SUMMARY OF FINDINGS, CONCLUSIONS, SUGGESTIONS AND RECOMMENDATIONS

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Chapter 8

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Findings:

From the statistical analysis and interpretation made in the previous chapter it is inferred that majority of the respondents agree with the opinion that top management needs to assess regularly the surplus and shortage of human resources considering the needs of the ITDC for present and future requirements. Employees are not satisfied with the efforts made by the management to determine levels of future recruitment and selection needs.

The majority of the respondents do not have the same opinion over the issue of determination of future training and management development of ITDC. It is notable that a majority of the respondents are uncertain over the issues and thus they are not satisfied with the provisions of controlling of wage and salary costs.

The majority of the respondents do not agree with the provisions related to ensuring optimum utilization of human resources employed considering the ITDC requirements.

Further, majority of the respondents are uncertain regarding provision of a basis for future management development programmes. Thus, they are not satisfied with this issue.

The analysis of the statistical tools also leads to the conclusion that ITDC is lacking in laying emphasis on making efforts to meet the needs of expansion and diversification programmes.
The majority of the respondents disagree with the full development of human resource information system of ITDC.

As far as respondents’ attitude towards slow growth of productivity in ITDC is concerned, they do agree with the statement.

It can also be concluded that unplanned manpower development leads to poor productivity.

The majority of the employees are disagree over the issue that poor planning leads to unencouraging profitability.

Respondents’ opinion regarding human resource planning in Air Sahara and Jet Airways have been presented and analysed and it is found that majority of the employees agree with the question of the questionnaire that the human resource planning is must for every dynamic tourism organization. They feel that top management do not consider it seriously.

Most of the employees feel that there is need to re-structure the organizations of Air Sahara and Jet Airways and train, plan and develop them according to its pre-determined objectives. They feel that their potentialities are not fully utilized for enhancing productivity of both organizations. While HRP has been helping Air Sahara and Jet Airways, the overall performance as regards higher productivity has not been so encouraging. The main reason is the conflict between employees and the management which leads to strike and unrest among them.

Further, any expenditure exercise made in planning and development of manpower increases the cost of manpower and add less to profitability.
The airline industry is classified into six segments: Major, flag-carriers, cargo airlines, independents, low cost carriers (LCCs), regional, and leisure.

The majors are airlines which have annual revenues in excess of $2 billion; flag-carriers are the national airlines; regionals are the niche airlines limited to certain geographical parts; LCCs are the new breed airlines operating point to point with lower costs; and leisure are the charter operators.

An analysis of the top 150 airlines reveals that the majors have more than two-thirds share of the airline business. Their average operating margin is negative 3.9 per cent in 2003, while that of the LCCs is much better at 6.9 per cent. The majors grew in 2003 by only 4.4 per cent while the LCCs expanded by 28 per cent. Thus, the LCCs have grown profitably in 2003, showing way for the majors.

The cost side of the airline business has deteriorated considerably, as carriers soak up increased ATF (airline turbine fuel) costs which are indexed to prices of crude oil. In 2004, as crude oil went up from $35 to $55 a barrel, few airlines had hedged against such price rise. As per International Air Transport Association (IATA) forecast, the airline industry losses in 2004 would be $4 billion, in spite of improved traffic, mainly due to rise in ATF costs.

**Private Airlines in Asia Financially Better:**

Privately owned Asian airlines, such as Cathay Pacific and Singapore Airlines, always had good financial conditions due to stronger growth but the financials of US airlines are extremely poor.
Three of the leading airlines of the US among the Big Six – US Airways, United Airlines and Delta – recently filed for bankruptcy protection; most others with notable exception of Southwest, clearly demonstrate the difficulty faced by US carriers as they fight to cope with the changed operational and financial environment. The US majors can survive only if they successfully cut costs to meet long-term reduced revenues, and reduce debts by bringing in fresh capital.

**Airlines in India not consistently profitable till 2003**

The Government-owned Air India and Indian Airlines have been modest in their losses since the last five years. As per published financial results, Air India, India's international airline, 51st in 2003 in global rankings, in terms of revenue, had a negative operating margin on 2.6 per cent resulting in a loss of $33.3 million against a loss of $40.3 million in 2002.

Indian Airlines, ranked 73rd in 2003, with revenues $851 million, reported net losses of Rs. 196.5 crore in 2003, 246.75 crore in 2002, and 159.17 crore in 2001, as per the DGCA.

