

Challenges In Human Resource Development (HRD): A Conceptual Perspective Of Tourism

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Abstract - Tourism is one of the fastest growing economic activities and Smokeless industry in the world. It produces Products, Services, Employment, Foreign Currency and Investments. Tourism helps to develop overall National Economies, Accelerate Development Process, Highlights and saves Cultural Heritage and acts as a Bridge in International Peace and Harmony. Human Resource Development plays an important role for overall development in Tourism. The present research is based on Secondary source, data has been collected from various research papers, websites, articles and authentic Journals, to explore the Human resource Challenges in Tourism. To promote Tourism, Human Resource is an important instrument, it will increase the employment opportunities but also overall development of the economy.

Keywords - Tourism, Human Resource Development, Economy

INTRODUCTION

Tourism has become an ideology to destination development. For countries it is meant to establish new ventures and relations in this competitive era. Developing a network approach of countries in terms of economy generation has also created the opportunities for tourism participating industries to set the standard at the international level (Ac Nielsen. Marg, 2011). It is often said that human beings were always wanderers. Historical accounts shows that the reasons for travelling changed from exploring new lands to exploring new lands for - trade, spreading religion, to satisfy religious faith, escape famine or drought at their own country, and also for military activity to acquire new lands i.e. kingdoms (Carmen, M. I., Iuliana, C., & Cebuc, I., 2012). Still, it is not possible to put an exact date and time when people started travelling or started to participate in tourism activities. Tourism is among the fastest growing industries in the world. Tourism today is one of the booming sectors in the economy of many countries (Raina AK, 2013). The World Tourism and Travel Council (WTTC) have recently notified India as one of the fastest- growing tourist economies in the world as per the statistics provided by **World Travel and Tourism Council (WTTC)** in the past 7 years contribution of Indian Tourism industry (Direct and Indirect Impact) in GDP has increased from Rs 958.17Billion to Rs 2190.24 Billion and employment in the industry has increased from 21.9Billion to 25.6Billion.

The growth in Indian tourism industry both in terms of Tourist Arrival and foreign exchange earnings is remarkable (Kreishan, F. M. M, 2015). Indian Tourism registered a growth over 104% over a period of 10 years from 2005 to 2016 in terms of Foreign Tourist Arrivals (FTA). The estimated number of FTA in 2016 touched 5 million as compared with 4.45 million in 2015; moreover, the foreign exchange earning registered a growth of more than 300% over a period of 10 Years from USD 2.88 Billion in 2005 to USD 11.96 Billion in 2015 (Kreishan, F. M. M, 2015). The phenomenal growth in economy has lead to increase in disposable income, change in spending habits and demographic structure; increasing affordability due to numerous holiday packages and cheaper air fares, has resulted in a rapid growth in outbound tourist traffic; which grew at a rate of 25% over the last three years and has seen a growth of more than 160% over the last 10 years from 3.73 million to approx 10 million in 2015.

An Annual Growth rate of 8.8% over the next decade has been predicted for Indian Tourism industry by the World Travel and Tourism council in its projection where it covered 174 countries, the projection shown by the council for India is the highest in the world with a target to reach a figure of 10 million tourist arrival by the year 2010 (Indian Tourism Industry at a glance in 2014-15) . The Contribution in the Gross Domestic Product has been estimated to be up to Rs 8, 50,000 Crores and the industry will be employing 8.78% of the total employment which clearly indicates that there will be a huge demand of demand of skilled and trained manpower in the industry (Kreishan, F. M. M, 2015).

ECONOMIC GROWTH THROUGH TOURISM INDUSTRY

Marketing Slogan 'Incredible India' attracts tourists to India from around the world. From last three years the foreign tourist arrivals has increased rapidly reaching to around 7.46 million during January-December 2014. The earnings from foreign exchange has increased by 7.1% in terms of US dollar during Jan-Dec.2014 as compared to 5.9% over the previous period of 2013 (Raina AK, 2013). Foreign Direct Investment (FDI) the tourism and hospitality sector is among the top 15 sectors in Indi, as per the data revealed by department of industrial policy and promotion, during April 2000-Feb2015, the Indian tourism sector attracted around US\$7862.08 million of FDI. For domestic and international tourists India has been recognized as a destination for spiritual and medical tourism. In this research the data regarding foreign tourist arrivals and foreign exchange earnings on tourism industry has been analysed. The data has been tabulated in below table. The below Table shows foreign tourist arrivals in India from the year 2000 to 2015 (Indian Tourism Industry at a glance in 2014-15). The below table depicts that the foreign tourist arrival in India has increased consistently which shows that the foreign exchange earnings has also increased gradually but a decline has been noticed during the year 2001, 2002 and 2009. In the year 2000 only 26,49,378 tourist arrived in India but in 2001 and 2002 their no. has down fall to 25,37, 282 & 23,84,364 respectively.

