

HUMAN RESOURCE PLANNING FOR HOSPITALITY INDUSTRY OF SOUTHERN RAJASTHAN: CHALLENGES AND ISSUES

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ABSTRACT

In a country like ours, where lack of adequate trained personnel is in abundance, where 'general education' is still in the files of 'planning', are human beings capable of doing their jobs properly, willingly and with a smile? In many countries, the growth of tourism, as an industry, is severely limited by the lack of adequately trained personnel. Where the industry has developed in spite of this constraint, the quality of service provided to the visitor has frequently been the casualty.

The basic objective of this study is to evaluate the present scenario of human resource planning in Rajasthan and the challenges and issues faced for producing professionals. Today, Rajasthan is attracting tourists from all nooks and corners of the world as well as from all parts of India. Some of the tourism products of Rajasthan have become internationally famous and popular among the tourists such as Palace-on-Wheels, Heritage –on-Wheels, Heritage Hotels, Camel Safaris, Pushkar Fair, Desert Festival, Palace Hotels and Wild life Sanctuaries/National Parks. Recognizing the potential attractions that Rajasthan has to offer to domestic and foreign tourists, tourism was declared industry in Rajasthan in the year 1989 (Tourism policy, 2001)

After exploring thorough review of literature, the following research gap was identified. Very few studies are carried out on human resource planning of hospitality industry.

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Thus, the present study was undertaken with the following objectives:

1. To find out the challenges in hospitality industry of Southern Rajasthan.
2. To explore problems and prospects in the way of human resource planners.

The study was carried out in five districts of Rajasthan namely, Udaipur, Chittorgarh, Banswara, Rajsamand and Dungarpur. A well structured questionnaire was framed and was administered on Human Resource Heads of hotels of different categories, tour and travel companies and aviation sector. The data collected was statistically analyzed using various tools.

INTRODUCTION

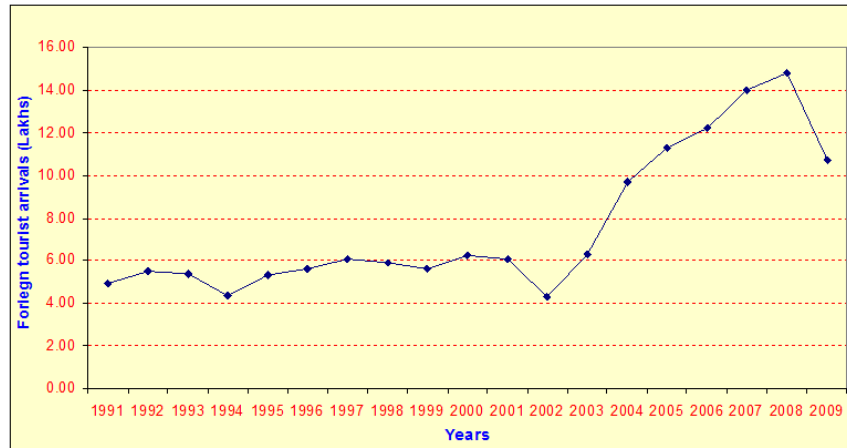
Tourism in Rajasthan

Today, Rajasthan is attracting tourists from all nooks and corners of the world as well as from all parts of India. Some of the tourism products of Rajasthan have become internationally famous and popular among the tourists such as Palace-on-Wheels, Heritage –on-Wheels, Heritage Hotels, Camel Safaris, Pushkar Fair, Desert Festival, Palace Hotels and Wild life Sanctuaries/ National Parks. Recognizing the potential attractions that Rajasthan has to offer to domestic and foreign tourists, tourism was declared industry in Rajasthan in the year 1989 (Tourism policy, 2001).