India’s largest private airline, Jet Airways, globally ranked 94th with revenues of $595 million, was reported to have made a net loss of Rs. 244.5 crore, as per DGCA reports, in 2002-03, loss of Rs. 13.4 crore in 2001-02, and a profit of Rs. 12.4 crore in 2001, as per the DGCA, Air Sahara had a net loss of Rs. 37.75 crore in 2002-03, loss of Rs. 159.9 crore in 2001-02, and loss of Rs. 34.9 crore in 2000-01.
The boom in international arrivals, better financial performance of India Inc, and an increase in the incomes of IT professionals all contributed to a surge in domestic travel in 2004. Jet Airways recorded a net profit of Rs. 259 crore for the nine months period ended on December 31, 2004, as per company sources. Air Sahara and Indian Airlines are also expected to turn in better performances this year. As the competition in India is so far limited, the fares in domestic sectors are considerably higher than international fares.

Airline and aviation supply chain:

The aviation supply chain consists of airlines, airports, airline equipment manufacturers, airline IT suppliers (like GDS), travel agents and the traveller.

According to an analysis of top 150 airlines’ profitability with that of airports, aircraft manufacturers, and IT suppliers, airlines have the most adverse profitability margins.

The new Director-General of IATA, has been complaining against monopoly airline suppliers such as air traffic controllers, airports, and GDS, IT vendors, aircraft manufacturers such as Boeing and Airbus, who benefit at the cost of airlines.

The main reasons why airlines are rarely profitable are:

- Highly capital intensive (with high fixed costs on aircraft, their maintenance, IT infrastructure, crew training, etc.) as well as labour intensive.
Governments usually like to retain partial control of the airlines and hesitate in liberalizing ownership.

Low profitability – deflationary revenues and inflationary costs.

Cyclical nature with longer period of recession and shorter recovery.

Strong influence of external environment whether economic, political or environment.

Very few professionally managed.

Complex pricing structures, restrictive conditions.

Steep fall in demand for business travel, especially post 9/11.

Reducing pricing power due to competition from LCCs.

Escalating fuel prices, and

Additional security and insurance charges after 9/11.

In the 1990s, liberalization of Indian skies saw a plethora of private airlines, such as Jet Airways, Damania Airways, East West Airlines, NEPC, UB Air and Archana Air taking to the skies.

However, most of these private airlines, with the exception of Jet Airways, have now ceased to exist. Varios factors account for the disappearance from scene of these airlines. It may be noted that private airlines were formed before the appropriate time or they might have to pay the price for not understanding the low profitability, high capital cost implicit in the airline business.

Now, with income levels rising in urban India, private airlines have better prospects. Close on the heels of the success of Air Deccan, India’s
first LCC, many private airlines such as Kingfisher airlines, rechristened from B Air; Royal Air, rechristened from ModiLuft; and Eastwest airlines are readying to take off again, promising to bring down air fares and challenging the oligopoly of Indian Airlines and jet Airways. Moreover, with liberalization of bilaterals by the Ministry of Civil Aviation, the domestic private airlines such as Jet Airways and Air Sahara can now explore new horizons in the UK, Singapore, hitherto a preserve of Air India and Indian Airlines; with this development, the fortunes of the domestic airlines seem to be viewed in more favourable terms.

The industry’s low profitability and its capital and intensivity, mean that airlines will struggle to earn profits, as forces of competition are unleashed.

Recently quite a few low-cost airlines in Europe such as Air Polonia (Polish), Volare (Italian), V-Bird (Dutch), Jet Magic (Irish) and Now and Duo (British) have gone bankrupt unable to sustain the cyclical pressures of the industry.

While the Indian air traveller looks forward to the launch of more airlines leading to more competition, lowering of airfares, the newly established airlines are advised to stay on course, by avoiding the air pockets of the airline business.¹

The trend of travel to India is booming and is undoubtedly expected to grow continually in the coming years. However, some undermining factors become apparent, particularly during peak periods, which might have a negative effect and thus restrict further development of this trend.

The network of Jet Airways services is often not sufficient to accommodate the demand on the most frequented tourist routes.

The actual frequency of flights to some important destinations, the seat capacity offered and the operational standards have not always kept pace with the growth rate of air traffic.

There is a shortage of air conditioned limousines and buses.

The equipments being used at present often does not meet the international standards.

The rates and fares charged by Jet Airways services are substantially high. In India, the rates charged by airlines are roughly ten times the rates charged by railway from second class passengers. It is therefore, a transport of rich and well-to-do tourist. It can not become a mass tourism. But there is need for a change towards the low cost Airline to came into existence.

Inclement weather caused by storms, rains or fog restricts the transport flow. The bad weather is more harmful to aircraft journey. Therefore Air transport is a good weather friend and can not provide service in the rough weather. This results in unreliability and uncertainty of flight timings.

Air transport miserably suffers from higher frequency and greater intensity of accidents. Most of the accident are fatal and survivors are rare. The accidents may be due to miscalculations on the part of pilot, failure of the machine fire crash against some high peak or buildings
or inadequate training of the pilots. This restricts the use and operations.

- The ground service transporters like bus drivers tax drivers etc. charge heavily from the tourist, specially from an international tourist. This kind of practices hampers the image of country in the world tourism market.

