A THEORETICAL FRAMEWORK FOR EXPLORATION OF HUMAN RESOURCE DEVELOPMENT PRACTICES IN INDIAN TOURISM INDUSTRY

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Abstract: Tourism is the largest service industry in the World and plays a predominant role in the economic development of the country. Today's considerable importance is being given to the work force and their development who are involved in tourism practices. Tourism besides being a leisure activity has emerged as a strong economic factor world over. The entire economy of a particular destination is dependent on the work force, So Human resource is as such an inseparable constituent of tourism. There may be various reasons for a tourist to visit a destination of some interest. Tourists might visit the destination because of its natural beauty or resource, historical monument, religious significance, cultural attractions etc. The human resource is the constituent who are involved in all the activities related to a tourist whether it is a tourist guide, service provider, tourism department or tour operator. This paper briefly outlines the different developmental practices of human resource at different levels that act as catalyst for tourism industry in India.

Key Words: Human Resource Development, Practices, HRD Levels, HRD Practices.

1. Introduction

Tourism had become an important major factor of economic development in today's world. The impact of tourism can be seen globally as a main contributor of GDP for most of the nations. The world is now treating tourism as an income generating industry. The tourism has not only contributed in terms of GDP but also had positive impact economically, socially like it has created a positive impact on infrastructure development, standard of living. In specific terms of Indian tourism, we indeed had our diverse cultures, cultural sites, natural habitat and many other tourist attractions that have potential to attract large no of tourists from different parts of the world. Indian tourism has incredible location on the map as south is rich of sea tourism north with the covering of snow east covered with forests and west rich of desert tourism.

As per (WTTC) (2015) there is gigantic progress in world tourism as it contributes about   of worlds GDP with an annual turnover of US$7.6 Trillion (10% of global GDP) and that the world travel and tourism industry supports about 277 million jobs (1 in 11 jobs) for the global economy.

Every country wants to attract more and more tourists in order to create image in world and to increase GDP. But it is not just to increase the arrival of tourists there must be resources, facilities, most probably the human resource that will handle the tourists as service providers, guides, transporters etc. this shows a clear intention that there is a direct link between the tourists and the human resource. It is the human resource who finally has to deal with the tourists, provide those services. So it is essential to focus on the manpower who are involved in tourist activities. Human resource is an essential component for the success of any business venture. If a

business venture does not have right clabbered personnel that business dies, falters and that sector remains under developed so it is important to have trained manpower.

2. Analysis of different levels of HRD

It is increasingly recognized that HRD is very important in ensuring quality, effectiveness and responsiveness in organization. Heery & Noon (2008:213) describe HRD as the process of encouraging employees to acquire new skills, techniques, knowledge through various training programmes, courses and learning packages. HRD now helps to emphasis adaptability, flexibility and continuous development for organizational survival and to compete in the global competitive market.

So it is therefore important to have effective governance of HRD at different levels as shown in fig.

Levels of analysis for understanding approaches to HRD	
Level	Main organizations involved/activities undertaken
National/ Governmental level	• Government policy: for example, the govt. of India seeking a more proactive approach to encourage training and development in organizations
Industry level	• National training organization's: for example, Ashok Institute of Hospitality & Tourism Management (AIH&TM) of ITDC • Ministry of tourism etc.
Company level	• Creation of an overall view of a company's approach to training and development. • Ensuring fit between what the company wants to achieve and how units can operationalize.
Unit level	• Ensuring on and off the job training takes place • Monitoring individuals training and development plans • Performance development and monitoring.
Team level	• Motivation and performance • Team building approach
Individual level	• Improvement in knowledge skills and attitude • Enhancing motivation and performance • Improvement in discipline and behavior • Career progression

2.1 HRD at National Level

It is often noted that competitive advantage of a particular industry of a country very much depend on the national policy that has been framed by the Government towards a particular segment's when we talk about the tourism in India. It is very important to have national policy for development of human resource in tourism industry. The national policy must be framed in such a way that there must be a separate amount of budget that will be spent on development of human resource development at national level.