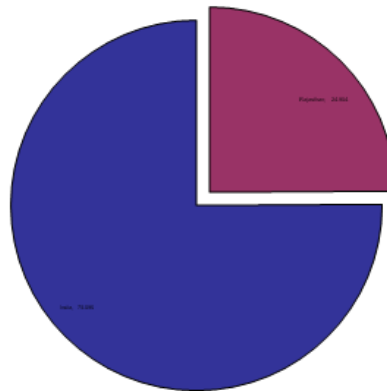
Table 1: Share of Rajasthan from Foreign Tourist Arrivals in India

Year	Foreign tourist arrivals in India	Percentage Change	Foreign tourist arrivals in Rajasthan	Percentage Change	Share of Foreign tourist arrivals
2000	2649378	6.75	623100	10.74	23.52
2001	2537282	-4.23	608283	-2.38	23.97
2002	2384364	-6.03	428437	-29.57	17.97
2003	2726214	14.34	628560	46.71	23.06
2004	3457477	26.82	971772	54.60	28.11
2005	3918610	13.34	1131164	16.40	28.87
2006	4447167	13.49	1220164	7.87	27.44
2007	4977193	11.92	1401042	14.82	28.15
2008	5366966	05.62	1477646	05.47	27.97
2009	5108579	-3.29	1073414	-27.36	21.01

Source: Tourist Statistics 2009, Department of Tourism, Government of Rajasthan, Jaipur.



Growth in Tourist Arrivals in Rajasthan



Share of Rajasthan from Foreign Tourist Arrivals in India

As the data reveal, in 2009, the state received 10.73 lakh tourists, out of the 51.05 lakh foreign tourists visiting India, with reducing a share of 21.01 per cent and a poor growth rate of -27.36 per cent. It seems that the bomb blasts in Jaipur and attack on Mumbai has been the main reason behind the fall in the growth of tourist arrivals. On the contrary, in 2008, the state received 14.77 lakh tourists with a share of 27.53 %. The growth rate of tourism has been very high as in the year 2007 it was recorded as 14.82 per cent. In 2008, of course the data reveal 5.47 per cent growth in foreign tourist arrivals in India but it is still high as compared to world growth average of 4.1 per cent.

With regard to domestic tourists in 2009, Rajasthan received 2.55 crore with a fall of -9.87 per cent. Whereas in 2008 it was over 2.83 crore domestic tourists, visiting Rajasthan, with a growth rate of 9.41 per cent. (Pragati Pravedan 2008-09)

The world famous “golden triangle” comprising of Delhi-Agra-Jaipur has put Jaipur on the world tourism map. 60% of international tourists visiting India come to these places. Annual rate of growth for domestic tourists has been 7 per cent and for international tourists has been 5 per cent (Tourism policy, 2001).

PRESENT SCENARIO OF TOURISM EDUCATION IN RAJASTHAN

The Supply

Tourism is basically related with the ‘movement of people’. From the time, a guest makes a reservation and returns to his/her home, the tourism personnel play a key role in meeting the guest needs. Capable, courteous and professional personnel can make each guest tour a pleasant experience and ensure the guest’s willingness to return. On the contrary, poorly trained employee can antagonize guest and virtually drive them away. The present scenario of tourism education in Rajasthan is being discussed here.

ACCOMMODATION SECTOR

Hotel industry is the major source of foreign exchange earnings for the tourism industry as the tourists spend approximately 50% on accommodation and food.

The Role of Public Sector in enhancing hotel education in Rajasthan

Presently, in Rajasthan, there are two hotel management institutes run by NCHMCT at Jaipur and Jodhpur. These institutes run four year degree courses and educate in all the departments of a hotel. They admit students after passing senior secondary. Then there are two Food Craft Institutes (FCIs) at Udaipur and Ajmer. These FCIs are producing a kind of skilled labourers in four operational areas of hotels, *viz.* Food and Beverage service, Food Production, Housekeeping and Front Office. A student is allowed to choose any one area for him/her. These FCIs provide one year class room teaching and 6 months of practical training in a hotel. Then two universities, M.L. Sukhadia University, Udaipur and JNV University, Jodhpur are running one year Post-Graduate Diploma in Tourism and Hotel Management (PGDTHM). These diploma courses provide superficial knowledge of hotel and tourism management. Graduates with 48 per cent marks can be admitted in it. The FCIs and PGDTHM courses are proving less popular in comparison of NCHMCT course as now a day’s hotels prefer multi-discipline – educated students instead of single-discipline – educated students.

The Role of Private Sector in enhancing hotel education in Rajasthan

In Rajasthan, apart from the government institutions, a few hotel management courses are run by private sector also. They are at Amity, Gyan Vihar, Maharshi Arvind Institute, Institute of Hotel Management and Catering Technology and Seedling Academy in Jaipur, Pacific Institute, Institute of Hotel Management and Catering at Udaipur and Maharaj Dayalgiri Technical College, Bharatpur. Some of the institutes are governed by Rajasthan Technical University, Kota, a

supervisory body established by Government of Rajasthan. Rest of the institutes is running as per their own whims and fancies. These institutes admit a student after senior secondary and are running three-year/four year degree courses.