- There are not many highways and planned roads to facilitate the transport. This is mainly due to inadequate financial assistance.

- In India the area of operations of air transport is very limited. The flights are few and infrequent and for a few places only. In India, airports are very few and are concentrated in big cities only.

In the context of domestic business tourism, India largely depends upon Indian Airlines. But the quality of services of Indian Airlines are not quite satisfactory. Hence, people have started moving towards the private domestic carriers.

It is believed that Ministry of Civil Aviation has failed in convincing the Finance Ministry for the very needed development of infrastructure. It is imperative on the part of the Department of Civil Aviation to fight all the way to acquire the resources required for integrated infrastructure development. Without this it would be impossible to gain for the growth and development of this very potential and strategic Indian Airlines and Air India Ltd.

Finally the researcher concludes that factors framed affect the overall improvement of the functioning of Air Sahara and Jet Airways.
Conclusion:

Tourism is a human experience, a social experience, a geographical phenomenon, a resource value, and a business industry. It is a major social phenomenon of the modern society with enormous economic consequences. Its importance as an instrument for economic development and employment generation, particularly in remote and backward areas, has now been well recognized the world over. The industry today is globally recognized as a major economic contributor and employment generator. The investment flows into this field are constantly on the increase.

The developing countries must first develop the human resources in order to develop a tourism institutional structure in which technological innovation can occur on a large scale. Economic development can succeed only when the environment as a whole is conducive to change and innovation at all levels and on all fronts. This will require educated masses, literate and national masses.

The strategies supported to achieve the goal of human resources development in tourism industry include more open government, more transparent and accountable public administration and development of energetic entrepreneurship in developing countries and further liberalization of markets and goods, capital, technology and tourism products. This would require joint action programmes. A new vision for global co-operation for the next century is needed.

It has become imperative that tourism sector should concentrate on HRP system for grooming. HR in such a manner so as to flourish and achieve international competitiveness in tourism.
The tourism industry is faced with various challenges in the field of human resources. One of the crucial issues in this regard is the quality of manpower. The industry is vitally faced with the demand for qualified quality personnel.

The Government of India has shown some interest, though obviously not enough, in the promotion of tourism sector over the years, the Government has realized the importance of the skilled manpower in the field at different level to plan, train and develop human resources.

There is still a strong potential for further growth rate in tourism to India and better transport services could play a dominant role in the overall development of tourism in India. It is observed that increases in tourism in the future would much depend on the successful handling of the areas, like by providing proper facilitation in travel formalities. The infrastructure problems should also be solved with an emphasis on transportation because there is an urgent need for attention to roads not only for national highways but also the rural and urban roads all over the country. Technological upgradation of vehicles is also necessary so that there inbuilt safety, driving comfort, fuel efficiency, reduced maintenance costs and greater reliability. Besides upgrading the technology human resource development should also be done for ensuring better driving and maintenances skills.

Human resource planning is a strategy for the acquisition, utilization, improvement and pressure on manpower resources. Manpower planning is the system which ensures availability of new personnel in terms of quality and quantity as and when they are required. Thus, human resource
planning refers to establishing job specifications or the qualitative requirement of jobs and determining the number of people required, as per goals and objectives.

Today, human resource planning is considered as the way management comes to grasp the ill-defined and tough-to-solve human resource problems facing an organization. The tools used in the process as well as the importance of the process depends on the problems being confronted by the management. The nature of the problems relates to broad external changes and issues inherent in corporate strategies and plans. The key to effective human resource planning in the analysis of the factors representing change – change that potentially affects survival, growth, efficiency and effectiveness, as well as excellence, productivity and profitability of business.

Recruitment and selection is an important function of Human Resource Planning in the tourism industry. Slightest mistake will lead to ruin the whole tourism industry. The role of HR manager is very crucial in selecting and recruiting the right kind of people who can be an asset for the tourism sector. Instead of following a blind elimination process, focus should be on selecting people based on the skills and competencies required for the job.

The training and development plans are aimed at developing talents to perform effectively in the present and future higher levels on more challenging work situations. The T&D activities are the techniques of encashing on the human capital whose potential is much more than any other resources in the organization. The rapid increase in the size of the
organization and the technological advancement have resulted in delegating the authorities and responsibilities to the supervisors. This has added new dimensions to the role profile of a supervisor.

The latest approach of supervisory development takes into account his foresight, sympathetic approach, ability to suggest improvements in methods, develop understanding between management and workforce, strive for improvement, and so forth. He has to organize the work and manage the operations. The success of the department depends upon the supervisor. It calls for high standards of general ability, degree of intelligence, maturity of character and a temperament to control the shopfloor.

The success of an organization depends on its ability to affect continuous improvement and provide quality products and services to its customer. This will require every personnel in the organization to possess the requisite knowledge, skill and attitude. For the purpose of determining training requirements, two levels of supervision could be identified. Each level of supervision should have a curriculum that addresses competencies required at that level.

