

## Role of Tourism in Human Resource Development in Darjeeling Hills

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### Abstract

Sofique looks at the problems and prospects of Tourism Industry with its emergent possibilities and vast untapped resources with a critical perspective and offers ample suggestions for both the public and private sector involvements to boost its present status. Positioning the role of tourism for Darjeeling in particular, he makes suggestions and offers perspectives to enhance the scope of tourism in the resource-rich region and location of Darjeeling.

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**Keywords:** Human Resource, Darjeeling, Tourism, Organisation

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### Introduction

Organizations exist for people. The people make them and their effectiveness depends on the behavior and performance of those constituting the organisation. Interestingly, people are considered as resources and as asset rather than a liability. Today, there is a growing awareness of the importance of the human side of organizations as a vital factor in overall progress. There is no doubt that the people as well as science and technology, will determine the future also of Tourism industry in Darjeeling.

Tourism industry in Darjeeling is a large and diverse field and it provides challenging and exciting career opportunities for people of this hilly region of the country. After realizing the economic significance, a sizeable number of trained personnel were recruited in various segments of the industry, including food and lodging, recreation and convention, adventure and related activities. It is the industry, which generates maximum number of indirect employment. Tourism as a phenomenon arises from the movement of the tourist communities. It is linked with leisure, pleasure, weekend trip, short holiday, long haul holiday, arrival and departure. The word 'tour' which is derived from the Latin word *tornus* (i.e., a tool for describing a circle or a Turner's wheel) and the concept of a 'round tour' or a 'package tour' has its origin in this word itself. The Hebrew clarification of the word 'tour' which is derived from the word *torah*, indicates an attempt by the traveler to explore something about the site which s/he visits. The word 'grand tour' was used in a limited sense for a journey through France, Germany, Switzerland and Italy. In Sanskrit we come across three terms for travel and tourism: *yatra*, *tritha* and *parikrama*.

## **Studies on Tourism**

Baum, 1995, states Tourism is enforced with the fact that the satisfaction of tourists needs depends largely on the human resources and available skills. McConnell provides an interesting theoretical dimension to tourism studies. The conception of the tourist as a modern person and tourism as a by product of industrialization, is reflected in other writings which look at "tourism as a branch of national production". Similarly, it "begins to form and develop under the conditions of rising capitalism..." (1979, p. 164).

Anand M.M., in his work *Tourism and Hotel Industry in India – A Study in Management* (1976), identified different typologies of travellers. He also threw light on the consequence and various impact of international tourism in India and recommended short term and long term strategy for development. As far as Indian literature on Travel, tourism is concerned; reference may be made to the works of Somnath Chibb (1977), who is widely known in the field of Indian tourism.

Acharya Ram in his very authentic work *Civil Aviation Administration and Tourism* (1978) provides a serious insight in the organisation and administration of civil aviation administration in India and its contribution to the economy of the country and tourism development. He points out the lack of co-ordination between aviation administration and the tourist authorities in the field. He also regrets the loss of huge revenue caused by overflying tourists and suggests ways and means to prevent such waste of huge revenue by tapping those tourists who occasionally peep into the country as transit passengers.

A.K. Bhatia in his book *Tourism History and Development* (1978), made an effort to highlight the state of tourism in the country. Somnath Chib, in the work *Perspectives on Tourism in India* (1983), explains briefly the major areas of the tourism and pin points the need for developing ethnic tourism, beach tourism, Buddhist tourism etc.

In the year 1980 National Committee in Tourism submitted its report with the appropriate recommendations that Human Resource Development in tourism sector should be made in such way that the trained personnel may be accommodated right from the lower to higher level jobs and the syllabi should be of such nature as to cover all the skills needed for the different business houses of tourism trade (D.S.Bhardwaj, 1993).

Indian statistical Institute published a study – *A Survey of Foreign Tourists in India – 1981-83* (1984). It conducted a survey for collecting required information for the development of international tourism in India. Department of Tourism, Govt. of India has published two studies on (i) study on Employment potential of Tourism in India (1983) (ii) Pilot Study on Domestic Tourism (1984).

