

Advanced Technologies & Innovations in Tourism & Hospitality Industry

Volume-2

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Swaranjali Publication Pvt. Ltd.

E-mail : swaranjalipublication@gmail.com

www.swaranjalipublication.com

Sector 10-B, Vasundhara, Ghaziabad, (U.P.) 201012

Phone : 9810749840, 8700124880

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© Editor : **Dr. Shiv Mohan Verma**
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Publisher : **Swaranjali Publication**
Sector 10-B, Vasundhara,
Ghaziabad, (U.P.) 201012

Phone : 9810749840, 8700124880

E-mail : swaranjalipublication@gmail.com

Website : www.swaranjalipublication.com

Edition : 2019

ISBN : 978-81-94364-28-3

Price : 1200/-

Printed By : Swaranjali Offset Printers

PREFACE

For sustainable development and effective management of all related aspects of hospitality and tourism, it is essential to learn from the best practices around the world and be innovative in finding practical solutions to ever-evolving challenges. Innovative approaches should be taken to strategically align with the visions and expectation of key tourism & hospitality industry stakeholders in planning, developing, marketing, managing, monitoring and controlling.

As we advocate that industry leaders and researchers should collaborate in seeking practical and innovative solutions for the challenges in hospitality and tourism, papers jointly written by industry leaders and academics are sought for this conference.

We bow our head in reverence before our loving chief patron Dr.(Prof.) Mukti Bhatnagar and Patron Dr. Stuti Kacker, Dr. N.K.Ahuja and Dr. Shalya Raj. We also show gratitude to our chief advisors Dr. Rohit Arora, Dr. Krishnamurty, Mr.DK Saxena and Dr. Heero Hito Rev. We also appreciate the kind cooperation of Dr. Amit Kumar Singh, Dr. Reyaz Qureshi, Mr. D.S. Negi, Dr. Jatashankar R Tewari, Dr. Bhola Chourasia, Dr. Vinay Rana and Dr. Neeraj Aggarwal.

The book would not have been possible without the support received from our co-worker Mr. Rajeev Thakur, Mrs. Garima Jain Goel, Mr. Yajvendra Singh, Mr. Vinay Punia and Mr. Saurabh Tripathi.

We also thank all the authors who sacrificed their precious time to contribute to this book. Furthermore, we wish to thank all the participants of the conference for dedicating their time and knowledge, thus contributing to very open and productivity discussions at the conference and fruitful contacts following. Thanks to all of you for your contributions!

Editors

Dr. Shiv Mohan Verma

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Contents

1.	ETHOS AND NEXUS TO HOSPITALITY SECTOR PROMOTING RESPONSIBLE TOURISM.....	1
	<i>Dr.Tushti Sharma, Mr.Yajvendra Singh, Mr.Ankit Srivastava</i>	
2.	“ROLE OF E.TOURISM FOR DEVELOPMENT OF HISTORICAL TOURISM AND SOCIO-ECONOMIC CONDITION OF UTTAR PRADESH”	11
	<i>Mr.Harveer Singh, Prof. (Dr.) Vishal bishnoi</i>	
3.	INNOVATIVE PRACTICES ADOPTED BY RESTAURANTS TO ATTRACT HEALTHY FOOD DIET, A CASE STUDY	18
	<i>Imran Khan, Dr. Masood Aslam,</i>	
4.	STAFF RETENTION: A STUDY ON RETAINING MANPOWER IN HOSPITALITY &TOURISM SECTOR IN INDIA.	29
	<i>Mahesh Kumar Bairwa, Rajni Kumari</i>	
5.	ANALYZE THE IMPACT OF EMPLOYEE MOTIVATION ON PRODUCTIVITY	46
	<i>Meghna Raizada</i>	
6.	WORK LIFE BALANCE FOR HOTELIERS	67
	<i>Nikhil Sharma</i>	
7.	INNOVATIONS & THE DIGITAL FUTURE OF THE HOSPITALITY INDUSTRY	79
	<i>Prof. P.B. Singh, Dr. Ritesh Kumar Saxena</i>	
8.	ROLE OF SOFT SKILLS IN HOTEL INDUSTRY	90
	<i>Dr. Rafat Khanam</i>	
9.	A STUDY ON ROLE OF ADVENTURE SPORTS TRAINING INSTITUTES IN PROMOTION OF ADVENTURE TOURISM IN UTTARAKHAND	95
	<i>Mr. Rajeev Semwal</i>	

10. EFFECTS OF GLOBAL WARMING ON THE TOURISM SECTOR
IN INDIA105
Rajeev K Thakur, Dr. Shiv Mohan Verma, Garima Jain Goel
11. GUEST’S SAFETY (A KEY FEATURE OF HOSPITALITY INDUSTRY) IN
SMALL HOTELS- A STUDY OF THE GATEWAY CITY OF KUMAON, HALD-
WANI112
Ramashish, Sumit Joshi
12. FEMALE EMPLOYEE RETENTION IN HOSPITALITY AND TOURISM
INDUSTRY: ISSUES, EXPECTATIONS & EXPERIENCE.....121
Ranjeeta Tripathi, Priyadarshini Seth, Deepti Yadav
13. TRADITIONAL FOOD AND GASTRONOMY PRACTICES TO STRENGTHEN
CURRENT FOOD SECURITY131
Rekha Sharma
14. SUSTAINABLE RURAL DEVELOPMENT THROUGH RURAL TOURISM AND
ITS PRACTICES: A CASE STUDY OF AURANGABAD,
MAHARASHTRA138
Saurabh Krishna
15. A STUDY ON PATIENT SATISFACTION TOWARDS HOSPITAL MEALS AT
PRIVATE HOSPITALS OF DELHI THROUGH FOCUS GROUP INTERVIEW –
DIETICIAN’S PERSPECTIVE153
Saurav Chhabra, Prof. Dr. Garima Parkash
16. LIVE GREEN FEEL GREEN-“AN ASSESSMENT OF GREEN
PRACTICES OF FIVE STAR HOTELS IN DELHI AND NCR”163
Kumari Shiwani, Prof. Dr. Garima Parkash
17. CHALLENGES AND OPPORTUNITIES FOR TOURISM INDUSTRIES IN NER
– WITH SPECIAL HIGHLIGHT ON ECOTOURISM IN ASSAM (AN EMERG-
ING AND A PROMISING DOOR OF SCOPE AND OPPORTUNITY FOR
UPLIFTMENT)172
Trina Deka, Dr. Bhola Chourasia,

18.	“A REVIEW STUDY ON JOB SATISFACTION OF FEMALE EMPLOYEES IN REFERENCE TO INDIAN HOTEL INDUSTRY”	181
	<i>Himali Lakhera, Anil Lakhera</i>	
19.	APPRISING FUSION IN THE CUISINE OF UTTARAKHAND USING LOCAL INGREDIENTS.....	191
	<i>Shweta Nripendra Lingwal, Dr. Nripendra Singh Lingwal</i>	
20.	VARANASI: RESTORING THE GLORY OF SPIRITUAL CAPITAL OF INDIA.....	207
	<i>Dr. Akhilesh Singh</i>	
21.	WHY HOTEL INDUSTRY IS SHRINKING FROM ITS SOCIAL REASONABILITY?.....	214
	<i>Mr. Deepak Singh Negi, Mr. Dilip Kumar, Mr. Vishal Gautam, Mukesh Kumar</i>	
22.	A CASE STUDY TO IMPLEMENTING GREEN MANAGEMENT INITIATIVES BY HOTEL INDUSTRY AND GOVERNMENT IN DELHI /NCR	218
	<i>Jyoti, Himanshu Sharma, Deepak Chhikara</i>	
23.	TO STUDY THE INNOVATIONS AND NEW APPROACHES IN ADVENTURETOURISM IN INDIA AND HOW INDUSTRY CAN UNDERSTAND THE CONSUMERS AND SHAPE THEIR MARKETING COMMUNICATION.....	225
	<i>Dr. Kamal Kishor Pandey, Dr. Manoj Kumar Tripathi</i>	
24.	MEASURING CUSTOMER’S SATISFACTION LEVEL IN HOTEL INDUSTRY: CONTENT ANALYSIS STUDY	245
	<i>Mr. Lalat Indu Misra, Dr. Bibhuti Bhusan Pradhan Dr. Ansuman Samal</i>	
25.	REVIEW OF LITERATURE OF PROSPECTS AND PROBLEMS OF EDUCATIONAL TOURISM	269
	<i>Lala Ram Choudhary</i>	

26.	IMPACT OF TERRORISM ON TOURISM INDUSTRY IN INDIA: A CRITICAL ANALYSIS WITH SPECIAL REFERENCE TO JAMMU AND KASHMIR.....	278
	<i>Shivani Sharma, Dr. Reena Bishnoi</i>	
27.	THE EMERGING ROLE OF SOCIAL MEDIA MARKETING IN ENTREPRENEURIAL SUCCESS OF WOMEN FOCUSING ON INDIAN TOURISM AND HOSPITALITY SECTOR.....	289
28.	FOOD AND BEVERAGE SERVICE AND GUEST SATISFACTION IN LOCAL FAST FOOD CHAINS OF LUCKNOW	296
	<i>Prof. Sanjay Singh</i>	
29.	REASONS LEADING TO ATTRITION IN HOTEL INDUSTRY OF RAJASTHAN.....	310
	<i>Shweta Upamanyu, Amit Datta, Aravind K. Rai</i>	
30.	BUDDHA TOURISM.....	318
	<i>Dr. Vandana Goyal, Dr. Vaibhav Goel</i>	

Ethos and Nexus to Hospitality Sector Promoting Responsible Tourism

Chapter 1

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The substantial growth of tourism activity clearly marks tourism as one of the most remarkable economic and social phenomena and there has been a diversification of the tourism product from the traditional sun, sea and sand offering to a product that can be potentially more intrusive or more beneficial for those living in the tourism destination. In the last few decades, responsible tourism has emerged as a significant and wider consumer market trends towards life-style marketing and ethical consumption. Tourism organizations have realised that promoting ethical attitude can be good business as it enhances a company's profits, management effectiveness, and public image and employee relations to the fullest.

