can communicate in Hindi. But only a nominal number of service people (2.5%) have the ability to communicate in foreign languages other than English.
(iv) Income status of the service people in public sector tourism agencies is found not much promising. More than three-fourth of service people have monthly income of less than Rs 15,000 only.

(v) When the experience of service people is analyzed, 57.5 per cent of respondents are found having less than 10 years of experience in serving tourists.

(vi) Majority of service people (51.2%) included in the study openly stated their association with the trade unions. 46.15 per cent of 39 persons who have no association with trade unions is constituted by permanent and contract people.

(B) Profile of Tourists

(i) While analyzing demographic profile of the tourists, gender difference is visible in the distribution of both domestic and foreign tourists who have visited Kerala during the survey period. Category wise data shows that 72.8 per cent of foreign and 69.6 per cent of domestic tourists in the sample are male tourists.

(ii) With respect of age wise distribution of tourists, middle aged group (35-59 years) constitutes the prime share among both domestic and foreign tourists consisting of 53 per cent and 46 per cent respectively. The representation of older people is comparatively more (18.4%) among foreign tourists as compared to domestic tourists (11.6%).

(iii) Representation from business and professional segments is comparatively more among the tourists visiting Kerala. The study finds parity on this in the case of both foreign (40%) and domestic tourists (41.6%).

(iv) Europe (58.4%) is the major source in generating foreign tourists to Kerala. The tourists from Asia and North America are 15.2 per cent each and those from Australia are 11.2 per cent. In respect of domestic tourists 25.2 per cent included in the survey are from Kerala itself while 54 per cent are
from other South Indian States and the remaining 20.8 per cent are from rest of India.

(v) With regard to the income profile, 83.2 per cent of the foreign tourists have a monthly income less than 20,000 USDs. In the case of domestic tourists 95.6 per cent have a monthly income of less than Rs.50, 000.

(vi) Tourists included in the sample have relatively a higher level of education. The proportions of different educational groups among foreign tourists are found to be graduates (18.4%), postgraduates (30.4%), professionals (12%) and technically qualified persons (17.6%). For domestic tourists these proportions are 66.4 per cent, 9.6 per cent, 7.2 per cent and 7.6 per cent respectively.

(vii) While analyzing the tour variables, it is observed from the survey that relatives and friends constitute the major source of information about tourism products in Kerala for both foreign (92.8%) and domestic tourists (90.4%). The private travel publications are another major source of information for 92 per cent of foreign tourists and 66.4 per cent of domestic tourists. The percentage of tourists depending on public sector agencies and Kerala tourism websites for tourism information is less as compared to the other sources.

(viii) The majority of foreign (80.8%) and domestic (83.2%) tourists included in the sample are visiting Kerala as a part of their leisure or pleasure trips. The remaining are mainly for special interest tourism which is found comparatively more popular among foreign tourists (17.6%) as compared to the domestic tourists (10.8%).

(ix) In the study foreign tourists travelling with their family members or relatives consist of 73.6 per cent of sample. Such proportion in respect of domestic tourists is 65.2 per cent. Moreover, 91.2 per cent of foreign and 90.8 per cent of domestic tourists are independent tourists.
(x) It is understood from the study that Kerala has not yet become an exclusive tourist centre for tourists especially among foreigners. 94.4 per cent of foreign tourists paid their visits to Kerala along with their visit to other parts of India; while 53.2 per cent of domestic tourists have visited other States of India along with their tour in Kerala.

(C) Developing Performance of the Service People

The practices of public sector tourism agencies of Kerala for the performance development of their service people are analysed in the study from the perceptive of service people under three dimensions namely (a) satisfaction of service people on select performance development variables (b) level of confidence of service people in their own skills and (c) the key motivator of skill development.

(a) Satisfaction of Service People on Select Performance Development Variables

In order to assess the satisfaction of service people on the performance development of their service people, the study has first identified ten variables namely recruitment, functional skill development, social skill development, working hours, compensation, recognition of good service, team work, grievance handling, infrastructural support and the functioning of trade union. The selection of these variables has been made under the frame work of detailed review of literature.

