CHAPTER- 3

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3.1 REVIEW OF LITERATURE

There is a sizable literature on tourism industry in conformity with its history and economic importance. A good deal of analytical literature exits at broad levels like problems associated with training, development, performance appraisal, size and technology, manpower and location. Similarly many researches have been made on Personnel Management areas including human resource development. An humble attempt is made to review briefly some of the relevant studies in the pages to follow.

- **DR M K PATEL (2006)** in his book titled ‘HRD Practices in Service Industry’. A book published in 2006 attempts to focus and covered the area of HRM (HRP, Recruitment, Placement, Employee Training, and Performance Evaluation) in tourism as well as hotels in India. The researcher has identifies hotels and government of tourism offices for the study. The researcher has collected and analyzed a sample of 100 respondents of hotels from nine cities from all over India. The researcher has also collected and analyzed data of 50 women employees of government of Indian Tourism from four cities of India. The total respondents for the study are 150 woman employees from the tourism and hotel industry. On the basis of he conclude that this industry needs proper HRP, the recruitment system does not attract large number of candidates, placement system is not well, training programs work well then other system, performance appraisal system needs more importance.

- **S. A. MUFEED AND S. N. RAFAI (2005-06)** The study suggests that OCTAPACE (Openness, Confrontation Trust, Pro-activity Autonomy, Authensity, Collaboration and Experiences.) culture would improve opportunities for the development and lead to optimization of the employees.
and also involve their non-managers in making the important decisions like workers participation in management, personnel policies and other important issues. This will improve communication relationship between managerial and non-managerial staff and automatically increase productivity and lead to greater effectiveness. Thereafter, top managers are key actors they should managed their human resource with utmost care to inspire, motivate encourage and impel them to contribute their maximum for the achievement of organisational as well as individual objectives which generate favorable HRD climate and overall HRD practices in sample study organizations, especially in JK Tourism Development Corporation.

- **Bhardwaj, and Mishra (2002)**, The supremacy of human element and urgency of creating a learning organization through development of organizational capabilities all the times, make out a strong case for the evaluation of HRD climate in organizations. Various studies reveal that the HRD climate contributes to the organization’s overall health and self-reviewing capabilities which in turn increase the capabilities of individual, dyads, team and the entire organizations. Bhardwaj, and Mishra, conducted a study with a sample of 107 senior, middle and lower level managers of private sector organization which is one of India’s largest multi-business companies. Thus, on the whole, the existence of good HRD climate in the organization covered under study. The managers in general showed a favorable attitude towards HRD policies and practices of the organization. They were satisfied with the developmental policies of top management as well as happy with the prevailing HRD climate in the organization.

- **Dr. B.P. Bhuva (2004)** in his thesis titled “Industrial Relations Strategies and Practices: An in depth study of cement manufacturing units in Gujarat” The study concentrates on industrial relations strategies and practices practiced by cement manufacturing units in Gujarat. Gujarat is one of the highly industrialized states in the country. It has many Pharmaceutical, Textile, Automobile, Chemical, and Engineering and Cement industries. Among them cement industry occupies a key role in the growth and development of the
State. At present there are ten large cement-manufacturing units and approximately fifty mini cement plants in operation. This study is an attempt to focus industrial relations strategies and practices, particularly after India became the member of World Trade Organization.

- **ALPHONSA, (2000)** surveyed HRD climate in private hospital of Hyderabad with sample of 50 supervisors from different departments participated in present study. The crux of the study highlights that the supervisors perception about the HRD climate is satisfactory and there exists reasonably, good climate with respect to top managements belief in HRD climate.

- **MUFEED (2006)** has conducted comprehensive in one of the study major hospitals of the Jammu and Kashmir namely Shri-Kashmir Institute of Medical Sciences (SKIMS) about perception of medical staff towards HRD climate in the said hospital. The result of the study shows the existing HRD climate in the hospitals to a large extent is significantly poor. The study also shows that HRD in organization uses various instruments like performance appraisal system, training, promotion, rewards, organizational development and counseling etc., to create a climate conducive to achieve organizational efficiency and effectiveness.

- **SHARMA AND PURANG, (2000)** survey of 27 middle level managers in the engineering sector, manufacturing primarily power sector equipment with a view to understand relationship between value institutionalization and HRD climate. The study highlights that there exist positive relationship between value institutionalization and HRD climate.

- **ATUL SRIVASTAVA (2010)** in his book titled ‘Modern Hospitality and Tourism Management’ and published in 2010, attempts have been made to economic globalization, readily available markets, traffic development and advancements in information and other technologies have all caused an increase in the number of tourist, business and other kinds of tips, thus deeply influencing the transformations of hotel business. One of the most important characteristic of business dealings in hotel enterprises is included in business integrations and connections as well as territorial expansion. High
concentration of accommodation capacities in certain parts of the world forces hotel chains to find new destinations for their enlargement and territorial expansion. That is why the end of the 20th and the beginning of the 21st century have been marked with changes in spatial distribution and more intense increase in accommodation capacities in the areas of former socialist countries, Asia, the Pacific and Africa.

- **RAO, T.V., (1982)** conducted a Survey of HRD practices in Indian industries. The survey reveals that only 17 out of 53 companies had formal policy focusing on HRD. All in all HRD appeared to be becoming a significant aspect of work life in many organizations.

- **RAO, T.R.** to judge HRD climate in Indian organisations. The survey revealed that the general climate was not very conducive to HRD due to general indifference of employees to their own development. The top management in most organizations were not making sufficient efforts to improve the quality of work life.