As a result of the continually changing competitive environments, tourism and hospitality organizations have come up with ways to stay ahead of their competitors other than the conventional ways of lower prices or more services. Nowadays most customers believe that competing services and products are reasonably alike in terms of quality. Tourism and hospitality managers are real-

izing that competing on the basis of price alone leads to an erratic market and uneven profits. Hospitality and tourism organizations are responding to this by creating collaborative relationships and better partnerships with their consumers. In relation to these relationships there has been a lot of discussion in the last few years regarding ethical practices by hospitality and tourism businesses.

A reputation for ethical practices in any business activity can be a competitive edge. Some organizations view ethics as a constraint to their profitability. Indeed adopting ethical practices may reduce the company's profits. However, the long term effect on the organization's profitability is positive. High organizational ethical practices can significantly contribute to productivity by minimizing the cost of business transactions, establishing customer loyalty, creating trust with suppliers, maintaining social capital and successful team of employees. There is a growing concern for business ethics in the hospitality industry as hospitality professionals are faced with ethical dilemmas in their daily operations. Complex and interesting ethical issues affect this broad industry ranging from restaurant operations to tourism-based businesses. Some of the ethical challenges faced by hospitality managers today aren't new and have been taking place for a long time.

Recently, hospitality managers keep facing issues on a regular basis. Interviews with hospitality managers about their daily challenges in their operations evoke numerous ethical problems at different levels. It is important to note that managers face a difficult task deciding what is ethically right and may sometimes be controversial. The increase in diversity as well as multicultural backgrounds in the hospitality industry makes ethical issues difficult. Managers often face accusations of theft, harassment, discrimination on the basis of age, gender, race and belief often leading to complaints that may result in lawsuits. Since the right ethical action is not often clear, hospitality managers must gain a deeper understanding on various ethical issues and must learn different ways of dealing with them when they arise. A lot of people deem unethical or possess questionable behaviour, indispensable to get ahead making others feel as dishonest. Researches disclose that few people consider themselves to be more ethical and honest than the other colleagues at their workplace. Thus, concern for ethical behaviour in the hospitality sector becoming quite obvious. *World Travel and Tourism Council (2002)* clearly identified hospitality industry impacts as involving water consumption, energy consumption, chemical use and atmospheric pollution, purchasing and waste water management.

Morals and ethics are often used interchangeably; ethics refer to the rules of behaviour, based on moral obligations and duties, indicating expected behaviour. The values that define ethical principles include honesty, trustworthiness,

integrity, fairness, keeping promises, fidelity, caring for others, accountability, pursuit of excellence, leadership, responsibility and respect for others. All hospitality professional should possess these values as they are critical in the success of any organization (*Stevens, 2008*).

Tourism is currently one of the top industries driving the global economy that operates in a very complex environment, as a result of this there is a growing concern on its negative social and environmental impacts. Tourism managers are faced with numerous ethical dilemmas that arise in the daily operations of tourism businesses. In nature, tourism industry deals in various products to a large extent depending on cultural and environmental resources. The industry involves activities that are continuously interacting with the natural systems (*Costello & Hogan, 2002*). Ethical tourism and responsible tourism relates to thinking about the consequences of actions as a tourist on the environment, local people and local economy. Some places in the world really benefit from tourism and for some communities the tourist trade is the main source of income and jobs.

Ethical tourism is becoming more important in the tourist industry, with campaigns to raise awareness of the benefits of responsible holiday making and treating your area of visit with respect. Ethical tourism simply means keeping in mind the effects of one's actions as a traveller on the environment and local community. Geared towards consumers as well as the industry, ethical tourism aims to avoid participation in activities that contribute to or support negative ethical issues. Travelling ethically varies by region, but there are a few key points to remember when planning your next trip with cultural and environmental respect in mind.

In addition to the interactions with natural systems, tourism activities involve both direct and indirect contacts between local community and tourists. Agro-tourism, eco-tourism and home stay tourism involve direct interaction between the host community and the tourists whereas mass tourism has a lesser direct involvement. In both situations, however, contacts between host communities and tourists cause various problems such as importation of new culture and lifestyle, over-commercialization of cultural commodities and conflict of values. For instance tourists crave for scenic and secluded accommodation leads to increased clearance of various natural areas for the purpose of developing hotels and resorts. Additionally the transportation of tourists from one attraction site to the other results in the use of fossil fuels which release a considerable amount of air pollutants and other greenhouse gasses. Organic and solid wastes produced by the hospitality industry may contribute to environmental pollution. Most of these problems are ideally ethical in nature as they lead to

pollution, economic imperialism, depletion of natural resources, environmental degradation as well as sexual abuse.

As a result of these numerous ethical issues, there has been a global acknowledgment of the need for sustainable or responsible tourism. Sustainable tourism is that form of tourism that creates better places for tourists to visit and local community to live in. This form of tourism broadens the concept of sustainable or eco-tourism to include environmental, ethical and social considerations. According to *World Tourism Organization (2002)* responsible tourism is a form of tourism that relates all types of tourism with reverence to the destination, built, cultural and natural environment and the interests of all the involved parties. This form of tourism reduces harmful environmental, social as well as economic impacts, creating more economic benefits for the host communities and improving the overall interests of the destination. Various countries such as India, Gambia, Sri Lanka, America and United Kingdom as well as tourism organizations are by now practicing this form of tourism.

The indispensable link between tourism and hospitality industry and the social and physical environments implies that the industry survival largely depends on its capacity to not only maximize its benefits but also reduce its negative impacts on the societies and environments. The quality of interactions between the local community and tourist will lessen significantly, if the natural settings of hospitality and tourism activities is degraded, polluted or loses its aesthetic qualities due to poor planning and development. Likewise tourism and hospitality businesses may lose their appeal due to social problems such as prostitution, alcohol abuse, drugs and increased crime. Hence, the mitigation of these social problems is very vital in order to prolong the quality of tourism and hospitality services (*Hall, 2000*).

The key players in the hospitality and tourism industry can choose to pursue expansion in a manner that allows them the chance to respond to the changing societal structure and international environment positively while simultaneously being swift to respond to the practices and values of sustainable development. In the last couple of years responsible or sustainable tourism has emerged as a key trend globally like, consumer market trends shift towards ethical consumption. Hospitality organizations are starting to recognize that promoting their ethical position can be of great importance as it enhances their profits, public image, management effectiveness as well as employee relations.

There are two approaches in ethical decision making which include deontology and teleology. The former is concerned with the notion of universal principles and truths, which should be held on irrespective of the situation. It

argues that a person faced with a challenge is in a position to respond constantly and in compliance with their moral principles and are happy with the decision made in full view of others. On the other hand teleological view can be taken to be consequential. Managers make ethical decisions in view of expected results, which gets rid of universality of decisions as well as assistants principles to the context. A general expression about these approaches is that deontology focus more on means than the end while in teleology the end justifies the means. A comprehension of these theories assist in efficiently using the various tools to control the hospitality industry ranging from market-based mechanisms such as taxes to more control and command mechanisms such as legislation (*Foster & Hegarty, 2009*). For deontologist going against the law would breach their view of ethics, while a teleologist would be more interested in the consequences not the abiding rules, and would weigh the consequences against the advantage of breaching the law.

If hospitality managers adopt the latter to solve ethical dilemmas, legislation can only expect to be efficient if it goes hand in hand with severe penalties that prevent forbidden behaviour and therefore no need to understand how decisions are made. The increasing popularity of code of ethics used by the tourism and hospitality industry is a tool to offer guidance to employees when making decisions. *World Tourism Organization (2000)* in contribution to this approved the international; code of ethics for the tourism and hospitality industry that merged and strengthened previous suggestion as well as a declaration on responsible tourism.

Ethical decision making is mainly influenced by the type of ethical issue faced; ethical dilemmas are classified according to their strength with participants more likely to respond as per the ethical principle if the dilemma is considered important. In the last few years European countries have recognised that the natural resources are scarce ultimately this resulted in the reinforcement of the environmental ethics. Natural environment is known to have inherent value which overshadows its value as a leisure asset. Management greatly influences an organization's ethical performance by establishment of right of way that direct the ethical conduct of the entire organization (*Foster & Hegarty, 2009*). Management process and in particular setting organizational priority affects the realization of ethical conduct by identifying the values that the management deems as important.