(i) On investigating the level of satisfaction of service people on the practices of public sector tourism agencies of Kerala for the performance development of their service people, it is found that service people are not having high satisfaction with eight of the ten variables selected. Even though the Binomial test administered for this purpose has found the difference between observed distribution of sample and hypothesised distribution of the same statistically significant at one percent level in respect of five variables namely compensation, working hours, team work, grievance handling and the functioning of trade union, the level of
satisfaction of service people has found high only in the case of working hours (78%) and team work (65%).

(ii) Gender wise analysis of variables selected, excluding the working hours and team work (majority having high satisfaction) shows that in none of the cases the majority of female have high satisfaction; while the majority of their counterpart are having high satisfaction on variables namely recognition of services and infrastructural support. In respect of both of these variables, when male has high level of satisfaction with 50.8 per cent and 52.5 per cent respectively, the proportion of female respondents having this opinion is only 42.1 per cent for recognition of services and 31.6 per cent for infrastructural support. In respect of grievance handling though the majority of both gender groups are having low to moderate satisfaction the proportion of females (31.6%) having low level satisfaction is very much greater than the proportion of their counterpart (3.3%). Inferential analysis also confirms the statistical significance of group wise difference in respect of the variables namely recognition of good service, grievance handling and infrastructural support.

(iii) Employment status wise data shows that the contract people are found more satisfied with many of the variables compared to other service people groups. Their level of satisfaction with three variables namely compensation, grievance handling and functioning of trade union are not high. With regard to working hours and compensation 78.4 per cent and 59.5 per cent respectively of permanent people are highly satisfied. Variables namely working hours, recognition of good service, team work, and infrastructural support the trainees are holding positive view. Chi-Square analysis confirms the association between employment status and satisfaction of service people towards seven variables namely recruitment, functional skill development, social skill development, compensation, recognition of good service, team work, and infrastructural support.
(iv) Service category wise analysis indicates a cross sectional variation among the service people groups in terms of their level of satisfaction as to the variables selected. On considering their response towards eight measures (excluding working hours and team work commend earlier), the study has obtained positive reply (high satisfaction) from majority of people on functional skill development and recognition of good service from reception group, on functional skill and social skill development from restaurant group and on compensation and infrastructural support from information group. Their level of satisfaction on the remaining variables has been found low to moderate. Statistical significance of such group wise variation is evident in respect of variables namely recruitment, functional skill development, social skill development, infrastructural support and functioning of trade union.

(b) Confidence of Service People in Their Own Skills

An enquiry into the level of confidence in their own skills reveals that 76.2 per cent of service people are having high level of confidence on their skills. An almost a similar percentage of people belonging to both gender groups and various service category groups under the study have expressed their opinion at this scale. But employment status wise analysis reveals a disagreement among people groups. When majority of contract and permanent people perceive their level of confidence in own skills as high, majority of trainees has an opposite view. Chi-Square test results validate such difference of opinion among employment status groups.

(c) Key Motivator in Skill Development

In respect of functional skill development, organisation is the key motivator for 53.7 per cent of service people. 57.4 per cent of male and almost 70 per cent of permanent and contract people perceive so. A similar observation is made by receptionists and restaurant waiters. But when most of trainee category (47.6%) perceives the role of supervisor is the key factor in generating motivation for functional skill development, two-third of
information service people prefers self motivation to any other factors in this regard. The inferential analysis with the Chi-Square test reveals that the respondents’ opinion on the key motivator in their functional skill development is associated with service categories and their employment status.

Regarding social skill development, 50 per cent of service people perceive they are self motivated. This trend is found among both gender groups with almost same proportion and also among people having the employment status of trainees (71.4%). 85 per cent of information staff also shares a similar view. But more than 50 per cent of permanent and contract service people consider the organisation as the key motivator in this regard. 50 per cent of receptionists and 46.7 per cent of restaurant waiters also perceive this view. In this case also the Chi-Square test results validate such difference of opinion across employment status and service category groups.

(D) Measures for Developing Performance of Tourists

The perceptions of service people and tourist groups on the practice of eighteen selected measures by the State level public sector tourism agencies in developing the performance of tourists visiting Kerala have been collected on a five point scale. These measures focusing on three different dimensions namely ‘usage of tourism resources’, ‘tourist safety’ and ‘conserving environment’ have been inferentially analysed with Binomial test and Mann-Whitney U Test.