In 1987, the Government of India appointed a high level National Committee on Tourism under the Chairmanship of Mr. Mohammed Yunus. The committee consisted of leading experts on tourism from Government of India as well as the private sector. A major recommendation of the committee was regarding the reorganization of the Department of Tourism into a National Tourism Board like Railway Board, with considerable autonomy in the implementation of schemes. The other recommendation was to have a cadre of professional tourist officers in the organization instead of inducting Indian administrative service officers from other ministries. (Pranath Seth & Sushma Seth Bhat)

Both studies disclosed that tourism would create more employment. The studies also revealed that while foreign tourism created more employment in the accommodation and food sector, domestic tourism promoted employment in transport sector. National Council of Applied Economic Research (NCARP) published the *Cost Benefit Analysis and Socio-Economic Impact of the Gulmarg Winter sports projects and Kovalam Beach Resort (1982)*. It asserted that the most important reason for lack of tourism development was the inadequacy of investment in the development of appropriate infrastructure facilities.

Pronab Sen, in his work on the *Future of International Tourism with reference to India (1985)* tried to develop a methodology for the potential tourist market by using economic tools and models. Continental consultants and Technocrats conducted a study for the Ministry of Tourism, Government of India on *Economic Benefits of Tourism (1987)*. The study makes an attempt to quantify the economic benefits of tourism. It also made a forecast of foreign tourist traffic to India and projected estimate exchange earnings through tourism.

The works of Seth and Bhat (1993), Bhatia (1991), Kaul (1994), Dhar (1984), Basu and Basu (1984), Goswami (1982), Rai (1993), Sharma (1991), Sethuramalingum (1993), Khanka and Jalal (1983), S.C. Bagri (1995), J. Akhtar (1995), Dulari Gupta Qureshi (1999), Bharadwaj, S.K. Gupta, R Dubey are also worthy of mention.

### **Scope of Tourism**

Wahab, professor of law and tourism policy observes that the "anatomy of tourism is composed of three elements: man, the author of the act of tourism; space, the physical element to be covered and time, the temporal element consumed by the trip and the stay". Professor Jafar Jafari described tourism as "[t]he study of man away from his usual habitat, of the industry which responds to his needs, and of the impacts that both he and the industry have on the host's socio-cultural, economic and physical environments'. From an anthropological perspective, a tourist was originally defined as a "temporarily leisured person who travels away from home for the purpose of experiencing a change" (V. Smith, 1977). McConnell regards the tourist as a 'pilgrim' in

quest of authenticity and tourism as a modern substitute for religion. In his generalized treatment of the subject tourism, he regards tour as 'sight-seeing', the tourist as a 'modern man', and tourism as 'modern mentality'. Dinev looks at "tourism as a branch of national production", which "begins to form and develop under the conditions of rising capitalism..." (1979: 164). Nolan and Nolan note four different types of travel by way of frequency: Limited, occasional, regular and extensive travelers'. Corresponding with frequency, these authors note four types of travel styles: rapid movement, leisurely travel, exploratory travel and multipurpose and multi-destination travel (1978:5-9). According to Noronha, there are three stages of tourism development: an initial stage, discovery of tourist destination; a second stage of local response to tourists; and a third stage, when tourist industries, hotels, restaurants, transport are institutionalized. The above three stages hold different implications for the tourist host (guest-host) relationship. Travel demand is also based on several primary economic determinants, as well as other categories of determinants, including leisure and the quality of life and demographic changes. Other factors include transportation and information access, convenience, the perceived safety of the destination, and readiness of the destination (for some changes in the world's economic and social structure have occurred at an unprecedented pace over the past decade.) For tourism marketers and services providers, the underlying implication of the foregoing economic, demographic and social trends is evident: they must understand changing market characteristics and demand patterns in order to successfully adapt or innovate in the new environment.

An insight into the growth of travel and tourism industry in various parts of the world would help us to understand the demographic and social trends in tourism industry. Tourism is part of the "services revolution" that is dramatically changing local, national and regional economies as well as the global economy. It has been one of the world's most consistent growth industries over the past sixty years, and prospects for the continued growth of international tourism appear promising.<sup>1</sup> Furthermore, governments in many countries are playing a stronger role in encouraging the growth of both domestic and international tourism as a means of job creation and economic diversification, income redistribution within national borders, and a source of foreign exchange. Tourism's contributions to the world are more than financial, however. Travel advances educational and recreational values, and, in general, enhances the quality of life in much of the world.<sup>2</sup> Former United Nations Secretary General Javier Perez de Cuellar once made the point that *Tourism leads to strengthening mutual understanding among individuals, a vital element for the safeguard of peace, as well as providing greater knowledge of the world and hence, broader tolerance of different ways of thinking and life styles.*