Hospitality managers have the responsibility of maintaining the highest levels of services, guest satisfaction and optimal return on investment. In order to meet these objectives hospitality managers must deliver services that meet customers need. Nevertheless, during their daily operations the management is

confronted with a number of ethical issues that can leave a permanent impression either positive or negative in the minds of the management, customers or employees. Generally hospitality managers are confronted with ethical issues surrounding sexual harassment, departmental relations, yield management, guest rights, empowerment, vendor relationships, equal opportunity and public relations. There is a positive relationship between profitability and ethics. Managers must understand how to manage the material component of the hotel which include resources and profits and the value component which include morality ethics Managers are daily faced with the dilemma of either giving priority to the guest or profits. Although the main goal of the hospitality managers is to generate profit they however, must do so in within the framework bearing in mind that they must offer customers value for their money. Hospitality training basically focuses on foreign languages and economic, it fails to focus on ethics and morality. Hospitality managers must have certain personal traits which include honesty, integrity, loyalty, trustworthiness, fairness, respect for others, leadership, accountability, reputation and commitment to excellence. Managers must reflect on their daily decision as well as their behaviour to the business partners and clients (*Wallace, 2008*). Hospitality revolves around relationships between two persons one who requests and expects a quality and honest service and the other person expected to meet that request in a professional manner.

Hospitality establishments and their management should always ensure the quality of their guests and employees. Quality is only achievable through maintaining hotel standards; it is not an occurrence but a habit. It involves a proper estimate of guest desires, expectations and requirements and establishing of suitable standards. Quality is made up of good employees who respect ethics and morality in both their work and in life. Therefore ethics should be part of every activity in the hotel with definitions according to particular responsibility and work of every department. Ethics should cut across housekeeping, front office, security, food and beverage, marketing, purchasing, yield management and public relations departments. Excellent hospitality leaders ensure that the vision, mission, values as well as the ethics of the hotel reflect a socially responsible culture (*Smith & Colman, 2006*). Ethical leaders lead by example in restoring trust in business by stimulating ethical conduct of all the employees and having a clear understanding of ethical quality and progress of the hotel and taking necessary measures on the basis of facts.

Hospitality organizations that are socially and ethically responsible can attract as well as retain quality workers because the company's practices and values are direct to the values that such employees hold, which decreases the intention to leave the company. Service employees' turnover is directly related to the hospitality organization's ethical environment, high ethical practices re-

duce stress, increases trusts between employees thereby reducing conflicts and increasing job satisfaction. As opposed to other sectors the hospitality sector is very diverse; it involves employees and managers from every social, cultural, age, racial, educational, sex and religious background (*Vallen & Casado, 2000*). The industry also embraces a wider spectrum of ethically acceptable behaviour and beliefs. Therefore hospitality employees and managers need an international understanding of what is acceptable and wrong. Adopting and implementing ethical values helps people realize their organization fit as well as influencing employee's affections for the company. Unethical environment or practices often lead to extra organizational costs, thus there is a need for hospitality businesses to promote an ethical climate in the working place to avoid this.

One of the most important assets of any hospitality business is its employees; as a result hospitality organization should take good care of their employees. It is the role of the management to know what the employees think, how they perceive the company culture, what they think of their working environment and whether they are satisfied with the existing procedures and policies. When employees are satisfied, their retention rate is high while the turnover rate is significantly low. Hospitality managers should take a leading role in encouraging ethical behaviour in their organizations (*Smith & Colman, 2006*).

Ethical leadership includes personal competencies; nevertheless, those managers who lead by example have a greater impact on ethical actions of their subordinates. Studies have revealed that hotel industry employees require a higher ethical perception than other industries and a stronger capacity to judge ethical issues as per the policies of the organization. Ethics also directly impact on the organization's customers, satisfied employees treat the customer well and on the other hand ethical companies have respect and concern for their customers. Quality is very important in any hospitality or tourism business, it is directly related to ethics; it is in fact made up of employees who have morals and ethics not only in the workplace but in their life. Ethics cuts across the entire department in the hospitality industry because of its nature of operating as a single system. Hospitality industry training in the past has basically focused on economics and foreign languages. Morality and ethics had in the past been neglected; however as a result of the developments in the industry it is now indispensable that managers have personal competencies as well as ethical traits such as trustworthiness, honesty, respect for others, leadership among others. Hospitality professional is faced with an ethical dilemma of whether to give priority to profits or the customers.

Ethics have a positive relationship with profits and overall success of an organization. The tourism industry is considered an effective contributor to

socio-economic development around the world. As with anything relating to globalization, development has created complex positive and negative effects on communities at large. To reduce carbon emissions, minimize internal flights and travel overland when possible. Though buses and trains will take more time, these forms of transportation are much less polluting and a great way to enjoy a country's beautiful scenery. Taking public transportation, bicycling, or walking will also save fuel and give a true perspective into local life.

Hospitality organizations are not just food and accommodation it facilitates tourism. Tourism has come into view as a major force in the worldwide economy, with most countries, having increasing opportunities to participate, as both tourism destinations and tourists (*Ashley et al, 2001*). Many of the problems faced by the tourism industry are ethical in nature, including destruction of the environment, pollution, depletion of natural resources, economic imperialism, and sexual exploitation. In response to these ethical tensions, there has been recognition of the need to consider the concept of responsible tourism, tourism that creates better places for people to live in, and better places to visit. It extends the idea of eco-tourism or sustainable tourism to include social and ethical as well as environmental considerations. The *World Tourism Organization (2002)* described responsible tourism as a concept that relates to all forms of tourism which respect the tourism destination, the natural, built and cultural environment, and the interests of all.

The most interesting and most explored tourism in the world is animal tourism gives a notable part of a travel experience, but many of these activities involve the harm and exploitation of animals. While in recent years activists from around the world have taken measures to end animal abuse and neglect caused by the tourism industry, there are still many travel organizations that (intentionally or not) continue to mistreat animals. As a matter of fact, a recent study by World Animal Protection found that 75% of wildlife tourist attractions have negative impacts on wild animals. For wild animals to become so docile and tame there is often excessive mistreatment involved. As a rule of thumb for seeking ethical animal encounters, look for organizations that promote observation instead of hands-on contact. Though some sanctuaries and even nonprofits claim to be observing ethical attitude unfortunately they may not be ethical at all. In most of the countries of the world elephant riding is incredibly exploitative, and many elephant sanctuaries have transitioned from riding to other activities such as feeding or bathing. Though this is a significant move towards bettering the lives of elephants, there is still much to be done to increase the wellbeing of these vegetarian beasts. The best sanctuaries are ones which have the least amount of human interaction, with plenty of space for the elephants to roam freely.

To be an ethical traveller is to explore the world around us responsibly and mindfully, constantly questioning the results of our actions. While this term is distinct and perhaps daunting, it is simply a means to describe the way that we should all act when travelling with compassion, and understanding. And a term has been coined to spread awareness amongst the travellers that is responsible tourism. Also, the *Cape Town Declaration on Responsible Tourism in Destinations (2002)* describes Responsible Tourism as tourism that reduces harmful economic, environmental and social impacts; create more economic benefits for local communities; provides interesting experiences for tourists through meaningful interactions with local communities and cultures and improves the well being of tourism destinations. Responsible Tourism is about the legacy and the consequences of tourism for the environment, local people and local economies. Various countries and organisations such as South Africa, United Kingdom, United States, Gambia, India, Sri Lanka, are already practicing responsible tourism. Globally, driven by changing personal ethics, individuals contribute financially or otherwise to environmental and humanitarian initiatives.

Responsible Tourism is no longer seen as a passing trend and has now become a recognised and accepted sector within the industry with holidaymakers becoming more aware of their responsibilities as travellers (*UNEP, 2000*). Responsible tourism is a unifying term that embraces all these issues, it helps maximises the benefits, and minimises the negative effects of tourism. It is rising as new ideas which aim to push the mainstream tourism industry. Model projects and successful multi-stakeholder ideas, are also beginning to grow (*UNEP 2000*). These few examples perhaps prove that tourism has the potential to meet many of the objectives of sustainable development such as renewal of economies, supporting local communities, protecting the environment and even generate cost savings and efficiency gains for tourism companies.

As a responsible native of earth one must pledge that their holiday will benefit, and not deter, the local people, environment, customs and heritage being a vital part for promoting and observing responsible tourism.

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“Role of E.Tourism for Development of Historical Tourism and Socio-Economic Condition of Uttar Pradesh”

Chapter 2

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Introduction

E- Tourism, which is an Internet-based marketing process through surfing the different sites on the web and choosing the interest of individual. Tourism sector or tourism service industry is one of the first and most services sectors to adapt and utilized information and communication technology (ICT) for promoting and developing its services₁. E. tourism is the key to open the door of development of historical places and socio- economic condition of any country in the world who is rich in historical evidence, in addition to that earning the foreign exchange. The India is so lucky in perspective of historical tourism . the data taken from the Google source which shows that Google has 90.46% of the search engine market share worldwide. It is surprisingly that 15% of all the searches have never been searched before on Google. Google is getting over 63,000 searches per second on any average given day¹. So through the E.Tourism the historical tourism can be developed as people search the places on the web and visualize them. Motivation behind the historical places to visit is Information technology in 21st century. It is surprising that in 1999, it took Google one month to crawl and build an index of approximate 50 million pages. But In 2012, the same work was completed in less than a minute. Now you can see the power of E.tourism that people can book the ticket and hotel from their bed room also. E. tourism has made the people’s life easy and restfulness as

¹ Internetlivestast.com

well as joyfull.

Role of information technology and communication in Tourism:

Information and Communication Technologies (ICT) is umbrella term for technological developments for the Production, analysis, storage the information, different types of search, distribution and use of information includes a combination of hardware, software, Netware, groupware Human-ware (Wag mode and Jamsandekar, 2013). Any types of information can be received only on one command. Any human in 21st century, searching the eliments of interests of his nature on the web which he utilizes in the form of facility. Going as tourist any where in the world we search on the web the requirement, places to visit, hotel to stay, food for eating in today’s scenario. The technology spreading in all the hidden each corner of the tourism which is possible only by e. tourism. E. tourism has become the part of life people cannot survive without information and communication. The strategic goal is to integrate information with any type of tourism that will enhance good accessibility, visibility of information and availability of variety of tourism products along with tourist’s satisfaction.