The role of training and development programmes is most essential as it helps not only in ‘managing others’, but in managing self and it inculcates among participants a feeling to aspire for higher and higher excellence and effectiveness and thereby increased productivity.

Suggestions:

For a prosperous society, it is vitally important that productivity graph moves upward. No doubt, technological sophistication and industrial
innovation result in higher productivity but the magnitude of success is influenced by efforts taken in the field of educational innovations. Professionalism without ethical excellence carries no meaning. Hence, an organization requires to develop technological expertise along with ethics and work attitude. This naturally diverts our attention on initiating qualitative improvements in the education and training facilities so that professional and inter-personal potentialities are developed.

An effective management recognizes that planning, training and development is an ongoing and continuous process, not a 'one-shot' activity. New problems, new procedures and equipments, new knowledge and new jobs are constantly creating the need for training and development. The justification for the investment of time, money, or any other resources in training and development activities is that it can contribute to the productivity and profitability of the enterprise. Training activities, properly planned, conducted and evaluated, help to raise the productivity of the tourism industry through the more effective use of human resources.

In order to manage change for productivity, organization members need to understand their own organisation's culture, and to see their own organization as a potentially flexible and dynamic system. Only then a vision of the future for productivity improvement can be developed and an appreciation of the route need to take to achieve that vision. In this climate of rapid change, it has become imperative for executives and managers to rethink their conventional approaches. The integrated committed culture comprising efficiency, flexibility and commitment may solve some of the
issues which has resulted from the new challenges posed of new business environment.

Although the future of tourism transport will depend on the extent and pace of development of technology, yet it can be safely said that in the years to come it will play greater role and offer much greater services to tourism specially the air transport.

The role of Air Sahara and Jet Airways in the promotion of tourism in India can not be ignored but there is a need to bring some innovative changes in the management strategies for making the efforts meaningful. Air Sahara and Jet Airways play a very supportive role for tourism industry.

Further, to increase the tourist flow the Government has to pay attention to the air transport services like by improving the quality of services which its national carrier and international carrier provides to the tourist. It has to bring innovative changes in the marketing strategies for competing with competitors of this field. The Jet Airways has to introduce tourism oriented schemes for attracting foreign tourist, for example, budget tours in off seasons, incentive tours etc. Besides this, it has to provide enough funds for the tourism publicity division and establish tourism cell in the big cities, appointing the full time tourism director in management body so that he could give suggestion how to improve the tourist attracting tactics.

If Jet Airways wants to have a stand in the market against its competitors then the carrier has to have better and effective publicity of its promotional schemes and better marketing strategies. To improve its market
reputation it has to introduce extraordinary facilities and comfort on the flights on very reasonable fares. Efforts should be made to introduce new destinations which have the capacity to generate tourist traffic.

Air Sahara and Jet Airways play a very important role in tourism, both at the domestic and international level. It is abundantly clear that air transport plays a dominant role in the inter-regional movement of tourists, which normally entails travel over long distances and frequently over-water barriers as between, for example, North America and Europe. Again, air transport is also of growing importance in intra-regional travel where substantial distances are involved and geographical obstacles impede easy movement. The rate of growth of international air traffic has persisted at around 15 per cent a year, and this increased use of air transport by tourist is the result of a number of factors: people have become air travel-minded, travel is immeasurably quicker and fares have generally decreased. The most decisive development, however, has been the development of inclusive tours in which travellers are carries on charter flights at rates substantially below those of normal scheduled services.

Role of transport in the context of Indian tourism industry is indispensable and one could say that the rail transport, road transport, water transport and air transport have made a considerable contribution in promoting the tourism in the country specially the air transport has played a dominant role in bringing more and more international tourist to the country and facilitating the domestic tourist who have money but no time to spend on unnecessary time consuming modes of transport.
India is too far away from the main tourist generating centres of the world both in the west like US and Europe and in the east Japan and Korea. Thus, making it quite a bit expensive for most down market tourists from these centres wanting to get here, while the rich travellers of the Indian subcontinent prefer western destinations instead. The other constraint being high hotel tariffs in metropolitan cities.

No clear cut transport Government policy, poor capitalization from new investors, inadequate airport infrastructure outside metros are some of the factors responsible for slow growth and poor performance of civil aviation industry.

There is a need for proper and liberal aviation policy from the Government which encourages charters and other international carriers wanting to touch India, while at the same time provide adequate incentives for development of domestic civil aviation both in private and public sectors.

Delays in clearance of private airline and airport development proposals, restrictive tax rules for Government servants getting family leave travel allowance (LTA) and wanting to travel by air are hampering the development of civil aviation in the country. Government should amend tax laws pertaining it easier for families, who want to travel by air.