AVIATION SECTOR

If we look at the present scenario of aviation management and training in Rajasthan, there are no government supported organizations. The manpower for aviation sector is trained and produced by private aviation academies like Kingfisher, Jaipur, Flying Cats, Jaipur, Frankfinn, Udaipur and Jaipur, AHA in Jaipur and Udaipur, Sky academy, Udaipur and Griffins Airlines in Jodhpur. They produce air hostess, cabin crews and flight stewards. Since there are no guidelines from state government, these institutes are 'coming and going' at their own. The fee structure, the admission criteria, the teaching and training, and the placement etc. differ from institute to institute.

M.L. Sukhadia University, Udaipur is running Master in Tourism Management program. The students are taught Airport operations, Air Cargo, Airline ticketing etc. related to aviation industry.

TOURISM AND TRAVEL SECTOR

Out of 24 universities (also including deemed and private universities) and 67 management colleges, only 2 state owned universities are running Master in Tourism Management/ Administration courses. The students are taught subjects related to tourism, travel, airport operations, air Cargo, airline ticketing, various disciplines of management, finance, communication skills, foreign languages etc. Graduates with 48 per cent can apply for admission in these courses. At Bachelors level, only one university in the state i.e. M.L. Sukhadia University, Udaipur is running the program. A senior secondary pass out with at least 50 per cent marks can apply. No university is having separate department for tourism and the courses are being run under the aegis of MBA programs.

The Distance learning programs like MTM by IGNOU and PGDTHM by Vardhman Mahaveer Open University Kota are also providing tourism education but as observed by the researchers, these distance learning programs are more popular among in- job candidates.

There is an institute called Rajasthan Institute of Tourism and Travel Management (RITTMAN), run by Department of Tourism, Government of Rajasthan, Jaipur. But, this institute has no campus, no faculty and no students. RITTMAN does organize training programs of 2- 3 days for service providers.

TOUR GUIDES

With regard to regular education and training of tour guides, there is no university, college or institute imparting any kind of education and training in Rajasthan.

In the year 2001-02, M.L. Sukhadia University, Udaipur, started one year diploma course in tour guiding. Eligibility criterion for admission was 'Graduate' in any discipline, and fee was Rs. Five thousand for a year. But this experiment could not succeed because of two reasons. One, M.L. Sukhadia University and Department of Tourism, Government of Rajasthan could not finalize the guidelines to provide licenses to the successful candidates. The second reason was that in 2002 and in 2003, Department of tourism, Government of Rajasthan, Jaipur, organized local level guide training programs at all the important tourist centres and distributed certificates (license) to almost all the applicants. The duration of these training programs was mere two weeks, the fee was only one thousand rupees and in the name of qualification nothing was there. Hence, all 'Tom, Dick and Harries' were able to grab certificates (licenses) and became 'cultural ambassadors of India'.

Finally, Sukhadia University had to put a break on its tour guiding program. But, on the other hand, Department of tourism, Government of Rajasthan, Jaipur, has also put a break and has not organized any tour guide training program after 2003.

Kathleen L. Pond (1999) had suggested about the tour guide's education program. According to her, "In order to attempt to outline a proper educational path or curriculum for guides, several key issues must be addressed. As with teaching, a guide's education must be twofold: training in many subject areas which he or she 'teaches' and training in the skills essential to conduct his or her work".

THE GROWING NEED OF TOURISM EDUCATION IN RAJASTHAN

The Demand

As chalked out by planning commission, government of India, the 11th plan strategy on tourism, is to achieve international tourist arrivals of 10 million and 760 million for domestic tourist visit by 2011 (Planning Commission, Government of India).

The State Government like any other country or state is trying to develop tourism in Rajasthan i.e. to get more and more tourist arrivals in the state and reap all the possible benefits from tourism. The efforts being made to promote tourism in the state are as under (Tourism Policy, 2001).