(a) Measures towards Usage of Tourism Resources

The perceptions of people groups on the select five measures towards usage of tourism resources indicate that when more than half of the service people perceive the public sector agencies adopt the practicing of two measures namely ‘educating tourists on tourism resources at TIOs’ (68.7%) and providing ‘signboards at destinations’ (58.7%) at a high or very high level; in respect of other three cases namely ‘motivate constructive dealings among tourists’ (55%), ‘motivation for early tour arrangements’ (42.5%) and ‘system of collecting feedback’ (48.8%), relatively larger proportion of service people
view the extent of practice as ‘very low’ and ‘low’. But majority of both categories of tourists perceive all the selected measures as low to moderate. When the study analyses the overall perception score of the people groups with regard to these measures, each of the people group perceives the extent of public sector practices at a low to moderate.

Binomial test confirms the statistical validity of these descriptive results. Inferential results produced by Mann-Whitney U test have proved the cross sectional variations in perceptions in terms of difference in mean scores. On clubbing the inferential results with the descriptive analysis of perception of people groups, it is rational to conclude that foreign tourists perceive the level of public sector tourism agencies in practicing measures towards the usage of tourism resources by the tourist groups, at a rate lower than that of the other people groups.

(b) Measures towards Tourist Safety

With regard to measures towards tourist safety, majority of the service people perceive all the measures except ‘safety guidelines at tour sites by executives’ at low to moderate. On account of this, their overall perception falls in the scale of low to moderate (2.75). But on considering the tourists’ opinions, both categories of tourists perceive all the measures at low to moderate.

The Binomial test results justify these descriptive results. Pair wise comparison by Mann-Whitney U test reveals that there is significant difference in perceptions between foreign and domestic tourists and between the foreign tourists and service people with regard to measures towards tourist safety. On examining all these results it can be concluded that, the foreign tourists, rate the tourists’ safety measures of the tourism agencies at low scale in relation to the perception rating of other people groups.
(c) Measures towards Conserving Environment

When the study analyses measures towards conserving environment, atleast 50 per cent of sample service people perceive that the public sector tourism agencies have only moderate or below level of practice of all the six measures selected. Majority of both foreign and domestic tourists have also expressed this opinion. Therefore, irrespective of groups, the overall perception of people towards the measures for conserving environment is found to be at low to moderate level.

The intra group analysis of perceptions of different people groups corroborate that none of people group chosen for the study perceive the extent of public sector practice in developing performance of tourists with the selected measures for conserving environment as high. Further the inter group comparison of the perception of people groups in this regard with Mann-Whitney U test reveals that there is significant difference in mean perceptions between foreign and domestic tourists and between foreign tourists and service people. Thus, descriptive analysis supported by empirical results lead to a logical conclusion that the foreign tourists, like other two cases, perceive the practice of the public sector tourism agencies in developing performance of tourists with measures conserving environment at a level comparatively lower than that positioned by other people groups in the study.

(E) Performance of Service People in Tourism Services Delivery

Performance of three groups of service people has been evaluated separately from their own perspective and also from the perspective of tourists. For this two set of factors or attributes have been identified-vocational attributes and behavioural attributes-through a multivariate analysis frame work i.e. exploratory factor analysis.

(i) Vocational Attributes

Basic job skill, communication in language known to tourists, positive body gestures while interacting and personal hygiene and grooming constitute
vocational attributes for the study. Analysis reveals only a low to moderate level of satisfaction by both foreign and domestic tourists with the ability of all three groups of service people to communicate in languages known to tourists. But their response has been found highly positive with respect to personal hygiene of service people groups. Self perception of service people towards these variables have also been found exactly same as that of tourists. When basic job skill of people working in TIOs has been perceived as not high by both tourist groups, domestic tourists’ response as to positive body gestures of people in restaurants and TIOs while interacting have also been found at the same scale. When self analysis of their basic job skill by majority of people serving at reception and restaurant is found at low to moderate level, their rating in respect of positive body gestures is seen at high scale. From the descriptive statistics it is evident that the degree of tourists’ satisfaction is the highest in respect of reception services and the least in respect of tourist information services.

Statistical evidence for the difference in satisfaction level of tourist groups towards various service delivery centres is provided by Kruskal-Wallis H test. Further, while the Mann-Whitney U test confirms the difference of opinions between service people and domestic tourists in all the cases; the same result in comparison of opinions between foreign tourists and service people is obtained in respect of reception and tourist information services. Similarly, it is also found from the overall analysis that when people working at restaurants and TIOs overrate their services at a scale higher than that done by the tourists, the reverse result is visible in respect of hotel reception service.