Although we see that we are far behind at the policy front of human Resource Development at national level as compared to other nations such as Germany, Japan Sweden and France who heavily invest in Human

Resource Development activities. Where in this level of HRD the infrastructure is created by the government that would have profound impact on Human Resource Development.

2.2 HRD at Industry level

In order to make human resource development specific there is the need of industry level analysis. Which involve some of the institutes, agencies that get involved in providing training, developmental lectures, knowledge to human resource.

This level of analysis can be done in a particular industry. When we talk about the tourism and travel industry in India, the different agencies or organizations that can play a vital role in this level. The industry level human resource development programme in Indian tourism perspectives involve following agencies:
- ✓ Ministry of Tourism
- ✓ Indian Institute of Tourism and Travel Management
- ✓ National Council for Hotel Management and Catering Technology
- ✓ India Tourism Development Corporation Limited
- ✓ Indian Institute of Skiing and Mountaineering and National Institute of Water Sports.

2.3 HRD at Company Level

The HRD at company level is the next stage after industry level. The HRD at company level is important due to the dynamic nature of the companies, due to fast changing environment of companies. As far as tourism and travel is concerned it is highly dynamic the companies who are involved in it so need to focus on the HRD programmes that will help company to create a link between the changing environment and the employees.

In a country like India where tourism is booming day by day need to have some developmental programmes at company level. HRD goals and objectives must be formulated for the company and the organization which will generally create a positive impact on those organizations. The best way to analyze HRD at company level can be understood by following fig.

Fig. HRD at company level

Source: http://www.humanasset.com/wp-content/uploads/2013/11/investors-in-people_2_350_350

2.4 HRD at Unit, Team, Individual level

The final and the most important level to use HRD programmes is the workforce itself weather they are working in a team, unit, or at individual level. This level of analysis focuses on the 'Human' aspect of HRD. This level is concerned with the development of human potential and this level works towards aspects of learning, skill development, carrier planning etc.

What Russ-Eft (2000) denotes as, A focus on the "development of the resources of the humans" rather than the "development of the human resource".

This level of analysis directly involves the work force in action by means of different programmes. India is having a diversified workforce so in this level of analysis we can use different programmes for the diversified workforce to bring them on the same platform as:

- On and off the job training
- Performance Appraisal/management
- Team building, Motivation
- Knowledge, skill, behavioral Improvement
- Sustaining employability
- Career progression

3. Current Status of Human Resource Development

In tourism and hospitality sector the Human Resource Development or training programmes are seen to be structured up to middle level and the turn out falls short because of the more annual requirements of the developmental programmes . in tourism and travel management the Human Resources Development still are in nascent stage as the industry is growing by a faster speed with involving the ground level people. The requirement of developmental programmes gets increased.

The training programmes in tourism and travel sector mainly fall under two categories:

I.   On the job training programmes, which act as the highest intake of the personnel in the different organisations for providing the professionals and non professionals the opportunity to learn within the organisation by working with them side by side.

II.   The ministry of Tourism endeavor the human resource development in tourism sector by putting in place the professional education to meet the needs of the tourism and travel industry in india. The Ministry of tourism put as of now 29 hotel management institutes (IHM's) comprising of 8 state IHM's and 21 central IHM Institutes. In addition to this 5 Food Craft Institutes (FCIs). The Ministry of tourism set up these autonomous societies to encourage Tourism Education and Development of skills.

4. Designing of Training and Development Programme

After analyzing the broader context of different levels of analysis for human resource development in Indian tourism context. We need to move towards the details of what exactly the training and development is and design the training and development programme as a precondition of development.