- Open new vistas in tourism like Adventure tourism, Eco-tourism, Camel/Horse safaris, River and Canal cruise, House boats in Rajasthan (Palace-On-Waves), Educational Tourism, Caravan Tourism and Village Tourism.
- Rajasthan has been a pioneer state in launching Heritage hotels in the country by converting old palaces and *havelies* of erstwhile rulers into tourist accommodations which has been extremely popular with tourists, especially foreign tourists. Further to it, there are large numbers of historical buildings/monuments which are not protected by Department of Archaeology and Museums or Archaeological Survey of India and which are owned by

the State government. These properties would be transferred to Department of Tourism for developing them into heritage hotels/tourist museums/tourist complexes/tourist resorts in collaboration with private entrepreneurs.

- Since a crucial component for tourism is providing suitable accommodation for various categories of tourists. A new scheme for allotment of camping sites which is already very popular in places like Pushkar, Desert Festival, Jaisalmer, Nagaur Cattle Fair and Jhalawar festival, would be further extended to new tourist places to cater to the needs of budget tourists in peak season. Presently there are 36, 000 rooms available for tourists and by the year 2012 an additional 20, 000 hotel rooms would be required for tourists in the State. With this objective, the State Government in 2006 announced a New Hotel Policy proposing several concessions.
- Jaipur Air Port would be developed as an International airport and Ministry of Tourism and Civil Aviation would be requested to allow special tourist charter flights to Jaipur.
- Rajasthan has a rich and varied heritage of handicrafts, handlooms and other products, which are praised and purchased by tourists visiting the State. Efforts are being made to improve direct access of tourists to artisans who produce these goods to improve their marketing.
- Experience has shown that Fairs and Festivals of Rajasthan have a great appeal for tourists. Some of the fairs and festivals have assumed international prominence like the Pushkar Fair, Ajmer and Desert Festival, Jaisalmer. The Government should also encourage such Fairs and Festivals, which are not presently popular but have a potential for attracting tourists, especially in backward and underdeveloped areas.
- There are more than 100 cattle fairs in Rajasthan which are very colorful and offer excellent opportunities to have a glimpse of rich animal wealth and handicrafts of rural areas at one place. Nagaur and Pushkar cattle fair are examples of such success stories. Similarly cattle fairs of Jhalarapatan (Jhalawar), Tilwara (Barmer), Parbatsar (Nagaur) etc. could also be promoted as tourism events.
- The State has rich Forest Reserves and National Parks like Sariska, Alwar Ghana, Bharatpur and Ranthambhore, Sawai-Madhopur. The other areas, which have potential for wildlife tourism, will also be developed for tourism in a planned manner. The desert flora and fauna holds tremendous appeal for the tourists. Special tourist's museum displaying rich natural and historical heritage of the state would be established in the private and public sector all over the state.

The national committee on tourism has estimated that there would a requirement of 28000 trained manpower in accommodation and hospitality sector and 20000 to 26000 per year in travel and tourism trade. This requirement is, besides the secondary and tertiary sectors such as souvenir, handicrafts, entertainment, photography, catering establishments, florists and beauticians

etc. will open up ample opportunities. Thus formal education is required in the development of the human resource.

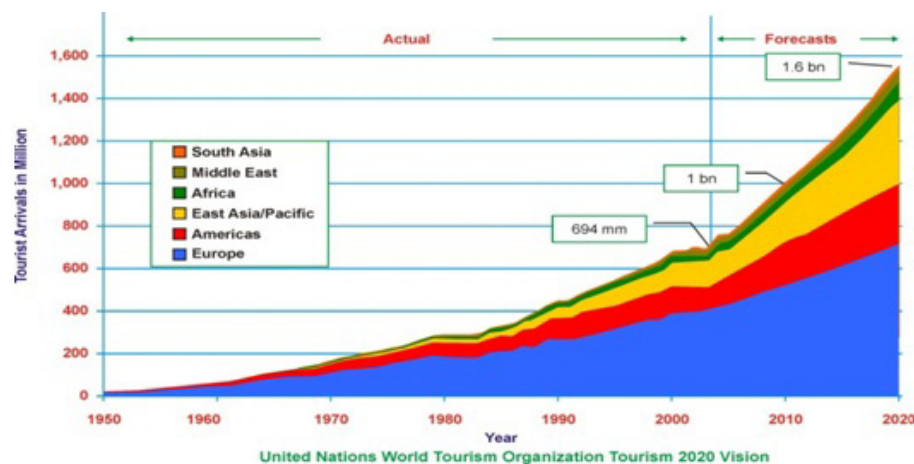
TOURISM 2020 VISION

UNWTO's Tourism 2020 Vision forecasts that international arrivals are expected to reach nearly 1.6 billion by the year 2020. Of these worldwide arrivals in 2020, 1.2 billion will be intraregional and 378 million will be long-haul travelers.