Therefore, the tourism industry has achieved new dimensions with visitors coming from near and far, to enrich and experience the flavor of Darjeeling tea and its

1 Cf. Krishna K. Karma, *Tourism Theory, Planning and Practice*, New Delhi, Indus Publishing Company, 1997.

2 Cf. A.K. Bhatia, *Tourism in India - History & Development*, New Delhi, Sterling, 1991.

natural beauty. Tourism is not only an economic activity of importance to Darjeeling's development, but also an important medium of cultural exchange among various nations of the world.

### **The HR Prospects**

In the scenario of LPG (liberalization, privatization and globalization), on-going war among the players of tourism receiving countries is unavoidable. In such a competitive situation, only efficient and effective organizations can survive. The way to attain such competitive edge in the field of tourism is therefore through human resource development (HRD), which is fast becoming the key factor for this industry.

Human resource (HR) role is essentially an enabling role to provide the right person for a context in which human performance can be maximised and the industry can reach its stated objectives. Therefore, growing international tourism with a similar large rise in domestic tourism demand will place excessive pressure on countries and operators capabilities to provide sufficient personnel - educated and trained to the appropriate standard - for the range of tourism related requirements in managerial and skilled occupations. Training programmes to produce the necessary skilled staff is a challenge for all, whereas providing basic education to prepare its people to be trained for tourism is the challenge in Darjeeling hills.

Tourism education has become the subject of prime concern in the whole world as number of travelers continues to grow and markets become more sophisticated. Therefore, betterment of educational systems, vocational qualifications, higher studies and sectorial training schemes has been encouraged to improve travel and tourism service quality. Thus, to succeed and counter the challenges, a full professional approach on the part of both destinations and travel trade is of paramount significance. A vital part of this professionalism is the ability to achieve properly planned tourism based on a comprehensive understanding of demand evolution and of development mechanisms. Therefore, the growth and development of the HR professionals will have to focus on an understating of the total management function, both in content and process. Tourism players must educate themselves more adequately on the financial, marketing and the technical side of the industry operations as well as understand the strategies, corporate processes and the behaviour of the industry as a whole.

S/he must consistently update himself/herself in organization behaviour, involve himself/herself in organizational restructuring and initiate ideas for change. S/he must establish his/her role in the strategic management of the industry affairs and create a body of coherent and credible technology to support its strategic role in management. HR professionals must make adequate use of computer technology to the travel and tourism industry, which will further promote the relationship between vendor, intermediary and consumer. These developments will benefit, both, travel

suppliers and travellers in the form of more efficient data handling and processing, reducing the requirement for staff and hence, lowering operational costs.

All these areas of focus indicate that the job of human resource professional in tourism industry will be a very demanding one and therefore a critical area of concern could be about where the people with the right quality are to be found. The profession has to do a lot to raise its standards, to get higher quality people into it and ensure that its members are educated generally in tourism industry as well as specifically in HRM to develop competent professionals to whom line experience as well as personnel experience would have to be imparted. This places a responsibility on those at the top of the profession, and those concerned with education and career planning of HR managers to ensure that aspiring HR professionals acquire the knowledge and competencies to act as performance managers as well as HRM specialists.

### **Aim and Philosophy of HRD**

HRD is a subject of national importance, having great relevance in a developing populous country like India. "Human resource" is the most crucial and difficult resource to tackle. The coming years, therefore, are the challenging years for HRD professionals. Efforts in introspection, recharging and building new bases would occupy the centre stage in the strategy formulation and implementation. The main aim and philosophy of HRD is to develop the workers or people enabling capacities by developing an environment which provides some amount of initiative, trust, openness, risk and commitment to work not just for the needs of tomorrow but even for those of the days after. The HRD philosophy believes that it is the responsibility of the top-level manager to create a climate of development and trust so that people may give their best with a sense of satisfaction and growth. It assumes that the organization will take care of their basic needs through a series of welfare measures and higher order needs through appropriate management styles and systems. Therefore, the HRD programmes can reduce the consciousness gap between managers, supervisors and the masses of people, by training and development of workers because the success of any development programme depends upon a number of variables of which training is an important factor. Training, education and development of HRD provide the needed stimuli to initiate an impulse of change in the organizational apparatus and lead to improved efficiency, productivity and administrative performance.