- **RAO, P. PUNNA AND REDDY M. SUDARSHAN (2001)** in their compiled and edited book entitled “Human Resources Development: Mechanisms for Extension Organisations” have mentioned the importance of Human Resource Development for Agriculture Extension. They realised that there is a need for fresh look at efforts to build the capacity and capability for HRD in the emerging areas.

- **AGARWAL, (2004)** Nair Banerjee in his book entitled “Human Resource Management” has mentioned that the purpose of this book is to assimilate new insights from human resource management and behavioural sciences into established concepts. In order to make this more interesting, the authors have utilized the concept of formulating the plan to divide the book concerts into small units. Attempts have been made to stress empirically to the practical problems.

- **S K SINGH** in his book titled ‘Hotel Management and Operations’. The study covered areas like Operation in Hotel Management, Hotel Management and Advertising, Hotel Food and Beverage Facilities, Housekeeping Operations,
Housekeeping and Homeland Security, Hotel Administration. A review of this book that the hospitality industry has grown by leaps and bounds in the past decade. Demand for trained manpower in this industry is immense. Star hotels required trained staff for its departments. Being a service industry, the right attitude is most important in a hotel. The employees must have an outgoing and pleasant personality, capacity for hard work and a liking for interacting with people. The ability to keep the situation under control during any crisis, discipline, commitment and dedication is a must. This book explores the entire industry from an international perspective to provide a better understanding of the operations in the hotels.

- **PRASAD, L.M.(2003)** in his book entitled “Human Resource Management” has tried to place proper emphasis on the human resources of the organization. It presents the most recent developments in the field and tries to relate how these developments are relevant to Indian Companies. It incorporates the human resource management practices being followed by the leading Indian Companies in their respective fields. It has failed to focus on HRD and tourism.

- **KAUSHAL, H. (2004)** in his book entitled “Human Resource Development” has made an attempt at making good this vital deficiency of workable case studies in management. A serious attempt has been made to cover all aspects of HRD theory through the case studies and has not included tourism industry.

- **RAVINDRA VERMA (2010)** ‘Hotel Management and Tourism’ published in 2010, studied in hotel industry, service quality, as an extremely subjective category, is crucial to the satisfaction of the client. It is therefore imperative for managers in hotel industry to apply the servqual model for the measurement of service quality in their own hotel company, in order to satisfy the guest’s expectations and ensure a position on the growing global tourist market. The result of the quantitative application of servqual instrument show that this model can provide managers with useful information for the assessment of expectations and perception of hotel guests, with the aim of learning about gaps in individual service quality dimensions. To sum up, this article tend to clarify the servqual model as not only provider to the managers with a clear picture of
the quality of the provided service, but also helping in discovering the needs, wishes and expectations of the guests. The same is analyzed by determining the characteristics of service quality that are most important for guests. We can say that it helps managers in setting the standards for the provision of services in the hospitality industry.

- **GOPAL JI (1985)** in his book entitled ‘Personnel Management in Indian Industries’ published in 1985 is the study based on an investigation into the personnel policies and practices in selected industries in India. The study covers chemical, pharmaceutical, engineering textile and food and beverages groups of industries. A total of 31 companies in the public and private sector belonging to these groups are studied. The study is aimed to examine the place of ‘Personnel’ as a function in Indian manufacturing industries and to survey the enterprise practices relating to personnel function.

- **G. RAVEENDRAN** The importance of ensuring high standards of quality and efficiency in tourism services to develop international tourism is well-recognised. It is particularly important in the case of developing countries intending to promote tourism as an instrument for economic development. It can, however, be achieved only by initiating specific measures for human resource development in various segments of the tourism industry. Hotels, restaurants, travel agents, tour operators and other providers of tourist services require professionally trained personnel in various trades at all levels. Taxi drivers, coach operators and other grass-roots level workers need to be trained to make them skilled and personable.

### 3.2 RESEARCH METHODOLOGY

#### (i) Selection of Sample

For the present study private and public tourist units of Gujarat have been selected has sampling units.
(ii) Research Tools

- Extensive library work and field survey have been made to collect required data and information.
- A descriptive design in the forms of literature research has been used for the present research study.
- A structured questionnaire has been operated on management, employees and trade union leaders to collect required data.
- Personal visits, personal contacts with respondents meetings, interviews and interaction have made for data collection.
- Published data have been used to focus facts.
- Internet services to serve website have also been used for data collection.
- Uses of computers have been made for classification, tabulation, analysis and interpretation of data.
- Statistical test have been employed to get inferences about population.

(iii) Sample Size

The total sample size for this research study is 20 tourist units of Gujarat comprises of private and public tourist units. They cove historical, religious, natural, memorial and educational sites located at different places of Gujarat.

3.3 HYPOTHESIS OF THE STUDY

An efforts has been made to test the following null hypothesis for the present study.

(i) Tourist industry has failed to achieve its objectives.
(ii) There is no consistency between Government policies and practices regarding HRD in tourism of Gujarat.
There is no significance difference between HRD in general and HRD in tourism of Gujarat, in particular.

There is no association between views of employees and views of management of tourist units on prevailing HRD in tourism units of Gujarat.

### 3.4 OBJECTIVES OF THE STUDY

(i) To explore theoretical and conceptual frame work of HRD policies, practices and strategies of Gujarat Tourism.

(ii) To understand present status of tourism in Gujarat.

(iii) To undertake a detailed and in-depth study of HRD policies and practices of tourism in Gujarat by covering various public and private tourist units of Gujarat.

(iv) To study Government policies for tourism in Gujarat.

(v) To study the impact of recent development on HRD for tourism in Gujarat.

(vi) To test hypothesis regarding HRD policies and practices in tourism.

(vii) To know the major problems associated with HRD in tourism of Gujarat and to suggest a few remedial measures.