(ii) Behavioural Attributes

Factor named behavioural attributes comprise of six attributes namely politeness in dealings, sincerity in solving tourists’ problems, patience in understanding tourist needs, willingness to help beyond service limit, unbiased service, and sense of humour in dealings. Opinions of tourists have been found low to moderate in respect of three attributes of service people, namely
‘willingness to help beyond service limit’, ‘unbiased service’, and ‘sense of humour in dealings’. Atleast 50 per cent of service people in each category of service also have this feeling. Moreover, domestic tourists have appraised all the six variables of behaviour component of tourism information service people as low to moderate. In respect of all other cases under consideration the perception of people groups has been found highly positive. The difference of opinions of tourist groups as to behavioural attributes in services delivered across the categories is statistically validated by inferential test results. The results also reveal that the service people, irrespective of category they belong to, rate their services at a level higher than those perceived by tourist groups. The gap in perceptions among all pairs of people groups under consideration is substantiated statistically in respect of tourism information service. The test results also provide empirical evidence for the divergent opinions between domestic tourists and each of the other two service people groups. Similarly, it is also statistically validated that except in the case of restaurant service as rated by domestic tourists, in all other cases both tourist groups have only a lower level of satisfaction on behavioural attributes of service people as compared to vocational attributes.

**F) Performance of Tourists in Tourism**

Study has analysed the performance of tourists in tourism with three dimensional variables namely: activities towards tour preparation, activities towards self benefit/safety during their trip and activities towards environmental conservation during their tour. The opinions on eighteen tourist actions under these three variables have been collected and analysed with descriptive and inferential statistics.

**(i) Tour Preparation Activities**

The performance of tourists in tour preparation in the study covers three activities namely, ‘seek information on Kerala through print media’, ‘seek information on Kerala through electronic media’ and ‘advance booking of
services’. An earnest effort has been taken to analyse the perceptions of different people groups individually and on a cross sectional basis.

Domestic tourists’ involvement in tour preparation activities is perceived as low to moderate by the majority of service people groups. Self perception of tourist group is also found the same in this regard. When measures taken by the foreign tourists in connection with their tour preparations is perceived high by the service people, except in respect of the ‘seek information on Kerala through print media’, the analysis of perception of tourist group found it low to moderate in respect of activities ‘seek information on Kerala through print media’ and, ‘seek information on Kerala through electronic media’. Binomial test results validate the performance in tour preparation activities high for both domestic and foreign tourists from the perception of service people and the performance of domestic tourists only low to moderate from their own perception. Again, Mann-Whitney-U test gives proof for the statistically significant difference between foreign and domestic tourists in their tour preparation activities from the perspective of service people.

(ii) Self Benefit/Safety Activities during Tour

The study has identified nine activities taken by tourists for ensuring own safety/benefit namely ‘adhere to the directions of tour site officials, ‘consider the signboards at destinations’, ‘avoid disturbing other tourists’, ‘precautions at aqua tour centers’, ‘avail the services of approved guides’, ‘constructive dealings with other tourists’, ‘obey the police officials at tour spots’, ‘depend TIOs during trip’ and ‘give feedback on services’.

The analysis of tourists’ performance in activities towards this measure has found uniformity in respect of all activities except give feedback on services’. Among these, the positive response from the part of both tourists is revealed in respect of four activities namely ‘adhere the directions of tour site officials, ‘consider the signboards at destinations’, ‘avoid disturbing other
tourists’ and ‘obey the police officials at tour spots’. In respect of ‘give feedback on services’ also the perception of foreign tourists is found as high. When service people have perceived the performance of foreign tourists as high for all activities selected except ‘precautions at aqua tour centers’ and ‘constructive dealings with other tourists’, their perception towards the performance of domestic tourists is at that scale only in respect of three activities namely ‘depend TIOs during trip’, ‘constructive dealings with other tourists’ and ‘obey the police officials at tour spots’. The overall perception of each people group towards this aspect is measured as above moderate and the same has been validated by binomial test results. However, pair wise analysis of test results has revealed statistically significant difference in performance between the two tourist groups both from their own perspectives and from the perspective of service people.