Table 2: Tourism 2020 Vision

Tourists Receiving Region	Base Year 1995	Forecasts (in Million)		Market share (in Percent)		Average annual growth rate (Percent) 1995-2020
		2010	2020	1995	2020	
World	565	1006	1561	100	100	4.1
Africa	20	47	77	3.6	5.0	5.5
America	110	190	282	19.3	18.1	3.8
East Asia and the Pacific	81	195	397	14.4	25.4	6.5
Europe	336	527	717	59.8	45.9	3.1
Middle East	14	36	69	2.2	4.4	6.7
South Asia	4	11	19	0.7	1.2	6.2

Source: <http://www.unwto.org/>



UNWTO -2020 Vision

The total tourist arrivals by region shows that by 2020 the top three receiving regions will be Europe (717 million tourists), East Asia and the Pacific (397 million) and America (282 million), followed by Africa, the Middle East and South Asia. East Asia and the Pacific, Asia, the Middle East and Africa are forecasted to record growth at rates of over 5 per cent year, compared to the world average of 4.1 per cent. The more mature regions Europe and America are anticipated to show lower than average growth rates. Europe will maintain the highest share of world arrivals, although there will be a decline from 60 per cent in 1995 to 46 per cent in 2020.

In the light of above, it can be said that owing to the rich culture and heritage of Rajasthan and also by the efforts made by Department of Tourism, Government of Rajasthan, tourism will grow at a faster pace. The forecast by the UNWTO also speaks about growth in tourist arrivals.

Except NCHMCT and FCIs, the courses run by private institutes are not able to create thorough professionals. There are certain reasons behind it. Then, the courses run by universities are also not in good shape as most of the course work is taught by ever changing guest faculties. Then the courses that produce airline professionals are run by private institutes and they do not have any guidelines. Most of the subjects are taught by guest faculties, who keep on changing now and then.

If these tourism courses will continue to run on the same lines, tourism education in the state cannot grow. Hence no more professionals and eventually hurdles in the growth of tourism in the state.

Rajasthan Institute of Tourism and Travel Management (RITTMAN) is not fully functional as Indian Institute of Tourism and Travel Management, Gwalior, (IITTM) is contributing for Government of India and Kerala Institute of Tourism and Travel Studies (KITTS), Thiruvanthapuram is doing for Kerala state.

Looking at the benefits from tourism, the government must come forward to promote tourism education in the state. Without proper tourism education positive impacts of tourism cannot be harvested.

The government can direct the universities running at well known tourist destinations for the creation of tourism and hospitality departments. At other places, the universities or colleges should be asked to introduce tourism as a subject with other courses. The government should help these universities and colleges by granting permission to appoint professors and supporting staff.

The Government of Rajasthan, Jaipur, should also think about absorbing and employing these tourism literates. This will surely need an enforcement guideline for the appointment of staff in hotels, travel agencies, airlines and working as tour guides.

The Government itself can appoint fresh tourism graduates as Tourist Officers, Assistant tourist Officers and Information Assistants and many others at different places, for example, labor department, where number of hotels and restaurants are registered but the department do not or is unable to differentiate between a hotel and restaurant.

For producing professional guides, the RITTMAN, or Department of Tourism, Government of Rajasthan must think about education and training of the tour guides in the state. A well thought, well planned tie-up between an university (for providing education and training) and Department of Tourism, Government of Rajasthan, Jaipur, (for providing permits or certificates or licenses) to the tour guides seems to be feasible. It will not only generate employment, but will ease the burden for state government to conduct courses, police administration (after 2003, many unauthorized guides – locally known as ‘Lapka’ – are performing the act of guiding and this has become a problem for administration), fighting cases regarding tour guides in High Court.

Eventually, the well trained, well educated professionals would be there to act as a ‘cultural ambassadors of India’. This all will help to create a ‘tourism environment’ and ‘tourism awareness’ in the state and tourism can be really become ‘People’s industry’ and can help to reach to its goal of achieving 1 per cent share from the world tourist arrivals.

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