Tourism Statistics:

“This is important because UNESCO has declared Kumbh as Most Intangible Cultural Heritage of Mankind” By MRS. Reeta bahuguna joshi (TOURISM MINISTER OF STATE)

Types of tourist	2018	2017	Growth rates in %age
Foreign tourist arrival	93, 67, 424	88, 67, 963	5.6%
Foreign tourist arrival on E. tourist Visa	20,61,511	14,56,615	41.5%

Source: *Year End Review-2018: Ministry of Tourism*

The Indian and Foreign tourist visits in important tourist places of Uttar Pradesh in year 2016 to 2018

Year	Indian tourist	Foreign	Total	Indian %age	Foreign %age	Total Percentage
2016	21,35,44,204	31,56,812	21,67,01,016	(+) 3.40 %	(+) 1.69 %	(+) 3.37 %
2017	23,39,77,619	35,56,204	23,75,33,823	(+) 9.56 %	(+) 12.65 %	(+) 9.61 %
2018	28,50,79,848	37,80,752	28,88,60,600	(+) 21.84 %	(+) 6.31 %	(+) 21.60 %

Source: *Indian tourism statistics at a glance 2018.*

The above figures shows that the increments of tourists both Indian and foreigners are benchmark in the end of 2018 this is because of e. tourism as tourist search the tourist places before coming to actual visit.

E-Tourism Players at present scenario in India.

The main role player in the tourism industry are public sector, tour operators, hotels and lodging , aviation and other transport operators, and tourists. Each of these role players has a stake in the development of the digital market through web or internet. The prominent interests of such stakeholders required to be announced in order to make sure that changes are arranged and promoted to the benefit of all the people. these players utilize information and communication technology in their processes to complement each other on making e-tourism success and more efficient².

E.TOURISM, How IT can change the world:

As Romain et al., (2010) stated, the link between tourism customer and service of supplier has been shortened, escaping intermediaries who is working as middle man who received the maximum profit from both the parties. Hence, customers have the opportunity to directly access to the offers in the tourism industry. At present, it plays an important role in the tourism industry. The effectiveness of different products of the tourism and service industry is being enhanced and improved rapidly by information and communication technology. According to the statistics published by World Tourism Organization (WTO), in the near future, countries without ICT infrastructures would not be able to keep existence for tourism growth. India is expected to establish itself as the third largest travel and tourism economy in the world by the end of 2028 in term of direct and total GDP economic impact report 2018, by World Travel & Tourism Council (WTTC) has said³

To push Uttar Pradesh to the top of tourist destinations in the country, the chief minister Yogi Adityanath has said “government has approved a new ‘UP Tourism Policy, 2018’ with a target to generate 5 lakh jobs annually by investing Rs 5000 crore per year for the next five years”. The new policy will also aim to achieve an annual increase of 15 per cent domestic tourists and 10 per cent foreign tourists arrival in the state. Announcing the new policy, Tourism minister Rita Bahuguna Joshi said in lucknow on Monday that the policy, which will remain in force for five year, will grant the status of industry to all activities of

2 Soumya k , *Volume 8, Issue 3 Ver. I (May. - June. 2017), PP 16-19, www.iosrjournals.org Lectuer in Commerce MES Ponnani College,*

3 **Swati Mathur | TNN | March3rd, 2018.**

tourism sector⁴.

The Internet is already the primary source of tourist destination information for travelers. About 95% of Web users use the Internet to gather travel related information and about 93% indicate that they visited tourism Web sites when planning for vacations. The number of tourists turning to the Internet or web for vacation, travel and tourism planning has increased more than 300% over the past five years. This is a great achievement due to E. tourism. today Tourism Information Systems (TIS) are a new type of business systems that serve and support e-tourism and e-travel organizations not only in india but also everywhere in the world, such as airlines, hoteliers, car hire companies, recreation and entertainment, suppliers as well as travel agencies. One class of these systems depends upon on the travel and tourism related information sources, such as Web sites, to create tourism products and services. The information received from these sources can serve as the strong platform for a variety of tasks, including packaging, travel planning, and different price comparison.

Current technologies

Various typologies of technologies are being used in e-tourism. Consequently, three sub- areas have emerged: operational instrumentation and systems used by tourism, hospitality and tourism businesses, or organizations to increase the efficiency and competitiveness; consumer service platforms adopted by tourists to search related information, plan their tour and historical place to be selected , make purchases, and share experiences, knowledge; and distribution tools which offer distribution channels and mediate the transactions between tourists and businesses⁵

Role of E.tourism In Socio-Economic Development:

The e-tourism may contribute the growth of the tourism sector by about 40%.⁶ Tourism in India is economically important and is growing rapidly. The World Travel & Tourism Council calculated that tourism generated 8.31 lakh crore (US\$120 billion) or 6.3% of the nation's GDP in 2015 and supported 37.315 million jobs, 8.7% of its total employment. India saw the emergence of e-tourism, its innovation and growth. It is because of the online revolution and its utility where the tourists are more interested to get information on destinations, facilities, availabilities, prices, geography & climatic condition and present status of any country, state, locality and friendly relation. This led to the development of e-tourism strategies in tourism and hospitality industry and more

4 The pioneer on line paper, 5th nov.2019.

5 Bing Pan, e.tourism, January 2015, Pennsylvania State University.

6 Riswan E. Tarigan, article, October, 2016.

services in the form of online hotel booking, club booking, flight booking, car booking, bus booking came forward as online services in tourism . Tourism in India has a strong relevance to socio-economic development, cultural development and national integration. India is a vast country of great beauty and diversity and her tourist potential is equally vast organized tourism in India began in the 1950s with the emergence of planned development. Over the past years, Indian tourism has grown considerably as is indicated by the arrival of foreign tourists⁷.

Scope of the Proposed Study

The study is based on observation which has been conducted.

For an intensive study is not possible for the researcher to cover all the Areas of Uttar Pradesh. Hence the main focus of the study has been done on e. tourism for the development of historical tourism and socio-economic condition of Uttar Pradesh.

Objective of the Study

- To identify the role of E. Tourism for the development of historical places.
- To identify the role of e. tourism in socio economic development of Uttar Pradesh

Research Methodology

Present study is a fact finding study and based on both primary and secondary sources of information. The study is based on secondary data referred from several research papers, journal, articles and reference books. Observation which has been conducted on internet and having interview with academicians related to hospitality.

Tools And Techniques Adopted For The Study

In such a case study the researcher has used a combination of techniques such as observation, interviews methods of techniques.

Most of the **primary data** required for the study, has been collected through observation on internet and personal interview, personal visits.

Conclusion

After the review of secondary data and the observation, the following conclusions have been carried out by the researcher.

⁷ Soumya k, (May. - June. 2017), Influence of E-Tourism in India's GDP, *IOSR Journal of Economics and Finance*, Volume 8, Issue 3 Ver. I PP 16-19

1. This e-tourism system is the key for the future of the tourism industry. The e-tourism also can be defined as the combination of different travel components.
2. India has potential for development of e. tourism to develop historical tourism and socio- economic development of any state as world's most professional of information technology professionals are best known from India only.
3. Today's tourists have internet in their pocket and are always online. That's why resources like a website, Google, Face book, and Instagram can be much more useful for development of historical places through the web marketing.
4. Electronic tourism made of e-airlines, e-travel agencies, e-hospitality,e-tour operators and e-destinations and e historical places. Today the tourism market is rapidly changing and is looking continuously grow and change business and the process that will increase the efficiency of the tourism consumption day by day.
5. There is no such plat form on the web that does marketing only for historical tourism for the historical tourists and historian.
6. The tourism statics shows the tourists increases every year that e. tourist visa increases 41.5% in 2018 over the previous year 2017. So this shows the tremendous hike in tourism through e. tourism.
7. Uttar Pradesh to top the tourist destinations in the country under new 'UP Tourism Policy, 2018'.
8. About 95% of Web users use the Internet to gather travel related information and about 93% indicate that they visited tourism Web sites when planning for vacations.

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Innovative Practices Adopted by Restaurants to Attract Healthy Food Diet, A Case Study

Chapter 3

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Introduction

Good nutrition is an important part of leading good life style which is combined with physical activities and right diet that can help to reach and maintain a healthy body index such as ideal body weight, toned body, and reduce the risk of chronic diseases. The young generations as well as middle aged people in urban society are taking health factors as priority in life activities. At the same time dining outside home have picked up in a big way. There are lot of tempting food stuffs which are easily available in our surrounding. Even social media have also played strong bondage to enjoy party along with friends and family. The another marketing strategy that has engulf the society is on line food delivery through mobile apps.so, there is very difficult to make healthy diet habit against the attack of market food. But as the age progresses, an adult starts facing with several types of diseases like blood pressure, diabetes, CVD disease, renal ailments and others. The effect is diet restriction. Under such conditions a major category of population avoid visiting restaurants. The majority of population after in 50's has started facing health problems which compel them not to savour market food. It means loss of very strong market segments who are affluent and excess in money to be made expenditure in other luxury goods.

On the other hand, the restaurants which offer food to customers are very rich in fats and oil, spicy, and high carbohydrates and sodium compound. Sometimes these foods are termed as junk food. The main aim of all commercial food

outlets are to create tasty food with attractive garnish. Very less emphasis is given on health factors.