(iii) Environmental Conservation Activities

Tourists’ responsible performance in conserving environment is assessed in terms of six activities namely ‘conservation of natural resources’, ‘avoid smoking and consuming alcohol at public places’, ‘dropping litter in bins’, ‘cooperation to enforce plastic ban’, ‘self reporting infectious diseases’, and ‘respect local culture and natives’. Descriptive results of analysis indicate evenness in perceptions of both the tourist groups towards their performance with positive rating (high) on four of the six activities considered. With respect to ‘self reporting infectious diseases’ and ‘avoid smoking and consuming alcohol at public places’, the analysis traces negative opinion (low to moderate) by all the three people groups. Service people’s perception towards initiatives of the domestic tourists in conserving environment is found low to moderate in respect of all the variables identified, when their perception towards foreign tourists is matching with the self rating of that group. Low to moderate level of performance of domestic tourists and high level performance of foreign tourists as perceived by service people are reinforced by the binomial test results. Such
difference in performance of two tourist groups is again revalidated by Mann-Whitney-U test results.

6.2 Suggestions and Conclusion

Based on the findings on the analysis of survey data and on the basis of observations the study proposes some specific suggestions, which may help the authorities and policymakers of Kerala tourism to make the tourism market in the State more growth oriented.

(a) Suggestions to Improve the Performance of Service People

Following suggestions are made to improve the performance of service people in public sector tourism agencies in Kerala.

1. Redesign Recruitment Policies

The study reveals that majority of people serving tourists in public sector tourism agencies are not having high satisfaction with the present system of recruiting people to the organisation. So it is the need of the time to redesign the recruitment policies. Minimum graduation along with successful completion of courses or programmes imparting skills in the relevant area can be suggested for the recruitment of restaurant people (waiters) and hotel receptionists. Graduation in tourism or equivalent degree can be stipulated as the minimum qualification for the selection for the post of tourist information assistant. Recruitment policy pursued for hiring staff for premium category hotels can be segregated from budget hotels, as clients of such hotels may expect relatively superior level of services. Therefore, more skilled and experienced people may be selected and deployed in premium hotels. As proficiency in English and other foreign and national languages is an integral part of service skills, due weightage may be given to this aspect while recruiting service people.
2. Improve the Training Facilities

As the level of both vocational and behavioural attributes of the service people working at different functional centres is not much high, some care has to be taken by the tourism agencies for improved service delivery at the giving end. The DoT and KTDC can impart orientation training (off the job) to all the new recruits before their placement in the job. The periodical training to the people involved in tourism services can make delivery of their services better. The KTDC can explore the possibility of establishing a separate Institute of Hospitality and Tourism Management (IHTM) as done by ITDC to carve out the best human capital fit for the tourism sector of Kerala.

3. Revise Compensation Packages

Service people particularly trainees and contract people in public sector tourism agencies have only low to moderate level of satisfaction with the monetary compensation from their organisations. Moreover, on comparing their compensation with that of similar jobs, it seems to be unattractive. So for improved work morale, the revision of monetary packages of service people under different employment status may be considered in a time bound manner by analysing the opinions of each group of service people.

Apart from the monetary packages, KTDC and tourism department may look at the possibility of providing travel within India as an incentive, once in a stipulated period, to all of their employees irrespective of employment status and service category during the off tourism season. Similarly, to motivate non managerial employees of KTDC, the subsidized canteen at their organisation may be facilitated with coupons for a stipulated sum on monthly basis. KTDC can also appeal the tourists to deposit the tips, if any they wish to give, in the ‘tip collection box ‘to be fixed in each hotel property. The amount so pooled annually from all hotel properties may be used for taking health insurance policy on all the operational service people of KTDC hotels with a tie up with any general insurance company.
4. **Recognize Good Services**

As a recognition for the good service of people delivering direct service in public sector tourism agencies in Kerala, the State Tourism Department can introduce awards like ‘Best Public Servant Award in Tourism’.

5. **Hold Periodical Meetings to Redress Grievances**

Public sector tourism agencies may be pursued to hold unit level periodical meetings of category wise operational staff to make a review of the work environment and to redress the employee grievances cropping up.

6. **Enhance Quality of the Infrastructure at Work Stations**

The Department of Tourism and KTDC should allocate more funds to enhance the quality of infrastructural supports including information tools to improve the performance of service people in delivering services.

(b) To Make the Tourists More Responsible Performer

The following suggestions are made to improve the performance of tourists to make them more responsible towards the tourism industry in Kerala.