Therefore, for the purpose of competing with globalized world, the perspectives of HRD in the future are not only educating people but broadly integrating the individual objectives with the strategic business plan and organizational objectives. Therefore, planning for development aims at increasing the ability of the individuals and groups to contribute to organizational effectiveness. Development programmes are designed to educate employees beyond the requirements of their present position so that they will be prepared for future promotions and be able take a broader view of

their role in the organization. This improved capability makes a person sharper in his job. Thus, HRD is an important component of any organization and the organization can develop, change and excel only if it possesses developed human resources.

### **Emerging HRD dimensions<sup>3</sup>**

Liberalization, globalization and the transnational invasion ensure that managing organizational excellence would never be the same again. Due to the information technology explosion, increased global competition, rapidly changing market and deregulation, organizations are struggling for their survival and growth. The organizations have to redesign their outlook toward HRM; in fact, many of them have started to feel the chill blasts of domestic as well as international competition. They are beginning to realize that the winners in a borderless economy would be those that make best creative use of the experience, derived from geographical diversity and honest professionalism of workers. Success would come to those who would manage to combine the virtue of conflicting paradigms rather than relying exclusively on a single set of pre-ordained theoretically right policies. In the light of these facts the HRM practitioner and experts have to assume new and innovative roles and this would be possible when all the structures, systems and techniques that an organization uses to help its employees to acquire and strengthen their capabilities are viewed under HRD technology.

The technological changes are forcing organizations to adopt new structures and to adapt to the environment. The obsolescence of certain jobs in the future will make it necessary for organizations to prepare workers with new skills and attitudes to cope with changes. One of the thrust areas of HRD function in future would be the creation of the type of organizational environment that will help to make work more satisfying to the employees so that the HRD managers may reduce the feeling of alienation, hostility and aggressive approach of their employees towards their jobs and superiors. Managing personnel would require sensitivity to the complex and changing values, aspirations and attitudes that the people bring to the workplace. Narrow specialization was the hallmark of the organization so far which has been replaced by multi-skill work process and that too is giving way gradually to poly-dimensional organizational practices where the boundaries of section, department and division are shrinking and polydimensional corporate function is emerging. In order to contain the ever-emerging challenges, the future HRD functionaries will have to concentrate on a new basic thrust area within the organization, offloading many of their functions to outside specialized agencies. The employees will require having full perspective of the organization. Hence there will be demand for increasing precise communication system. More clarification to stimulate, motivate and engage workers. Involvement of the roles, goals and job responsibilities will be required which means active involvement of line managers to act as mentor and coach line managers would be important in all HRD functions right

3 Cf. Rao, T.V. and Pereira, D.F., *Recent Experiences in HRD*, New Delhi, Oxford and IBM, 1986.

from selection. For the survival and growth of the organization “Quality” is the most important factor that will further increase with the coming of the competitive world market concept. Emphasis on a quality movement, Total Quality Management, quality control, etc, will increase in the organization and HRD functionaries have to provide the lead.

Thus, the HRD professionals have to undergo a complete change in attitude, working system, human relation skills, etc. There will be more concern for innovations and strategies. There will be no place for the ill prepared; the indolent or the subservient. But there will be more opportunities for the well trained, imaginative, innovative, up-to-date and aggressive professionals with broader and all comprehensive view of things.<sup>4</sup>

## **Human Resource Development and Tourism in India**

### **Public Sector**

Public sector is playing a major role in HRD in Indian tourism. Following are the recommendations of Jha ‘committee’, which emphasized that public sector, assume an active and positive role in promoting tourism. In 1965, Department of Tourism, Government of India, set-up three separate corporations, viz., Hotel Corporation of India Ltd., Indian Tourism Corporation Ltd., and India Tourism Transport Undertaking Ltd. These corporations were set up under the Provision of the Companies Act 1956. The main function of these corporations was to construct and manage hotels in the public sector, produce material for tourist publicity and to provide transport facilities to the tourists.