So, the restaurateurs have to work out what environmentally sustainable nutritious, affordable and equitable eating pattern for those who are denied to visit or reduce frequency at commercial food outlets should be welcome back by providing the range of healthy food for them also and build up confidence in them how restaurants create a supportive environment that encourages and enable providers to provide it and people to eat it to win the confidence among such kind of clients.

The purpose of this research is to provide a food which is locally produced, healthy and high quality that bring value and support ethical goals. A restaurant that offer the customers dishes made with the best quality of food, using organic, bio- ecological healthy and consciously produced may open a new area of market segment. So that those whose diet has been restricted may turn back to restaurants.

In this continuous process the food outlets should go further to create separate nutrition menu along with normal menu may be introduce as health menu. The chef should also have trained about nutrition science so that they can create healthy diet for such category of people. At the same time the serving staff should also be trained about therapeutic diet and knowledge about the diet to be taken with particular disease. The calorie count should be a good idea in this category.

Review of Literature

(Wasserstrom):Senior citizen friendly restaurants could improve business. Older adults are an important demographic for restaurants for several reasons. First, the percentage of the population that is over age 65 is projected to more than double in the next 50 years. And older adults often have more disposable income and free time to eat out. A recent **Cornell University** study found that seniors eat out more than their millennial counterparts.

(Bhassin S.)*As you age, your needs for nutrition increase. Your body is in a degenerative mode. Growth of cells and tissues is slow but repairing of tissues is at a higher rate. You suffer from low immunity, poor digestion, weak bones and muscles and fatigue. Activity of the body reduces and you may be a victim of metabolic disorders like diabetes, osteoporosis, arthritis, high blood pressure or high cholesterol, etc. All this does not mean that you have to eat less. Eating right becomes more important than eating less.*

Requirement of vitamins, proteins, minerals, fluids and carbohydrates changes in old age. And all these nutrients have to be packaged in easy-to-digest and easy-to-absorb, small frequent meals which are spread out and spaced well over the entire day. Ageing is a process, which is associated with a lot of free radical release in the body. It is also called as oxidation of cells. Weak muscles, greying and falling of hair, reduced skin tone, susceptibility to colds and coughs and lack of energy are symptoms of oxidation. Vitamins like vitamin E, C, A and some minerals are essential in right quantities to reduce the ill-effects of free radicals in the body.

At times, food becomes very important during old age as that is the time when one can spend some time with the rest of the members of the family. Women especially should be very careful about their diet in old age. Due to menopause, the ability to absorb calcium reduces and they may get weakness in joints and susceptibility to fractures very easily. Food cooked should be soft and easy to chew, in case there have been teeth extractions or dentures are being used.

Effective Marketing to Senior Citizens (*Lisa McQuerrey*): Effective marketing plans start with the assessment of marketplace, and senior citizens make up a sizeable portion of this demographic. Marketing to seniors involves establishing a relationship, building trust and providing opportunities for growth, learning and interaction. Seniors are known for developing long-term brand loyalty, so an honest and forthright approach is vital to reaching this important segment of the population.

1. Research your market to determine where the majority of your senior population resides. This can be accomplished through demographic records or economic development reports that break down cities and geographic regions by Pin code. These statistics can provide information about the age, income and education levels by code. Having this information will help you make informed decisions about the areas in which your senior marketing is likely to be best received.
2. Develop advertising vehicles that are most likely to reach seniors. Seniors are more likely to read and respond to direct-mail advertising than email and web-based marketing strategies, especially when they are created in large-point type for those with failing eyesight. Radio and television outlets should also be able to provide you with information about the programming that most often attracts this key demographic, which will allow you to prudently purchase advertising slots when the greatest number of seniors is likely to be tuned in.
3. Create marketing avenues that invite seniors to participate, learn and meet new people. For example, host product demonstrations, lectures or

events that allow seniors to meet, mingle and interact with others their age. If you are marketing a product not typically targeted to seniors, such as high-tech computer software, promote a free workshop that teaches them how to use what you're selling.

4. Go where seniors go. Look for promotional opportunities in senior-focused newsletters and magazines, sponsor events at senior centers and join community organizations that cater to seniors. These approaches provide opportunities for grassroots marketing and outreach.
5. Make it easy. Seniors come from generations in which communication tools were simple and straight forward. Making a senior jump through hoops and conditions for promotions is more likely to turn them away rather than turn them on to your product.
6. Add personal service. Seniors prefer personal interaction to web-based instruction or computer-generated call features. Offer a live person to help sell, explain and maintain the products you market to seniors.
7. Menus: One of the easiest things restaurants can do is increase the size of the font on their menus to 13pt or greater. As we age, our vision changes significantly, making it more difficult to read small text. Also, avoid fancy, cursive-type fonts.

In addition, our color vision also changes as we age. As a result, restaurants should avoid using blue or green text on menus. These are the colors that the eye loses (or blurs) most quickly as it ages. Text in these colors can look blurry or fuzzy to some seniors. Black text on a gold or yellow background provides the best contrast without glare.

Altering Menu to Accommodate Alternative Diets: Nowadays, a lot of people are choosing alternative diets and lifestyles, and you, as a restaurant owner, should be aware of their dietary needs and restrictions. This doesn't mean you have to completely scrap your menu, but there are some things you can do to accommodate people with alternative diets, such as offering gluten-free alternatives, clearly marking alternative foods on your menu, and creating a dietary legend.

Major Alternative Diets

There are hundreds of different fad diets and lifestyles, so it would be impossible to create a menu that offered options for each one. But, there are three major alternative diets that you should be aware of and accommodate in your establishment.

1. **Vegetarianism:**Vegetarianism is one of the most common and well-

known alternative diets. Vegetarians do not eat meat, seafood, or foods cooked using meat stocks or products. Their diet consists of mostly vegetables, fruits, grains, and beans.

2. **Veganism:** Similar to vegetarianism, vegans do not eat meat products, but they also do not eat any food that comes indirectly from animals, like eggs, dairy, and honey. Some vegans also avoid refined sugars and some types of wines, because they are produced with animal products. The vegan diet relies on fruits, vegetables, grains, and beans for nutrition.
3. **Gluten Intolerance:** Serving gluten free food is the fastest growing trend in the foodservice industry, so there is an increasing need for restaurants to adapt and accommodate gluten-free customers. Gluten is a protein that is found in some types of grain, most notably in wheat, rye, and barley. People who are afflicted with Celiac's or Crohn's disease cannot process the gluten protein, so they must avoid foods that contain it. Because gluten can be found in a surprising amount of foods, such as bread, baked goods, pasta, beer, malt, and cereal, it can make it difficult for those with a gluten intolerance to find dishes they can eat at restaurants.

Objective of Study

- i To study the requirements of special diet of senior citizen
- ii To study impact of introducing health menu for old age people in restaurant

Methodology

To study current topic, survey based research was liberally used. The active respondents were senior citizen and old people above 50 years' age. The empirical survey was based on opinion. Thus adequate steps were taken to minimize bias opinion to improve reliable information. The scope of study was non tourist place. So, Aligarh was one of the best option to include in the present of study. The tool to collect data was questionnaire, formulated mostly on MCQ nature to streamline the outcome uniformly. Eighty-seven respondents of Aligarh of different economic group were selected.

The principal component factor was analysis which was used scientifically by the instruments of statistical methods to validate the inputs into desirable results. Similarly, univariate analysis was used to analyze some descriptive statistics of both macro and micro variables. Student t- test method was used to test the hypothesis. The conclusion part has been derived exclusively from the

analysis of survey.

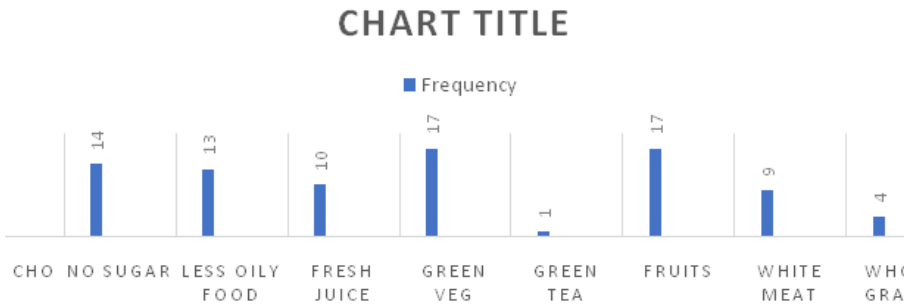
Analysis of Data

1. Common old Age Diseases

S. No.	Particular	Frequency X	Percentage
1	Diabetes	14	25.4
2	Heart Disease	12	21.8
3	Blood Pressure	23	41.8
4	Renal Disease	06	11.0
	Total	55	

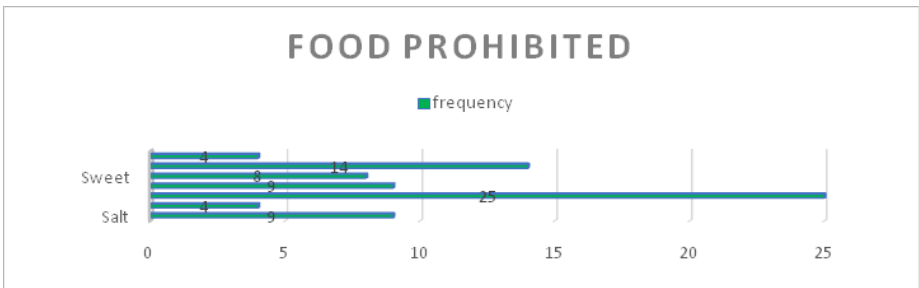
The most common disease related with old age respondents were Blood Pressure 41.8%, followed by diabetes 25.4%, heart disease 21.8% and renal disease 11%.