Table: 1

Foreign Tourist Arrivals in India and Foreign Exchange Earnings through Tourism in India

Year	Foreign tourist arrivals (in nos.)	Percentage change over previous year	Foreign exchange earnings (rs. Crore)	Percentage change over previous year	Foreign exchange earnings (million us\$)	Percentage change over previous year
2000	26,49,378	6.7	15,626	20.6	3,460	15.0
2001	25,37,282	(-4.2)	15,083	-3.5	3,198	-7.6
2002	23,84,364	(-6.0)	15,064	-0.1	3,103	-3.0
2003	27,26,214	14.3	20,729	37.6	4,463	43.8
2004	34,57,477	26.8	27,944	34.8	6,170	38.2
2005	39,18,610	13.3	33,123	18.5	7,493	21.4
2006	44,47,167	13.5	39,025	17.8	8,634	15.2
2007	50,81,504	14.3	44,360	13.7	10,729	24.3
2008	52,82,603	4.0	51,294	15.6	11,832	10.3
2009	51,67,699	(-2.2)	53,700	4.7	11,136	-5.9
2010	57,75,692	11.8	64,889(p)	20.8	14,193(p)	27.5
2011	63,09,022	9.2	77,591(p)	19.6	16,564(p)	16.7
2012	65,77,745	4.3	94,487(p)	21.8	17,737(p)	7.1
2013	69,67,601	5.9	1,07,671(pr)	14.0	18,445(pr)	4.0
2014	76,79,099	10.2	1,23,320(pr)	14.5	20,236(pr)	9.7
2015	80,27,133	4.5	1,35,193(pr)	9.6	21,071(pr)	4.1

(P) Provisional (PR) Provisionally revised estimates

Source: Indian Tourism at Glance 2015; www.tourism.gov.in; Annual Report; Ministry of Tourism; GOI; 2015-16; tourism.gov.in/sites/default/files/annual%20Report.%202015-16.pdf

In 2005

their no. has improved to 39,18,610 and it has gained to 52,82,603 in 2008 but in 2009 their no. has again downfall to 51,67,699 and after that up to 2015 FTA has gradually improved; however foreign exchange earnings are concerned it were \$3,460 million in 2000; but in the year 2001 & 2002 it has decreased to \$3,198 million & \$3,103 million due to downfall in FTA and has further gained to \$ 7,493 million in 2005 and \$11,832 million in 2008 but FEE has again decreased in 2009 and it has decreased from \$11,832million to\$ 11,136 million in 2009 and after that it has improved up to 2015.

From the above collected data analysis it has been concluded that tourism improved and increased generates employment opportunities, foreign currency earnings in the country, and makes contribution in GDP of the economy.

OBJECTIVES OF THE STUDY

The literature review identified a number of gaps and weaknesses in the existing literature on Tourism development in destination regions. The overall aim of this study is to analyzing the role of Tourism and its impact on Human Resource Development.

1. To identify the reasons, why the tourism industry lacks competent professionals and talented lot is not attracted towards the industry to opt it as a career.
2. To offer some suggestions and solutions to improve Status of HRD, the quality of skill supplied to the industry and also some implication to make this industry more attractive and lucrative.

RESEARCH METHODOLOGY

The present research paper is based on secondary sources. The information collected from different sources has been verified. The study has been based on empirical observation available from different reports, various journals, and e-journal and from authentic websites. The study confines its analysis to the problems and prospects of human resources in the, Tourism, especially with the focus on supply of human resources, problems regarding attraction and retention of talented people in the tourism industry. The study restricts itself to the Travel trade and Tourism sector.