The Government later decided to merge these undertakings into one composite undertaking for the purpose of securing coordination in the policy and for the efficient and economic working of these corporations. Accordingly, in October 1966 the Government set up a public sector undertaking, namely, the Indian Tourism by amalgamating the erstwhile three separate corporations which came into being with effect from March 1970.

Broadly, the objective and functions of the unified ITDC fall under the following categories: (i) Construction and management of hotels, motels, restaurants, guest houses and beach resorts at various places for accommodating tourists; (ii) Provision of transport facilities to tourists; (iii) Provision of entertainment facilities to tourists by way of organizing cultural shows, music concerts, sound and light shows, etc. and (iv) Provision of publicity services to assist India’s promotion overseas as a tourist destination and projecting the national importance of tourism at home. With these objectives, ITDC has provided a wide range of services essential for the promotion of tourism.

<sup>4</sup> Rao, T.V., “Planning for Human Resources Development”, in *Vikalpa*, Ahemadabad, Indian Institute of Management, (July - Sept.) 1987.



## **Harnessing Human Resource**

Manpower development has been a major concern for the Department of Tourism. A comprehensive effort has been launched to harness manpower resources adequately to meet the needs of fast expanding tourism industry. In the very specialized hotel catering sector, as well as in the larger area of management services relating to leisure management, tour operation, transportation and interpretation services, the Department of Tourism has launched ongoing programmes offering courses, workshops, seminars and conferences. Several public sector organizations and Government institutions are catering to these needs, some of which are as follows:

### **ITDC**

ITDC has laid great emphasis on Human Resource Development Division during the year 1995-96. ITDC has a full-fledged HRD centre which runs programmes for manpower development for employees' benefit. The Manpower Development Centre also conducted in-house training programmes and trained executives laying stress on quality management.

### **Indian Institute of Tourism Travel Management**

The Indian Institute of Tourism Travel Management, founded by the Ministry of Tourism, is providing academic opportunities to graduates directly and in collaboration with universities for creating successful professionals in various fields. Programmes have ranged from subjects like planning tourism travel and tourism management, computer technology and communication in tourism orientation courses for probationers of All India and central services, immigration officers, intensive foreign language training programmes for guides which are being held in important tourist centers like Bombay, Delhi, Bangalore, Calcutta, etc. in languages like Arabic, German, French, Russian, and Spanish.

### **National Council for Hotel Management and Catering Technology**

Training programmes in the field of hotel management, catering and nutrition are being taken up at the four institutes in New Delhi, Bombay, Madras and Calcutta. The training given at these institutes is a blend of theory and practical training including a period of industrial apprenticeship. Practical training is being emphasized with a scheme of adoption of institutes by hotel groups having been introduced recently. National Council for Hotel Management and Catering Technology was set up with a view to coordinate more closely the academic activities of the institutes, to evolve a common standard of admission and examination and to frame academic programmes in close association with the industry. The National Council for Hotel Management and Catering Technology will give emphasis to research, manpower development training programmes, setting up of guidelines to establish proper training standards

and to also go international in its reach in terms of extending training and advising on hotel education.

### **National Institute of water Sports**

The Institute runs a number of courses for the development of human resource required for adventure tourism. For example, Water Sports Centre Management envisages developing human resources required for various water sports like yatching, canoeing, skiing. This institute provides skilled manpower for maintaining water sports equipment and training of adventure tourist, interested in water sports. Located in Goa and being the first one in Asia, it is expected to provide the best human resource for the promotion of water sports and adventure tourism.

### **Private Sector**

The contribution of private sector in promotion of tourism in India is beyond any description. The investments made by private sector can be seen through the rising travel industry and hotel industry mushrooming around the country at major tourist destinations. The new economic policy initiated by the government in 1991 which opened the Indian economy to private sector through liberalization has given enough importance to the role of private sector.

The liberalization policy of the government has envisaged investment by multinational corporations in setting up hotels of international standards promoting tourist arrivals to the country.

Apart from hotels and airlines sector, there was also major growth in the travel agency sector as well. To meet the demands of human resources to the private sector establishments, training institutes of high repute with foreign collaboration were established. Some of these are as follows:

### **Skyline Business School**

Skyline Business School, India is an associate of Skyline College, UAE, one of the largest institutions of higher learning in UAE. The mission of Skyline Business School is to provide its students with the best professional career prospects in the emerging global marketplace and to equip them to become effective business managers. It was founded in association with the Sharjah Airport Authority and Civil Aviation with the aim of responding innovatively and effectively to the new training and educational needs of the travel and hospitality industry as well as the services sector.