Expensive aviation turbine fuel (ATF), mounting overheads etc. have forced many private airlines to tighten their purse strings, while others have been taken over. Though Government has allowed import of small aircraft for short haul routes, they remain unattractive as compared to trunk routes in spite of competition, costs and almost stagnant market base.
The tourist market has been characterized up to now by a very high price elasticity of demand. IUOTO (now WTO) puts the coefficient of elasticity at about 1.5 to 2.0. Therefore a reduction of 10% in air fares would lead to growth of 17 to 22% in traffic.

Private airlines started in India after the initiative taken by Government to launch the open sky policy. Initially they were called Air Taxis but later on they got the status of scheduled Airlines. The need of the hour is that Government makes necessary amendment in the Air Corporation Act 1953, to control and create the healthy competition between them and also to give permission to private Airlines to operate International flights from India because this will help in promoting Tourism in India, thereby making valuable contribution in the foreign exchange earnings of the country. It helps people in distress by reaching them long distances within a short time. Although from the point of view of volume of traffic, the role of air transport in the country’s transportation system is insignification, except in the case of international passenger traffic, its value from the point of the quality of its service and the clientele it serves is very important. It also helps in the supply of essential supplies to hilly and inaccessible areas where no other means of communication. In the international field, air transport has helped in developing trade with other nations. With the faster development of passengers, major cities of the world have come nearer to each other.

In the field of international tourism, airport plays a very important role. Because all the Airlines operate from Airports. The Government should take necessary steps for the modernization of the Airports and to
build Airports in those cities which either do not have or have excess load on the existing ones. Tourism is one of the largest single element in international trade for contributes significantly to the nation's earnings. Developing airline services and offering attractive air-fares have largely contributed to the success of world tourism. It is estimated that 85% of the foreign tourists arrive in India by air. The relative decline of air fares has made international air tourism increasingly attractive and as a result tourists' arrival in India have shown remarkable increase. According to a survey 80% of those who come to India by air, like to travel within the country also by air. To meet the demands of growing traffic, the fleet of the two national carriers – Indian Airlines and Air India, were expanded and equipped with modern jet aircrafts.

Air traffic rights in international sectors are arranged bilaterally between countries. Air services are either scheduled or non-scheduled. On scheduled services, it is possible to travels as an independent passenger, as an inclusive tour passenger (individually or in a group), as an excursion fare paying passenger or as a member of an affinity charter group. Fare structures are calculated, following a chart of normal fares, circle trip fares, G.I.T. fares, IT fares, or special distinguished areas. On unscheduled services, it is impossible to travels as a charter inclusive tour passenger as a member of an affinity charter group or a member of a split charter group. The IATA (International Air Transport Authority) is the body that fix international fares of member airlines. The interdependence of tourism and aviation is an indisputable fact. Improved airline services and promotion fares attract an ever increasing number of tourists. Air transport depends on
tourist traffic to a great extent for their revenue and therefore makes strenuous efforts in promoting tourism.

ITDC provides leadership and promote high quality tourism brand for India by achieving high level of excellence and profit in the field of hotels, tour and travel, duty free shops, human resource development and consultancy and creating tourism infrastructure as well as foreign partnership with State Government for undertaking tourism projects.

The declining profits of ITDC are owing to the interference of the Government which gives a blow to the functioning of different parts of the organization, be it recruitment and promotion of employees, changing marketing strategies, venturing into new areas, financial prospects or other prospects of the organization. Each and every decision of the organization has to be approved by the Government. This does not give much chance of innovation and initiative of the managers. The management is reduced merely to application of ideas of the top level decision makers. Perhaps this is the reason why ITDC lags behind its counterparts.

"The persons sitting at the decision making table in the Government are no experts in tourism. They do not understand the problems faced by a Service Industry, most importantly, the industry dealing with leisure activities". 2

The fact is that government only realised the benefit of tourism and the immense potential in the area. And ITDC is the only public sector organization working for the promotion of tourism in India, and thus faces problems.

Day to day interference by the government machinery causes hindrance to the working environment, and also delays several important projects. The priority of work shifts its focus on the government’s demands and decisions with haphazard growth of tourism in India and equally unmindful policies of government regarding tourism pose a big threat for the organization that takes initializing for development of this growing industry.

All the public sector organization are formed with the sole purpose of development of infrastructure, with no particular initiative for profit and ITDC is not far behind.

This is the reason why ITDC keeps on trying new concepts, where private sector dare not enter. On the other hand, this is the reason why ITDC suffers losses. Tourism Task Force; the concept provided by ITDC, was a project of great innovation, but also greatly initiated. Camps were established and all modern facilities were used, but it would not cope up with the budget constraints, and has to be closed down. This also caused unnecessary diversion of resources.

Secondly, lots of investment and resources of ITDC are wasted for the development of infrastructure in the areas which are not profitable from business point of view. If all these resources had to be judiciously used in developing those areas which brought good returns on investment, all the funds and manpower would have gone for a better use.