THE MAIN POSITIVE IMPACT OF TOURISM

- **Earnings Through Foreign Exchange:** Improving Tourism will provide a source of earnings through foreign exchange for the country without exporting anything to other country
- **Revenue Contribution to the Government:** Tourism contributes revenues from the tourism Industry can be named as direct and indirect revenue. The revenue generated via income tax for tourism employment, business, and direct charges on tourists such as economic tax or departure taxes are known as direct taxes. Indirect contributions which are derived from taxes and duties on goods and services consumed by tourists like taxes on alcohol, restaurants etc.
- **Generation of Employment Opportunities:** Tourism generates employment opportunities for both the skilled and unskilled people of the region/ country.
- **Pushing Infrastructure Investment:** Increase in Tourism will stimulate the state government initiative to improve the infrastructure by upgrading public transportation networks, roads, mobile and telephone networks, water and sewage systems and electricity etc.,

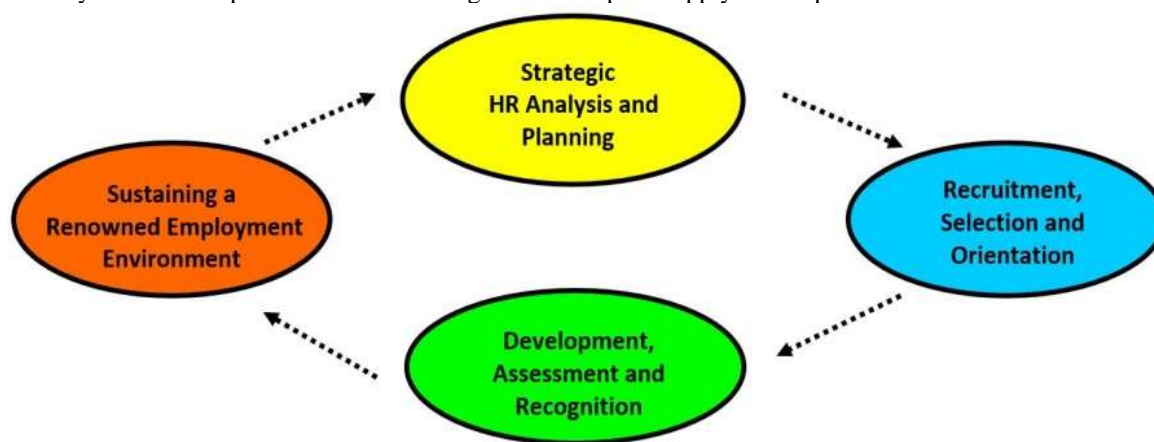
BARRIERS TO TOURISM

- **Mismanagement:** In Tourism there has always been a huge gap between planning and its implementation, which leads to either over-spending or under-spending of the funds which are allocated.
- **Infrastructural Issues:** Inadequate and insufficient infrastructural facilities cause major bottlenecks regarding the tourist traffic. During peak seasons, tourists are starved of even minimal accommodation.
- **Poor Transport Facility:** Most of the tourists visiting the state are not satisfied with transportation arrangements and transport connectivity facilities. Complaints are raised regarding the poor road conditions, over-populated transportation, unavailability of reservations in time etc.
- **Lack of basic facilities:** Tourists are often faced with the shortage of water, electricity, other items of daily consumption etc due to which the tourist don't feel comfortable without basic necessities, hence intigating the tourists to cut short their visit.
- **Militancy:** Fear of militancy in the country leads to tourist hesitations in planning a visit to country.

- **Natural Calamity:** During rainy and winter season most of roads get blocked due to heavy land slides or snow which hinders the smooth flow of tourists. This is one the the problem faced by the Tourists due to which hesitate to visit.
- **Weak Cooperation and Co-ordination:** There is lack of cooperation, coordination and communication amongst the different departments related in tourism industry.
- **Insufficient Promotion and Marketing Strategies:** the marketing and tourist promotion efforts and strategies have yet been made to attract tourists. Tourism in the country needs to be commercialized.
- **Global Competition:** The neighbouring countries like china, japan etc investing a lot more to promote tourism. Controlled prices, advertisement and promotions and diversification of tourist spot deserve special attention in this matter.
- **Other Issues:** Security arrangements, attitude and behavior of the transporters, hoteliers and local retailers have been reported to be below satisfaction level.

HUMAN RESOURCE DEVELOPMENT PERSPECTIVE AND CHALLENGES

Tourism industry is facing an acute shortage of skilled manpower and there are many obstacles as far as development of Human Resources in tourism industry is concerned, the conference observed that the people working in tourism industry are highly uneducated, unmotivated, unskilled and unproductive; and these are due to the unattractive salaries and working hours (Mathur Parul; Kumar Daleep, 2014). In India also the salaries paid by the tourism industry are comparatively far less than the salaries paid by the other industries like IT, call centers, retail, banking, insurance, finance, telecom, real estate etc also as tourism sector comprises mostly of small and medium sized enterprises the HR practices are not standardized, lack professional approach, vision, clear career path, secured & long term employment, growth opportunities, learning, development and quality of work life is resulting in high employee dissatisfaction and attrition moreover a poor perceived image of Hospitality & tourism sector and inadequate and inefficient training and education programs are also discouraging the competent people and talented lot to opt the industry as a career option which is resulting in less and poor supply of manpower.