2. Diet Recommended



During old age the common recommendations are green vegetables 17%, fruits 17%, no white sugar 14%, less oily food 13%, white meat 9%, while grains 4% and low carb 3%.

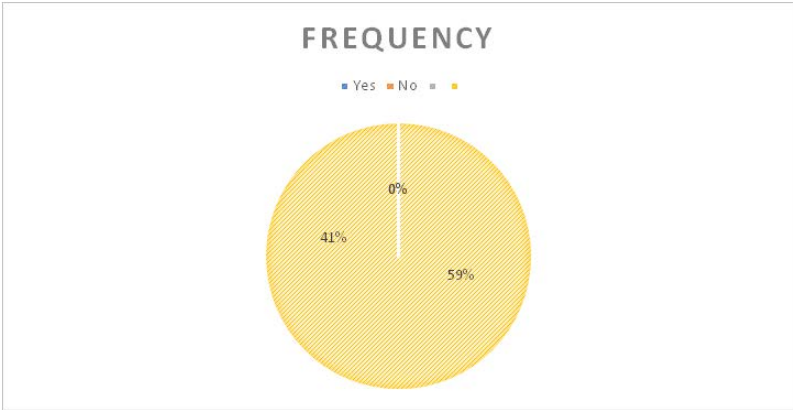
3. Food Prohibited



The survey reveals that old people are restricted with many food ingredients

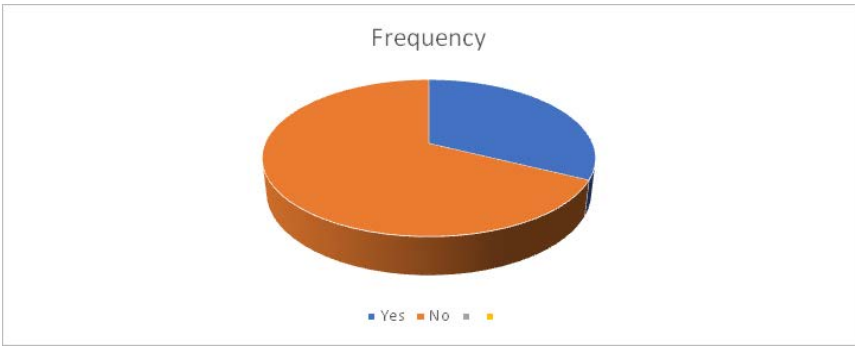
due its harmful effects which commonly found in commercial dishes. In this the restricted items are oily food by 34%, high carbohydrate food 19%, salt 12%, Spices 12%, sweets 11%, butter, fat and rice 6%.

4. Do you find Safe Food at Restaurant?



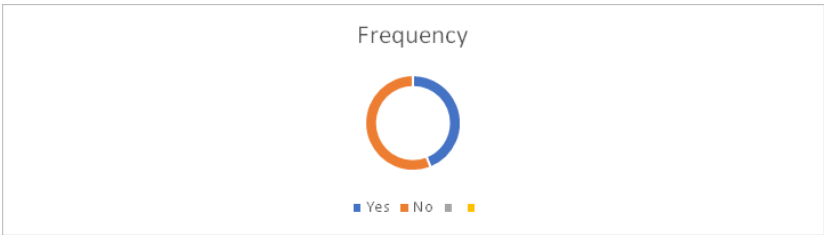
Fifty-nine percent respondents had opinion that restaurant serve food are safe overall but 41% disagree.

5. Restaurant may Provide Healthy Meal



Sixty percent respondents di agree that restaurants do not provide healthy food.

6. Do you keep calorie Count?



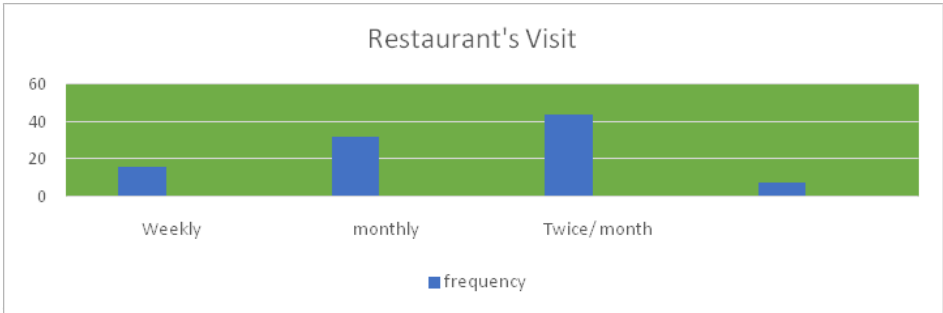
Only 44% respondents agreed that they keep in mind about calorie when ordering food at restaurants, but 56% do not care about calorie in-take of ordered food.

7. Recommended Dished

S. No.	Particular	Frequency	percentage
1	Green Vegetables	09	13
2	Salads	18	26
3	Appetizers	09	13
4	White Meat	08	12
5	Soups	12	18
6	Fish	12	18
	Total	68	

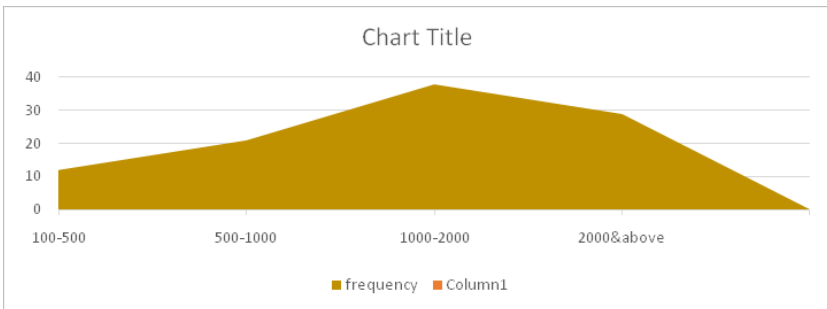
Usually healthy items which was recommended by dieticians they need to provide by the restaurants which are salads 26%, Soups and fish 18%, green vegetables 13% and white meat 12%.

8. Visit at Restaurant



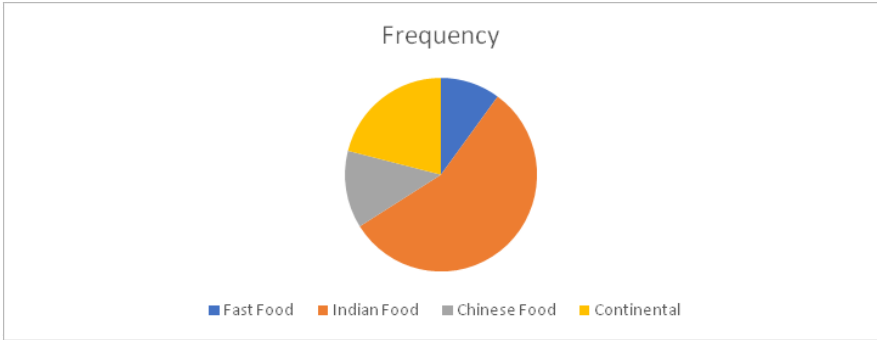
If restaurants start serving healthy food, 44% respondents would visit restaurants twice a month, followed by 32% monthly, and 16% weekly.

9. Range of Expenditure



Thirty percent respondents would make expenditure Rs. 1000 to 2000, 29% above Rs. 2000 and 21% for Rs.500 to 1000 per month.

10. Liking of Food



Food at restaurants the respondents would prefer 56% Indian, 21% continental, and 13% Chinese.

11. Types of Food in the Party

S. No.	Particular	Frequency	Percentage
1	Fast Food	09	13
2	Light Meal	24	36
3	Heavy Meal	20	30
4	Nutritive	14	21
	Total	67	

Since party meal are heavy in the party, so 30% respondents take heavy meal in party due to either limited choice or no choice of healthy meal.

Establish relation between growth of restaurant sale by introducing health menu: Student’s t test would statistically establish whether the idea of increasing sale by attracting old age people through healthy meal of their choice would work.

Testing of objectives by Student’s t- test: The above elements were analyzed by statistical method to yield following data to test the set objectives by the t-test method.

So, taking null hypothesis that population mean is equal to hypothesized mean of 44 percent, we can write:

i.e. $H_0: \mu = \mu_{H_0} = 44$ and $H_1: \mu \neq \mu_{H_0}$

S. No.	Inflecting Factors	Frequency(X)	(X- \bar{X})	(X- \bar{X}) ²
1	Restricted Food	34	-9.5	90.25
2	Recommended Food	19	-24.5	600.25
3	Safe Food	68	24.5	600.25
4	Healthy Food	82	38.5	1482.25
5	Calorie Count	44	0.5	0.25
6	Healthy Menu	26	-17.5	306.25
7	No. of Visit to Restaurant	32	-11.5	132.25
8	Capacity to pay	38	-5.5	30.25
9	Food Group	56	12.5	156.25
10	Party Food	36	--7.5	56.25
	Total	435	$\Sigma(X-\bar{X})^2$	3454.50

Calculation; $\bar{X} = 43.5$, $\sigma_{x=i} = \sqrt{\Sigma(X-\bar{X})^2/n-1}$ hence $\sigma_x = 19.51$

Now the value of $t = \frac{\bar{X} - \mu_{H_0}}{\sigma_x / \sqrt{n}}$, hence $t = (43.5 - 44) / 19.60 / \sqrt{10}$

Therefore, $t = -0.0806$, since $df = n-1$ so $df = 9$ and $SL = 5\%$, So $|t| \geq 1.833$

The observed value of t is -0.0806 which is in the acceptance region, we accept H_0 at % percent level and conclude that the sample data indicate that restaurant sale would increase by introducing health menu.