### **SITA Academy**

Recognizing the growing need of the travel industry for well trained professionals, SITA (State Information Technology Agency) is conscious of the quality of human

contact in this trade. To fulfill this vacuum and its commitment to the cause of the industry, the SITA Travel and Tourism Academy was set up in 1962 which organizes specialized courses in the field of travel and tourism and also in ticketing. These courses will become the yardstick for the industry in times to come.<sup>5</sup>

The tourism industry in India is significantly poised at a take-off state and perhaps for the first time an integrated tourism development programme has been initiated. At various levels, greater interaction has been created between private and public sector in the industry, a greater sense of cohesiveness exists between the various ministries of the government of India. A more need based strategy is required for implementation of tourism policies by the Ministry and its various officers, given the increasing awareness of tourism as an industry and as a source of foreign exchange earnings for the country.

### **Problems of Development**

#### **Lack of well-defined status**

Tourism is relatively a new industry. In fact, many people choose not to define it as an industry. The term 'travel trade' was more commonly used until thirty-five years ago. Tourism consists of a number of unconnected enterprises, and it is not easy to prepare a syllabus for an integrated course of training. The training required for hotel crafts such as cooking, restaurant services, housekeeping, etc. is more identifiable and traditional which may explain why there are many hotel schools but hardly any institution for imparting training in tourism.

#### **Lack of proper training**

One of the important factors in developing professionalism in the business of tourism and travel agency operations is that of training. While there are a number of good institutions in Europe, North America and a few other countries for training in hotel crafts and management, unfortunately, institutional training in tourism is almost non-existent in India. There are faculties in universities and autonomous colleges in India, which are designated for training in hotel management and tourism. As a result, the tourism agencies are looking for trained personnel but they are just not available.

#### **Lack of continuity of National Tourism Organization**

Another important factor in HRD is continuity. In highly developed countries like the United States, the UK, Switzerland, Spain and others, National Tourism Organization mainly acts as a catalyst and leads the way in promoting tourism. But in developing countries, governments are playing a more decisive role in the development of tourism. It is therefore, most essential that national tourism organizations should also build up professionalism. Unfortunately, in the official hierarchies of most developing countries, the head of the National Tourist Organization does not enjoy a senior status.

5 Percy K. Singh, *Fifty Years of Indian Tourism*, New Delhi, Kanishka Publishers, 1998.

He is generally looking for promotion in other sectors of the government, hence appointments of Director of Tourism and other senior staff are often of short duration and subject to haphazard changes.

### **Lack of proper attitude of management towards HRD programmes**

Management's attitude towards HRD in most of the organizations is not encouraging. Most of them are under the impression that spending money on HRD for workers may not yield quantifiable returns. Generally, unlike an investment in a machine, investment in HRD is not seen as directly translating into returns. It is also felt that an educated worker may turn out to be a problem child. Their perception is that the workers are bound to work as they are paid wages, otherwise positive measures like suspensions can be used.

### **Attitude of trade union:**

Trade unions in India seem to respond cautiously to any HRD initiatives. Because of their distrust in 'the intention of management, they look at HRD as only a mechanism to brainwash the workers.' Thus, they see a threat in the concept. Several union leaders feel that HRD to be the same old game of the employer of divide and rule. They also feel that once management is able to directly communicate with workers it is likely that the trade union's impact will be diluted.

### **Lack of proper response from employees**

Workers sometimes reject the HRD programme meant for development especially when they perceive HRD programme as management manipulation in which workers are expected to learn new skills and contribute something for nothing. The workers believe that management is interested only in their output and not in their welfare. If such attitude is developed, it is difficult to get a worker into training programme.

### **Management's misunderstanding of HRD techniques**

HRD for workers in some organizations have failed because management was unable to understand that HRD is a continuous activity and consequently they ceased their responsiveness to workers' suggestions after initial enthusiasm was over. Failure in many Indian companies is also because of incorrect understanding of the word 'voluntary' in the definition of Quality circles - a prominent HRD technique. In India, we interpret the word 'voluntary' as implying "do it if you want to, leave it if you do not want to do it". Such understanding amounts to the failure of HRD' efforts in India.