"In the case of ITDC the principles of Cost-Benefit Analysis does not work. Any losses due to the inconsistent government policies, unstable political and law and order situations, and many other which affect this sensitive industry have to be borne by the organization without grudges."
And the result of this is that the organisation feels that it can bear any amount of losses, as government is always there to take it out of difficulties. If such is the feeling of the only government organization in this developing industry, the fate of the whole tourism industry is just anybody's guess.\(^3\)

For the generation of profit the ITDC should establish effective coordination with all the relevant agencies so as to achieve synergy in the development of tourism. The ITDC should concentrate on a few selected centres and circuits to achieve balanced development of infrastructure in an integrated manner.

ITDC should plan hotel projects in the newly created State of Uttranchal which is now becoming a desirable spot for adventure lovers. New trekking routes are being developed. ITDC can plan budget hotels in this area and also assist in transport facilities.

"There are many restricted protected areas in North-East States, Lakshadweep and Andaman & Nicobar Islands. Special tourist permits are necessary for visiting these areas. Due to lesser tourists visiting these areas, private sector is hesitant to invest here. ITDC should take initiative to build lodges and resorts in these areas.

Further there are many hidden treasures in India, like the cool, scheduled beaches in Goa, hill stations, lesser known monuments and other architectural wonders, which needs proper infrastructural development. One area which ITDC has not explored is the new concept of tourism, i.e., Adventure Tourism. This form of tourism not only requires knowledge but

\(^3\) PTI Report, The Times of India, New Delhi, 12.10.1999, p. 6.
also huge investment in the modern equipments. ITDC should denote a separate department for exploring the potentials of Adventure Tourism in India”.

And finally, ITDC has tremendous potential for Convention Tourism with the backdrop of excellent infrastructure necessary for a convention or symposium, and years of experience. ITDC can pool all its resources and make a separate department of conventions. The Convention Wing in Marketing Division and that of Ashok Travels and Tours should be combined, and both should work together.

The fact is that ITDC has a large potential of growth in the coming years. What is required is a systematically and coordinated effort, to bring, all units together, as an opportunity to India.

Sahara and Jet Airways should give preference to quality of services if it is planning to go international since most of the passengers give priority to the airlines providing good quality of services. It includes both in-flight services and ground services.

Sahara and Jet Airways should observe on time operation of flights and punctuality in schedule.

Time to time introduction of various discounted fare schemes for excursionists, economy class and even business class passengers are also conducive to growth of tourism. Since Delhi-London is one of the costliest route in terms of air travelling and discounted fares definitely will fascinate the passengers.
Discounted fares scheme for students should be made available during the beginning and end of academic sessions of various British and Indian Universities.

To enter a new market Sahara and Jet Airways should keep its fares for each class similar to the fares of CIS carriers but should give services that European carrier are giving. As a result it will fascinate more and more passengers.

During the high season Sahara and Jet Airways may increase the fares a bit to cover the cost of operation and during the low season they should allow discounts to fascinate passengers, since mobility of passengers during low season is low and discounted fares may attract a few more towards Sahara.

Sahara being a new international airline should operate twice a week to maintain economic operation otherwise airline will go down in terms of financial status due to over cost.

As far as the configuration of seats is concerned Sahara and Jet Airways should allow more seats to economy class and excursion class in the beginning since it is pretty easy to fascinate economy class and excursionists towards a new airline through discounted fares and other schemes while business class traveller doesn’t rely upon new airlines easily, since they are very particular about time and convenience.

A major condition for HRP to succeed is that it should be seen as an integral part of every manager’s role and not merely as the body of the personnel department. So far, managers have been expecting the personnel
departments to take the primary responsibility for planning, identifying and developing human resources.

The main suggestions to make HRP effective in tourism sector in India are as under:

- There should be an explicit corporate policy on human resource planning.
- The top head must have full belief in the value of his employees who are his greatest resource.
- HRP needs of the tourism organization should be seriously planned, examined and an action plan for HRP should be prepared.
- HRP departments should be headed by competent persons and should be placed close to the Chief Executive on the organization chart.
- Conducive climate should be developed in the tourism industry.
- Heads of various departments who are dealing with HRP should be encouraged to share their experiences and develop professionally the human resource under them.
- It is the right time to accord the status of priority to tourism industry due to increase in tourist arrivals and the socio-economic benefits of the tourism phenomenon.
- The Government should set up a high power committee consisting of Human Resource Planning professionals, professionals from the tourism industry, prominent economists and intellectuals to study and
assess various aspects of HRP and conclude on a National Tourism Policy on HRP.

- Tourism which is a highly labour intensive industry, should have an integrated HRP system with both public and private sector participation in order to develop human resources to meet the requirements of tourism industry.

- Manpower resource division of Public and Private sector organizations should look that programmes for HRP are conducted with foreign collaborations for maintaining International status.