The HR practices still lack professionalism in most of the organizations in the industry; less salaries, long working hours, improper career path, lack of professional growth, lack of training & development, quality of work life and improper work-life balance are the key issues in tourism industry; which need be addressed by the industry in order to reduce attrition; moreover a good manpower planning, job description & specification and proper career planning is required at all the level of the organizations (Ashish Ankush Naik, Jangir Sunil Kumar, 2013).

The industry stakeholders need to ensure that there should be a strategic selection of the workforce taking in to the account the long term vision and growth, and the workforce employed must possess the required certification, degree or diploma in tourism or related discipline as may be the requirement in order to qualify to work in the industry; also people working at different level should be given regular and timely training inputs and refresher courses which will improve their skills and abilities according to the changing needs and requirements of industry.

The quality of the Courses in Tourism Management being offered by the universities and institutes need to be improved, the courses offered are very theoretical in nature and do not fulfill the industrial requirement, the curriculum needs to be revised and should be designed in consultation with the industry, the courseware should be revised frequently to meet the continuous changing requirement of the industry, also some subjects like Entrepreneurship, Business Research Methodology, Personality development & soft skills should be introduced in tourism management studies taking into account the changing business nature and process of the industry (Mathur Parul; Kumar Daleep, 2014).

According to a survey report published by FICCI in July 2007 on "Emerging Skill shortage in Indian Industry" in the central universities there is an acute shortage of faculties in engineering, management, computer science and IT, the situation of faculty shortage in Tourism Discipline is further grim; universities and institutes need to employ more faculties for teaching tourism courses also they need to work for the competency development of faculties; there should be faculty developments & training programs and refresher courses in order to abreast the faculties involved in tourism education with latest trends and development in tourism industry and techniques of pedagogy, universities and institutes should encourage faculties and provide necessary infrastructure to the faculties and researchers to develop intellectual capital through tourism based research and case study development; Institutions and universities can also tie-up with some famous foreign universities in U.K, Switzerland, and Australia etc.; involved in tourism education and research; for faculty development and students' exchange programs to provide cross-cultural learning; these tie-ups can also be established with the companies involved in tourism business to develop students according to the demands of the industry.



The young generation still opt MBA as their first course option when they go for management education which indicates that tourism courses have not been promoted well and lack saleability. Professors and faculties at universities and institutes also admitted that the student intake in the courses is of average and poor quality; quality students go for MBA and other courses also during the counseling sessions seats of MBA and Finance courses get filled first and the remaining lot then opt for tourism or other courses which clearly shows that the tourism industry which has tremendous employment potential is still not attracting good candidates.

The courses taught at university seriously lack employability and are very much theoretical in nature; the course curricula have not been revised for long. Students pursuing tourism education were of the opinion that the course delivery lacks practical orientation; Guest faculties from the industry are available in big cities but when it comes down to other cities a rare industry interface is available also the course curriculum does not lay much emphasis on soft skills and personality development which is very essential to perform efficiently in the jobs. In some of the universities which are providing varieties of management courses there is no separate placement cell for tourism courses.

The rapid growth rates in the industry have a direct impact on tourism employment and human resources development in terms of demand for professionals, specific skills and related training and education facilities. The need to develop and train the required human resources in various segments of the tourism industry has been widely recognized in Asia and the Pacific. The demand for manpower in the hotels and restaurants sector has been far exceeding supply. This industry needs professionally qualified and trained personnel at all levels, whether managerial, supervisory or subordinate, to maintain facilities and services of international standards.

Human Resource Development Systems – Strategies & Solutions



Tourism helps to grow sustainable income in an area. When local people engaged in tourism, new sources of income are generated for the community as a whole as well as through individual employment opportunities. This income could be produced through collecting fees for access to trails, providing the accommodation or guiding services, preparing and selling food and handicrafts and so on. However the expenditures of tourists are normally expressed in terms of various sectors of tourism industry regarding accommodation, cuisine, transportation and entertainments etc.