Results and Findings

1. The survey reveals that old age diseases are high Blood Pressure, heart disease, diabetes, and renal ailments. The people suffering from these diseases try to avoid commercial food and prefer to dine fresh green vegetables, fruits, less oily food, low carbohydrates and no white sugar and refined salt. In opposite restaurants food have high in salts, trans fat, high in carbohydrate and spices and less in protein, vitamins and mineral salts.
2. Majority of respondents had opinion that restaurants meal is tasty, good flavor, appetizing in appearance and safe from harmful bacteria but these are not safe for old age people.
3. Less than half of respondents, even though do not take into account calorie of meal at the time of order. But majority of respondents want to introduce health menu for them in which they may be able choose appetizers, salad greens, fresh vegetarian meal, white meat preparation, soups, and whole grains bread of organic food if possible.

4. The majority choose Indian food followed by continental and Chinese. When joining any party, they are compelled to have heavy food due to limited choice or no choice of dishes.
5. The respondents agreed that if healthy food starts serving by the restaurants they would start visit at least twice a month and would make expenditure in range of Rs. 1000 to 2000 per month.

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Staff Retention: A study on retaining manpower in Hospitality & Tourism sector in India.

Chapter 4

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Introduction

Hospitality and tourism in India have a significant potential due to rich cultural and heritage, variety in ecological destinations, terrains, palaces forts and beauty spread across the country. tourism contributes in large employee generation besides being a significant source of foreign exchange for the country. This sector is important for the economy and fast growth of the country. As per the data by the world travel and tourism council, tourism generated ₹16.91 lakh crore (US\$240 billion) or 9.2% of India GDP in 2018 and supported 42.674 million jobs and helped in supporting 8.1% of its total employment. This sector is predicted to grow at an annual rate of 6.94% to 32.05 lakh crore by 2028. Possibilities are getting better in medical tourism, foreign patients travel to India to seek medical treatments, which is being much cheaper than any other country in the world. By comparing the data of last few years, foreign tourist arrival in 2017 was over 10 million as compared to 8.89 million in 2016 represents the growth of 15.6%, the prime factors in this boost are: Growing disposable incomes and the rise of millennials as the ‘chief wage earners’, who account for 47 per cent of the working age population. The key drivers for this rapid growth are: the proliferation of smartphones, Internet and technology-driven tools and platforms is acting as a catalyst for speedy digitization of the travel and hospitality sector.

However, on other side some challenges have also occurred simultaneously. Some of the biggest challenges may be globalization, travel marketing, taxation, infra structure, security, finding right manpower, turnover etc. Turn over and attrition has come up as a big challenge to the hospitality and tourism organizations to operate in the country. It is almost the same for regular and contractual employees. As per the study data of Bureau of Labour Statistics, hospitality sector has an annual turn over rate of 73.8%, with over 6.2% of staff leaving every monthly. These data are quite alarming for the sector to consider and there is a need to find a tactful strategy to work on it. According to a study made by Cornell University's School of Hospitality Management, staff turnover rate of hospitality enterprises is about \$5,864 per employee and employee turnover costs hospitality companies an average of \$5,863 per employee. If it is company with 500 employees with an industry-average turnover rate, employee turnover would cost *over \$2 million a year* of the total budget. This is mostly spent on recruiting, training etc. rather to utilize on property upgradation, marketing, staff welfare etc.

Principle of the Research:

The principle behind this research is to find out the issues and challenges of hospitality and tourism industry about the attrition and turnover. This research explores the possibilities to curb the turnover and attrition rate in Indian tourism and hospitality industry. A survey was conducted in various hotels of the star category and finding of the various researches on hotels and tourism industry with advantages and challenges. Employees were interviewed on turn over and attrition in the hotel and similar companies and about their views of shifting towards the other service-oriented companies such as airlines, retail and financial services. Comparatively low salaries and long working hours, lack of long-term service benefits are the areas of big frustration. This study analyses and recommends few points for the hospitality and tourism industry to look upon and retain employee to stay with.

Objectives of The Study:

1. To know and identify the key reasons of high turnover and attrition in the hospitality and tourism sector.
2. To analyze various measures taken by the hospitality and tourism sector to maintain retention in the organizations.
3. To analyze the strategies government of retaining the manpower in the hospitality and tourism sector with other industries.

Importance of the Study

Hospitality and tourism industry aiming to channelizing their human resources towards attainment of their objectives for the fulfilling of present needs of society and economical balance of the country besides the sustainable development. However, the industry is facing major challenges of raising attrition and turnover rate of its employees. This study thus aims at analyzing the facts pertaining to this issue.

Research Methodology

The research methodology used is explorative **primary data** collected by interviewing and talking to the staff of various category of hotels (mostly the Taj group and independent hotels) and tourism organization such as travel agencies, tour operating companies, transportation companies operating for tourism activity within the India specifically ten major cities (northern cities) and sample size was 200 peoples (age group 25-40 years) and questionnaire by one to one from the last year passing out student hotel management colleges who are currently serving to the industry. **secondary data** is collected from the various research made earlier on the similar and relative fields, magazines, books, newspaper and references from many websites like google, Wikipedia etc.

Attrition

As per the oxford dictionary, attrition is: the process of reducing the number of people who are employed by an organization by, for example, not replacing people who leave their jobs. But in **Human Resource** terminology, it refers as the phenomenon of the employees leaving the company. Attrition in an organization is usually measured with a unit called **attrition rate**, which simply measured as the number of employees moving out of the organization (voluntary resigning or laid off by the company).

Attrition rate

It is a measure of numbers of employees/ individuals moving out or quitting an organization in specific period of time usually one calendar year. It can be denoted by given formula:

Attrition Rate (in %) = $\frac{\text{number of employees resigned for a month}}{\text{total number of employees at the start of the month} + \text{number of employees joined for that month} - \text{number of employee resigned}} \times 100$ (source: Wikipedia)

Turn over

In human resource context, it is an act of replacing an employee with a new /

fresh employee. It is very general process in the hospitality and tourism operation and it is majorly caused by termination/ firing, retirement, superannuation, death, resignations etc.

Turnover rate

It is the percentage of employees of an organization that leave during particular period of time. The higher turn over rate may be harmful for an organization as the skilled manpower leaves and percentage of novices increase, which may result in lower productivity and some time the image or reputation of the organization also gets depreciate.

Types of turnover

Broadly there are four types of turn over may be seen in the hospitality and tourism operations mentioned below:

- a. Voluntary turn over: voluntary turn over occurs when an employee voluntarily resigns from an organization.
- b. In-voluntary turn over: such turn over occurs when an employee discharged by the organization and employee is unwilling to leave.
- c. Functional turn over: such turn over occurs when a low performing employee leave the job. In such case, potential test is not carried out by the organization.
- d. Dysfunctional turn over: It occurs when a high performing employee leaves the organization. Such turn over may be costly for an organization. This could be the result of lack of career advancement or better job opportunities within the organization.

Turnover can be calculated by the formula devised as follows:

Employee turnover = total number of employees leaving over a calendar year / average total number of employees over a calendar year or

Turn over = $NELDY / NEBY + NEEY$

Where:

- NELDY= Number of employees who left during a calendar year
- NEBY = Number of employees at the beginning of the year
- NEEY = Number of employees at the end of the year.

Models of turn over

Over the past decades, thousands of the research article has been published over the turnover and as a result, several models on employee turnover has been disseminated. The very first, model was presented by March& Simon. Apart the several recognized models were published later on. Some of the famous models are:

- March and Simon presented a Model of employee Turnover in 1958.
- Porter & Steers 's models on Met Expectations in organization over turn over.
- Price's Causal Model of Turnover in 1977.
- Mobley Intermediate Linkages Model (1977)
- Alternative Linkages Model of Turnover by Hom and Griffeth in 1991.
- Whitmore's Inverse Gaussian Model for Labour Turnover in 1979.
- Steers and Mow day's Turnover Model in 1981.
- Catastrophe Model of Employee Turnover by Sheridan & Abelson in 1983.
- Jackofsky'sIntegrated Process Model in 1984.
- Referent Cognitions Model by Aquino et al. in 1997.
- Mitchell & Lee's model of Job Embeddedness. 2001, the most recent one.

IBEF:India Brand Equity Foundation is government of India governed firm established by the department of commerce and ministry of commerce and industry. Its prime objective is to create international awareness about the industries of India and to facilitating in the dissemination of knowledge of Indian products and services.It undertakes brand imaging activities to promote Indian exports, business and economy to the world. All the official reports and data about the trade and industries are disseminated by IBEF.

Major reason for turnover in the Hospitality and Tourism sector

1. Unclear job expectations:

By the study of Erica's research in her blog on Harver (harver.com) on high turnover in hospitality and tourism job, she reveals that 61% of employee say their new job is not what they expected. During the entire recruiting process, job expectations are not clearly communicated either by the party.

Employees also feel like job they are doing does not match with what they expected and hired for. This is sounder especially in hotel's job

where many tasks are assigned below their thinking and job description. freshly graduated candidates from the hotel management and catering colleges are offered jobs in the departments which does not their area of interest and very soon they tire with jobs and looks for changing other options for their livelihood and interest. Hence job expectations be clear through entire hiring and training process.