- In this modern age, the planners technologies are exposed to the tourism personnel for optimum efficiency and customer satisfaction.

- The training establishments/institutes should have exchange programme for personnel with foreign countries to ensure qualitative and quantitative training in successive development of human resource.

- Zonal manpower resource centre should be established to recognize tourism as a factor for regional development and also should conduct studies on the availability of skilled and semi-skilled human resources in their concerned regions.

- In order to study the various training establishments and training programmes conducted by different countries, the perspective planners should send study missions for gathering information which will be useful in formulating plans and strategies for human resource development and setting up training establishments in our country.
To choose the best human resource from various educational institutions/universities, we should incorporate vocational training programmes in order to create human resource from the grass root level. There should be awareness programmes and career orientation lectures to encourage youth to opt for career in the different segments of the tourism industry.

A Parliamentary Affairs Committee should look into introducing Education Reform Bills to ensure quality education with an industrial approach and thereby develop human resources to a great extent.

HRP programmes should give due emphasis on high tech functional training to impart necessary skills.

Seminars, workshops, conferences should be conducted to discuss problems and prospects of HRP at the national and international level.

For awareness and the implementation of various schemes for HRP, there should be a Confederation of Indian Travel Industries (CITI). The CITI can monitor the implementation and advise the Government in formulation of policies for the development of the tourism industry in general and HRP in particular.

A single-window facility for the tourists to avail of various services should be provided for promoting tourism in every state.

Government should allow tax holidays for the hotels constructed in the remote areas and hill stations soon to boost tourist traffic.
The hotels should make all arrangements to provide food to the tourists according to their tastes and linkages and this would give boost to tourism development in our country.

The staff in the government holds are inefficient and fail to offer services of required standard. There must be a committee to investigate the complaints reported by the tourists and action should be taken against the employees who are found negligent on their part. They should be given orientation lectures and training programmes and even after that they are found incorrigible, should be replaced with polite and courteous staff.

ITDC hotels need marketing and sales promotion which is largely lacking off at present.

The reason for low occupancy rate of ITDC hotels should be identified and the discrepancies causing the low occupancy rate must be removed.

More duty free shops should be added to the ITDC elite hotels.

Red tapism, bureaucracy and politicians inferences should be avoided in hotels.

Hospitality industry should employ skilled staff to provide extensive personal services. A well trained highly flexible staff is the hotel’s most profitable investment.

There should be decontrol of hotel tariff. Electricity, import license and other infrastructural facilities should be made available at concessional rates.
The ITDC should use the time spent by travellers at airports offering an international shopping experience.

There should be an arcade at the duty free shops that should sell only 'destination goods'. At the arcade the duty free shops should keep an array of Indian handicrafts, jewellery and handlooms.

ITDC should tap the inbound traffic with glamour around shops.

The State Governments should give priorities in regard to tourist attractions for overseas marketing.

The India’s tourism policy must focus on operational constraints which have hampered Indian tourism on a large scale.

High taxation by the Government has resulted in lesser growth and development of Indian tourism. The State and Central Governments have levied taxes so heavily that India as a destination has become very expensive and unattractive to foreign tourists. The taxes which foreign tourists pay are expenditure tax, luxury tax, sales tax, charged by hotels, road tax, passenger tax, toll tax charged by the State Governments, airport department tax and on top of that the service tax. A new tourism policy should be drafted soon where those should be incorporation of relaxation on all these taxes.

Indian tourism has not been coming on top to its potential level for the reason that the policies laid down by the Government are not conducive to the growth of international tourism in India. The travel segment is of the view that the travel industry hardly gets any benefits from the Government, except u/s 80 HHD of the Income Tax Act
where 50 per cent of the income earned in foreign exchange is exempted.

• Inadequate infrastructure is another factor of much concern for Indian tourism. As a matter of fact, one of the major setbacks that the Department of Tourism has suffered is that its demand for substantial investments amounting to Rs. 45,000 crores which involves Centre, State financial institutions and private sector to develop tourist infrastructure has remained unsatiated. Modernisation of Delhi and Mumbai airports is needed urgently. It is believed that the Department of Tourism has been unable to convince the Finance Ministry and the Planning Commission to grant adequate resources for the development of infrastructure. It is imperative on the part of the Department of Tourism to fight all the way to acquire those sources for integrated infrastructure development.

• Air Sahara should not be merged with Jet Airways. Rather it should compensate the previous losses by developing its infrastructure facilities on the international level, customers satisfaction and enhancing its number of fleets and so on.

Recommendations:

In sum and substance the study finds that Human resource planning is gaining much attention from human resource specialists, academicians and employees alike. It is felt that the importance of HRP will increase further. As per forecast of World Tourism Organisation, tourism growth prospects for India are very bright and tourist arrivals and receipts are likely to increase fastly in the coming years. With these growing trends in the tourism
industry in India which is considered labour intensive industry. Human resource plays an important role in managing, operating, planning and promoting tourism industry. Thus, HRP efforts in tourism industry needs a major transformation in the attitudes, behaviour and values of employees as well as management. This is possible only if appropriate organisation culture is developed by the tourism organization to make HRP more successful and introduced it as a total system within the tourism industry.