CONCLUSION

The tourism industry 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 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. The Development of Tourism can have both positive and negative impacts on destinations. Sustainable tourism development attempts to find a balance between these impacts to create an improved quality of life for the host community and the destination. The tourism potential, if properly planned can become a source of further income and regional development. Further expansions of tourist trade are immense if conceived on long-term perspective.

Tourism is a human experience, a social experience, a geographical phenomenon, a resource value, and a business industry. Tourism is widely recognized as the world's largest industry which plays an important role for human resource development. Yet tourism is also highly dynamic and is strongly influenced by economic, political, social, environmental and technological change. 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.

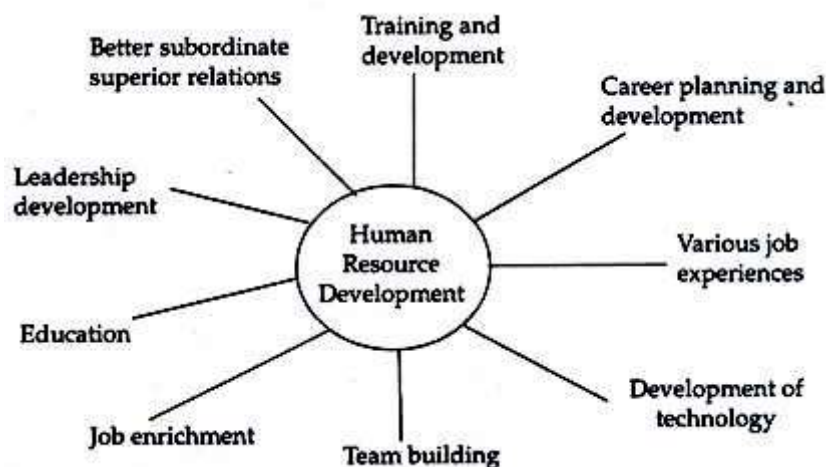
HRD should be taken on a priority basis and adequate planning measures should be done accordingly because efficient human resources can increase customer satisfaction, and create a competitive edge in this globalize world. The tourism industry has achieved new dimensions with visitors coming from near & far, to enrich & have great experience . Most of the local people are engaged in tourism industry directly and indirectly and their income increases during the tourist season.

It has been observed that over the years, there has been a change in the demand and supply pattern of human resources for the travel industry, with the demand in favour of more educated and specialized personnel. 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 globalize world.

SUGGESTIONS AND RECOMMENDATIONS

On the basis of the analysis of the surveyed data and findings of the study, there are some suggestions which require immediate attention from the Policy makers, Industry people and educational institutions to raise the level of the industry to international standards and make it attractive as a career option for the young talented generation and professionals.

- With the help of the Department of Technical Education and Training, specific tourism-related courses like those for subordinate staff of hotels/resorts/guest house/lodges and tea tourism projects, caterers, guides, tourist coach drivers, and tourist taxi drivers should be introduced in Industrial Training Institutes/Polytechnics located at such places so that the students in these courses can avail of 'hands-on' training in nearby public/private tourism establishments.



Instruments of Human Resource Developments

- There is also need for refresher training courses for the staff of the tourism industry. Proposals for running such courses by private institutions including nongovernmental organizations should be encouraged and supported.
- Private institutions running management courses in the District should also be encouraged to offer Hospitality and Travel Management-related courses.
- With the help of the local administration and the associations of the service providers, various categories of individuals associated with tourism services, viz. taxi drivers, tour operators, tourist guides, etc. should be sensitized and provided with necessary orientation training to make them more responsive to the needs of the tourism industry.
- There is need to create more tourism based opportunities especially to the local people who are trained and completed their course in Hospitality & Travel Management and other Tourism based activities and courses.
- 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.
- Capacity building of the service providers through shorter 3 to 6 month training courses should be taken as integral to the general effort to strengthen/enlarge the manpower required by the hospitality industry.
- Tourists sometimes face harassment from taxi drivers, hotel owners, shop-keepers, vendors and others during their visits to various destinations. In order to ensure safe travel and thereby enhance the attractiveness of the place for tourism, the

Government should, with the help of the local authorities, exercise closer supervision over the activities of the service providers at the different gateways and tourist destinations by setting up tourist help desks. A specialized wing of the Police in the form of Tourist Police will be created, if necessary, in due course to provide more effective security to tourists.

- Seminars, Conference and workshops should be conducted to discuss problems and prospects of HRD at the national and international level.
- The importance of Human Resource Development for Tourism Industry is increasingly being realized. There is a need to mobilize the human resource with the purpose to enable them to participate in the task of organizational development and nation building.

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