1. **Set up Tourist Facilitation Centres**

With the aim of motivating and supporting tourists for the responsible use of tourism resources in the State, the tourist information offices under the tourism department may be elevated to ‘Kerala Tourism Facilitation Centres’ (KTFC) having superior infrastructure and manpower. Such centres can be opened at all major locations within and outside the State to educate, guide and also to provide necessary support facilities to tourists on all days round the clock.

2. **Offer Services of Accredited Tourist Guides**

The department of tourism has also to take steps to create a pool of government accredited tourist guides for which, every year, the department can train and accredit a fixed number of selected youth having degree or diplomas in tourism with the support of tourism education institutes like KITTS. These
accredited tourist guides have to be imparted training for a stipulated period during every tourism off season with stipend. Thereafter, a directory of tourist guide can be prepared, and published in print tourism promotional materials as well as on the internet. The services of these approved guides may be made available to tourists through the KTFCs on a payment basis.

3. Improve the Feedback System

The department of tourism has to improve the system of collecting feedback from tourists visiting Kerala. All the public sector agencies involved in tourism delivery have to motivate tourists to give their feedback during or after their visit either online or offline.

4. Build up the Tourists’ Security

To strengthen the security, guidance and support for tourists, the government can consider forming a separate force called ‘Tourism Protection Force’ (TPF) with the financial support of Central government. A stipulated number of youth having degree or diploma in tourism and with necessary physical fitness may be recruited and trained as the members of this force. The service of TPF is to be made available in major tourists centres of the State. The proposed TPF can be an effective substitute to the present tourism police system. The DoT, GoK in collaboration with other public sector agencies, local bodies and private agencies can take initiative to provide life saving measures to tourists at aqua tourist spots.

5. Distribute Brochure in Multiple Languages

The department of tourism may prepare attractive educational print brochures in English, Malayalam and Hindi and also an e-brochure in English which can explain the details of tourism resources available in Kerala and also embrace the performances indispensable from the part of tourists as responsible customers of Kerala tourism industry. Such print materials may be provided to tourists visiting TIOs or other public sector tourism agencies in Kerala.
6. Provide Road and Site Indications

The department of tourism, GoK in collaboration with other public sector agencies, and local bodies can take initiative to fix proper signboards at all identified tourist destinations in Kerala and also to provide the road indications with distance towards tourism spots.

7. Give Direction and Support for Environmental Conservation

The department of tourism, GoK can fix adequate number of litterbins at all identified tourism spots in Kerala and also to fix boards and hoardings which convey the messages for environmental conservations alongside the roads leading to the tourist destinations in the forest and other ecologically sensitive tourism areas. Similarly the department may exhibit visual displays/films at all important cities for making the tourists more conscious of environmental protection.

8. Offer Incentives for Advance Booking

Public sector tourism agencies can motivate tourists to book various facilities and services marketed by them in advance by offering price incentives for the same.

The empirical analysis which has been performed in the study identifies the need for more initiatives and efforts from the part of public sector tourism agencies in Kerala to develop the service delivery performance of the people element at the supply side of the industry. Even though, the people providing services in the tourism industry perform relatively well with their vocational and behavioural attributes, some level of modification is still demanded, especially at the behavioural aspects of tourist information service people. The study also recognizes that governmental involvement in making the tourists as the responsible customer base of the sector is yet to be improved. More activities to improve tourists’ awareness on environmental conservation, to guide and support tourists for making advance tour preparations, and to provide better support for tourists’ safety may bring better results for the
sustainable tourism development in the country in general and in the State in particular.

However, the findings of the study are not free from its limitations. The study covers the public sector tourism agencies only. In the changing scenario of Kerala tourism market, private sector also plays a significant role. So a study covering the specific role of people element in private sector tourism marketing in Kerala can definitely validate the findings of the study. A comparison between public sector and private sector with respect to their people development practices may provide more fruitful results. The successful delivery of tourism depends on the culture and attitude of host community towards the tourists as well as tourism development initiatives in the State. So a study measuring the attitude of host community towards tourism development in Kerala can be a future line of valuable research. Tourist behaviour in cultural tourism and also in eco-tourism in Kerala context can be the other explorabe areas in future researches. Moreover, the extensions of these issues in other States of India and also at international perspective can provide more confirmatory evidences on the findings of the study.