Therefore, HRP plays a major role for the development of tourism sector. HRP should be taken on a priority basis and adequate planning measures should be undertaken accordingly because the best and efficient human resources can increase customer satisfaction and thereby to create a competitive edge in this global world. The customer satisfaction through HRP in tourism will continue to be a significant factor in determining how tourism develops in future. Effective customer care is more significant than training of the staff in smiling pleasant manner and complaint handling. Good customer relations come from a total management culture within an organization.

In spite of the fact that tourism has been given the status of an industry in India, inbound tourism or domestic tourism has not grown in planned manner. The reason is that govt. department. The hotel industry and the tour operators have no close cooperation or coordination among themselves. Further the role of the travel media has been completely ignored unlike any other country. Travel media plays an important role in giving an exposure to the best tourists products of a country the services of the travel industry and the good hotels/properties. Travel media is a guide for
consumers as well as for the industry and the tour operators should make full use of it.

One of India’s biggest problems is to find employment for its citizens. India has the largest number of unemployed persons in the world. Germany has about 0.45 million unemployed, the USA has about 8 million jobless people. The corresponding figure for India is 38 million. Travel and Tourism directly creates employment opportunities in hotels, airlines, travel agencies, passenger ships, transport companies, tour operation units, immigration, etc., and in industries like construction, money changing, telecommunication, souvenir shops, manufacturing and retail trade, as a result of the spread effect. Most important from India’s point of view is the fact that these employment opportunities will be created in the small and medium segments of the industries and dispersed throughout the country. In India, travel and tourism is still considered an elite ‘five star’ activity, though WTO has recognized the role of this sector in poverty alleviation by job creation. We also need to note that tourism will be the leading job creator in the next decade, in the global economy.

It is evident that there is a need to strengthen the partnership between Government and the Industry to promote tourism education in India. The private sector should contribute in a big way to promote Education and Training for this critical sector, which is poised to grow tremendously in the new millennium. There is a need for greater collaboration between Government and the industry. Governments, whether at national or state levels, should adopt a leadership role in the development of human
resources. They should facilitate urgent investment in education and training.

Another significant step to be taken is to bridge the gap between educational authorities and the industry – creating groups to develop the skills required by the industry. They should help promote careers in travel and tourism to help stimulate interest in the industry as a source of employment. Time and again, the need to set up an effective platform of body to take care of the interests of all the players of tourism has been put forth not only by scholars but also by the industry and opinion makers. Today the need for such a body is all the more crucial from the point of view of tourism training and education. Only such a body can make the industry realize its responsibilities towards tourism education and training. It is essential to advance the value of education and training in tourism to employers, employees and the Government. Unless all the players of tourism realize the importance of training and education nothing substantial can be achieved. A synergistic view of commitment towards human resource development is the key to success of the Travel and Tourism industry today as also in the years to come.

If the suggestions made are implemented properly, it will keep the ship of tourism sector sailing in the right direction. Without quality improvement in human resource planning, the potential for development of tourism would be externally limited and the dream of achieving global competitiveness in the tourism sector will be in vain.

Main findings which have been drawn from the case studies undertaken of Air Sahara and Jet Airways and ITDC which reveal that the
factors affect the overall improvement of the functioning of Air Sahara and Jet Airways, and thus the strong recommendation is made to the Ministry of Civil Aviation and Ministry of Tourism, Government of India, New Delhi, to implement the suggestions for the proper functioning of these organizations and thereby maximize the profit as well as to achieve the desired results.

Demand for air seats between metros is growing fast as people have begin to attach value to time, but impediments in the way of expansion are inadequate ground handling and navigational facilities on these trunk routes. It is recommended that investment should be made to develop them.

The Jet Airways has done a lot in the field of tourism promotion in recent decades like giving more new promotional schemes and there by providing the incentives to the passengers or the tourists under various promotional schemes. It is also recommended that still it needs more attention towards promotion of tourism in India and abroad.

It is further recommended that the Government of India should form a ‘HRP Board’ which should encourage the researches upon increasing potentiality of human resources. It should take many productive and aggressive steps for the promotion of HRP. The need of the hour is to tackle grassroots realities of HRP and then take some harsh measures to infuse a new blood in Indian tourism sector.

**Direction for Future Research :**

The study has elaborately dwelt upon human resource development instrumentalities in terms of planning, recruitment, selection, training and
development, reward systems, performance appraisal, career development and counselling and organizational culture and effectiveness in tourism industry particularly referring to hospitality and service sector. Further research can be undertaken to study the tourism industry with reference to HRP in travel agencies and training institutes.