Training and Development is a key instrument for implementation of Human resource Management and Development practices in Tourism Industry. The Training and development have a number of benefits. Mckenna and Beech (2008) have identified a wide number of benefits that can be streamed from training:

- Helps in quick and effective job learning;
- Improvement of work performance of existing employees
- Encourages time management by minimizing errors and reducing wastage;
- Leads to greater volume of work by rectifying errors ;
- Minimizing accidents by incorporating safety training;

- Helps to attract efficient workers
- Moral, technical, behavioral development of staff;
- Creates an attitude of learning and coping with change among employees;

We have examined the wider spectrum of training and development and the various levels of analysis for understanding Human resource development. In this section we will move on towards the manner in which the training and development may be conducted. So in this regard a systematic approach needs to develop. Go et al. (1996) have given the nine step approach to develop training within the organisation.

Step 1 Assessing need of Training:

Analyzing the need for training is the important part of Human resource development. The identification of skill requirement of employees is the essential and foremost part of Human resource Development process. The assessment of training needs is to ensure that the training fits in organisations culture, strategy and objectives. While going for training need analysis various aspects such as job description, job analysis, employee specifications need to be kept in mind.

Step 2 Preparing the plan for training

The training plan outlines the framework regarding the need of training for individuals, departments and the whole organisation. The training plan is the model or sketch of what the training programme should address. It gives a clear way of how to accomplish training which method we will use and it also gives an idea regarding the time and location of training.

Step 3 Specifying objectives for training

It is very important before application of training programme that the employees who are being considered to go for training must be aware of the objectives of training? The employees must be aware of what they need to accomplish from the training programme.

Step 4 Designing training programme

The designing of training programme is a planning activity within the context of training. Go et al. (1996) considered following aspects in training designing:

- Structure of training programme;
- Duration of training programme;
- Instructional method of training programme;
- Selection of training resources;
- Selection of training location;
- Training instructor selection
- Criteria for assessing participants
- Criteria and methods of evaluation of training programme.

Step 5 Selecting the instruction method

There are a lot of methods of training that organisations need to develop and train the employees. The different methods vary in different organisations as all the methods have their positive and negative effects. It depends upon the organisation to use the appropriate method of training for employees by putting the organisations culture, policies and procedures in consideration. Broadly the researchers and organisations have catagorised training programmes into three catagories;

- In-company on- the- job
- In-company off-the –job
- External off-the-job

Step 6 Completing training plan

The completing of training programme is making all the resources of the training programme ready. Go et el. (1996) noted that complete training programme will have details about the target trainees, methods adopted for training programme, time location . when all these aspects are made ready it is called a complete training porogramme.

Step 7 Conducting training

After putting all the resources ready for a training programme the next and the important step is to deliver it to the target trainees (employees). It is the application of the training programme and methods in order to fulfill the need requirements of the employees of the organisation to make them more effective and productive. According to Marchington and Wilkinson (2005) the trainer who ids delivering the training must properly be prepared and must have right skills to deliver training effectively.

Step 8 Evaluating training

The evaluation of training is to get the feedback of the training programme from the trainees and trainer. The evaluation helps the organisation to measure the difference that a training programme makes in the behavior, performance and ability of the employees. There are a lot of methods to evaluate a training programme as identified by Holden (2004);

- Questionnaires or Happiness sheets;
- Tests and examinations of trainees;
- Use of structured exercises and case studies;
- Evaluation by tutor reports;
- Formal and informal interviews of trainees;
- Observation method;
- Discussion method

Step 9 Planning future training

After the training programme and evaluation. Training has its effects while as the innovation and changes keep on going and the process of planning can begin again.

5. Conclusion

Competitive and productive human resource is important for every organisation. The human resource development can be understood at different levels in Indian tourism industry. The human resource development is encouraging employees to acquire new skills, knowledge that are required to them which emphasis on their continuous development, flexibility and adaptability. The human resource development in Indian tourism industry is seen to be structured up to middle level and the turnout falls short. The fast growing speed of tourism industry requires a well developed Human resource development system at different levels of industry. This chapter gives a detailed level of analysis for human resource development and a structured training and development method that need to be adopted in Indian tourism industry.

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