### **Inefficiency**

Organizational inefficiency means its outputs are not in tune with the nature and extent of resources employed for the purpose. In other words, there is no optimum

utilization of human and physical resources of an organization. The corporation is not result oriented, in the limited resources being put to use are not bringing the desirable output. An obvious example of this is ITDC. All the above cited points like limited resources, employee dissatisfaction and mismanagement should be held responsible for the overall inefficiency of the corporation. Lack of team spirit and dissatisfaction on the part of employees are factors responsible for their half-hearted services to the industry. Employees themselves accept the fact that there is lack of belongingness and responsibility. Most of the people remain indifferent to the overall performance of the industry.<sup>6</sup>

### **Suggestions**

Firstly, it is high time that the Government, after reviewing the growing tourist arrivals and the socio-economic benefits of the tourism phenomenon, accord it the status of a priority sector. The Government should also ensure more resource allocation for the overall development of this sector. Secondly, in view of the growing trends in the industry and the need for human resources, the Government should set up an Expert Committee comprising of human resource development professionals, people from the tourism industry, prominent economists and intellectuals to study and assess various aspects of HRD and come out with a national policy on HRD in the tourism sector.

Thirdly, tourism being a highly labour intensive industry, there should be an integrated HRD system with both public and private sector participation to develop human resources to meet the requirements of the industry. Fourthly, to maintain international standards, manpower resource division of public and private sector organizations should see that HRD programmes are conducted with foreign collaborations.

Fifthly, in this era of modernization, the planners should ensure the best advanced technologies are exposed to the personnel for maximum efficiency and customer satisfaction. Sixthly, there should be a performance appraisal system for the employee incorporating self-appraisal and a review of his/her performance in relation to objectives and other behaviours. Similarly, for the upgradation of human resource, there should be a career development and career planning mechanism to make the employees aware of the general phases of their development.

Seventhly, the training establishments should have foreign exchange programmes (personnel) to ensure quality training in successive development of human resource. To study about the various training establishments and training programmes conducted by different countries, the planners should send study missions for information which will be useful in formulating plans and strategies for HRD and setting up training establishments in India.

6 Cf. Ratandeep Singh, *Infrastructure of Tourism in India*, New Delhi, Kanishka Publishers, 2003.

Eighthly, zonal manpower resource centre should be formed to recognize tourism as a factor for regional development. These manpower resource development centres should conduct studies on the availability of skilled and semi-skilled human resources in their respective regions. This will help churn out the best human resources from various educational institutions including universities. There is a need to incorporate vocational training programmes to create human resource from the grass roots level. There should be awareness programmes and career orientation lectures to encourage youth to opt for careers in the different segments of the tourism industry.

Ninethly, a parliamentary affairs committee should look into introducing education reforms bill to ensure quality education with an industrial approach. This will, in turn, develop human resources to a large extent. HRD programmes should give due stress to high technology functional training to impart necessary skills. To achieve such ends, seminars and workshops should be conducted to discuss problems and prospects of HRD at the national and international level.

Finally, for awareness and the implementation of various HRD schemes there should be a Confederation of Indian Travel Industries (CITI). The CITI can monitor the implementation and advise the Government in policy formulations for the development of the Tourism Industry at large and HRD in particular.<sup>7</sup>

## **Conclusion**

Human Resources Development is increasingly gaining attention from human resource specialists, academicians and employees alike. The importance of HRD will undoubtedly increase further. There is likely to be a knowledge exploration in HRD in the next decade. According to WTO forecast, tourism growth prospects for India are very bright and tourist arrivals and receipts are likely to increase during the coming years. With these growing trends in the tourism industry in India, which is labour intensive industry or a 'people industry', HR plays an important role in managing, operating, planning and promoting tourism industry. Therefore, HRD efforts in tourism industry require a major transformation in the attitudes, behaviours and values of employees and management. This can be possible if appropriate conditions are provided by the organization to make HRD successful and introduce it as a total system within the industry

Thus, HRD has a major role to play for the development of this sector. HRD should be taken on a priority basis and adequate planning measures should be done accordingly because efficient human resources can increase customer satisfaction, and create a competitive edge in this globalized world.

7 Cf. A.K. Bhatia, *op. cit.*, 1991.