2. **Gap between management and employees:**

Hospitality and tourism services are in tangible in nature and human factor has always been associated during the entire process of catering to the guest. In some instances, managers are not able to cope up with situation and fails to instruct properly and many lacunae are left behind the services and creates a gap between the management process of operations which arises in the form of turnover.

3. **Low salary packages:**

Several surveys done on employees' commitment towards organization and industry have found that the compensation to the employees of hospitality sector is very poor to compare with other industries and their chances for growth are also less. As per the research by Sintayehu Aynalem, Kassegn Birhanu and Sewent Tese fay on "Employment Opportunities and Challenges in Tourism and Hospitality Sectors". They found that poor pay and working conditions in the sector are the biggest hurdle and challenge for development of the industry. This challenge needs to be marked.

4. **Undefined working hours:**

No doubt, this could be the one of the biggest reasons of high rate of attrition. In India officially weekly working hours are 48 hours per week but real scenario is different. It is not being followed by majority of the business enterprises of the country (except in government organizations). Employees are made to complete the shift till the operation of the day ends. Even compensatory allowances or overtime is not defined. **NUHII (National Union of Hospitality Industry of India) has raised this issue recently and issued notices to all hotels, starting from Pune (Maharashtra), to implement the eight-hour working rule for its employees. The eight-hour working rule is under the guidelines of the factory act, 1948.** Which the NUHII feels has not been implemented effectively for the past many decades in the Hotel Industry. (source: <https://punemirror.indiatimes.com>)

5. **Lack of recognition:**

Hospitality industry demands stretched long hour shifts and hard work

regardless to the post and position of an employee in an organization and try to give their best possible performance but some time they feel ignored by the upper management. This ignorance develops the emotional and professional burnout for the lack of recognition by the management of their employer and find a way to get rid of such management or employer.

6. Better opportunities abroad:

A study by Mr. Anand Dhillon in EDIFICE education, 80% of Indian hospitality graduates want to work abroad because of extremely low packages in India. There are immense employment and better salary packages in various countries of Europe as well as New Zealand, Canada, Australia, Singapore and UAE. On an average the hospitality employees earn more than 4-5 times more than in India. Some hospitality graduates have to work for 8-10 years to repay their education loan India whereas in other country only 3-4 years are enough to clear their education expenditures and loan. Given below chart shows the comparison of monthly emoluments of a hospitality graduate who joins industry:

	India	Canada/ New Zealand	Australia	Singapore	UAE (Dubai)
Average starting Salary for an under graduate professional	₹ 7000	₹ 35000	₹40000	₹45000	₹30000
Average starting salary for a post graduate professional	₹12000	₹50000	₹60000	₹60000	₹40000

(source: www.eduficeeducation.com)

7. Minimal growth opportunities and high work pressure:

One of the major causes of attrition in hospitality and tourism sector is minimal growth opportunity and high work pressure. It has not developed the image of being a career opportunity. Furthermore, the job specification and job description, unplanned recruitment process makes the employees overloaded and stressful. Unfortunately, many hospitality and tourism enterprises hire their employee for particular time or season. Such short-term employment results in minimal growth opportunity for employees even they are working in high pressure environment with hard work. Consequently, attrition and turnover rate arises.

8. Safety and security concern:

Hospitality and tourism sector work on the concept of “home away from” with their ‘open-door’ approach with comfort and convenience and privacy to their guest (Gill, Moon, Seaman&Turbin 2002). After the disaster such as terrorist attack in Mumbai (26/11), Luxor Egypt in 1992,1993, Iraq war terror attack of September11, 2001 in New York, tsunami disaster on 26 December 2004 in Thailand and Bali bombing need for safety and security has become an important concern for the people and specially for the employees. Safety is also concern in the context of women employees at an organization where they need to work at late night or late hours shifts, commutation problem and physical assault and harassment by co-workers etc.

9. Disbalanced personal life in the society:

As we know hospitality and tourism industry sector has undefined long working hours which affects on social and personal life of the employees. They don't get much time to spend with their family, friend and close ones and develops harmonial imbalance between them and society. It develops the feeling of frustration about job and lacks in grabbing the long-term benefits of the organization offered to the employees. At the certain points they become frustrated, unhappy and stressful. That is the reason to find a better opportunity or switching the industry.

10. Seasonal and occasional nature of tourism and hospitality business:

Long hour working, high work pressure in season or peak time and low salary causes high turn over of staff. Hospitality industry has become a prime area providing casual and part time job opportunities for the young and needy people. Concept of freelancing job is becoming a fashion of the industry which again causing a high rate of turn over.

11. Lack of flexibility:

By Gregg Wallis in Hotel business magazine, Demand and expectations of the customer are changing but the hotels are still following the baby steps. The hospitality and tourism sector have to reinvent their way of operating and to become more flexible to attract their customer and employees. presently employees feel like having so much of restriction on them even if they are able to do their job in their own way.

12. The job market:

There are currently more job openings than available work force. As such there is more competition to land qualified staff. Therefore, HR and recruiting departments need to be more specific and creative then ever when attracting new talent. (by Megan wells, in daily pay blog)

Effect of high turnover or attrition

Turnover or attrition can have positive and negative effects to an employer but in broader sense it is mostly having a negative impact on the employer. Increased turnover of employees may lead to decreased productivity and service delivery. Attrition rate increase the direct and indirect cost to a company. Direct cost relates to leaving cost, replacement cost on new employee etc. While indirect cost relates to the loss of production, reduced performance by a newer employee, unnecessary overtime and low morale of the fellow employees. Effect of high turnover can be understood by following points:

- **Discontinuation of customer relationship:** customer or guest are associated with an organization with thread of service rendered by the organization and these services are provided by the employees of the organization. Through these services, relationships are developed that encourages continued sponsorship of the business. When an employee leaves, the relationship that an employee built for the company are loosened and which could lead to customer loss.
- **Rapport or goodwill of the organization:** higher percentage of attrition and turnover leads to rapport or goodwill loss of the organization. Its fact that the organization which has higher rate of attrition merely builds a good customer relations and talented manpower shows a less interest to join that entity.
- **Turn over leads to more turn over:** when an employee quits or terminated from an organization, its effect is felt throughout the organization, subordinates feels low or demotivated which may lead to intensifying the other staff. Sometimes subordinate or junior staff is overloaded with duties and responsibilities of the senior staff member.
- **Loss of organization's principles and policies:** It is quite possible that when an employee quits the organization, he carries away the principles, technology and USP of the organization with them. Which is ultimately the biggest loss of an enterprise.

Governments initiative which may help to overcome attrition and turn over

Government of India has also taken initiatives which has helped to overcome the problem of high turnover or attrition in the hotels and tourism sectors of India. Some of the major initiatives are discussed below:

- (a) **SAMADHAN:** It is an online portal devised to increase awareness about their rights and an easy way of filing their disputes with appropriate conciliation officer, encouraging transparency, speedy justice and trust by workers on government.

- (b) Unified Monthly Electronic Challan cum Return (ECR) for EPFO and ESIC has been made operational to make every employee be benefitted for their social securities.
- (c) National Career Scheme (NCS): The Ministry of Labor is implementing NCSW for transformation of National Employment service to provide a variety of employment services like career counselling, vocational guidance, skill development, apprenticeship and internship.
- (d) Launching of UMANG App for multifaceted works related to employment and routine works.
- (e) Simplification and amalgamation of addition of special allowances (Variable Dearness Allowances) to minimum wages.
- (f) Enactment of social security law with higher performance such as ESI, EPF, ECA, maternity benefit act 1961 (amendment act 2017), this act has been mandatory for private sectors also availing 180 days (26 weeks) along with medical bonus of 4500 rupees.
- (g) Provisions of creches: In every organizational premises where more than thirty female workers are ordinarily employed shall be provide and maintain a room for the use of children under age of 6 years.
- (h) Provision of separate rest rooms or alternative accommodation for women employees in every place wherein contract labor is required to halt at night specially in night duty.
- (i) For the women employees who feeds their babies are allowed for two nursing breaks of 15 minutes until child attains the age of 1.3 years.
- (j) Provision of separate reserved portion of dining hall and service counter for women in the all the organizations.
- (k) Government has also looked and made the utmost industrial safety, health and welfare centers for the women.

Suggested strategies for retaining the manpower in the Hospitality and Tourism sector:

There are many strategies postulated by the researchers and management leaders to help the hospitality and tourism organization to retain their employees with their organizations. Some of the important strategies are given suggested to retain the manpower in the hospitality and tourism organization are mentioned below:

1. Use benefits to incentivize long term employment:

It is utmost important factor to attract and retain employee to an organization by offering long term benefits, where an employee can foresee his/ her future, personal growth and social recognition in an organization. As we know that retaining talent in an organization is very challenging job now a days when employee has ample of openings. But if such benefits are offered to the employees then they would hardly find a way to leave their parent organization or hunt for a new assignment or job. Some long-term benefits may be:

(a) Retirement benefits: Retirement is basically the withdrawal from one's active work life. It can have many types as per the profession and organizations. In government and semi government organization it is fixed for 60 years. Some private organizations have 58 years and so on. Some organization has the provision of compulsory retirement with benefits. In broader sense, some of the major benefits of retirement can be:

- Pension
- Commutation pension
- Death cum retirement gratuity
- General provident fund or employee provident fund pension and related incentives
- Contributory provident fund
- Leave encashment
- T.A. for settlement at station for retirement

In present, these above benefits of retirement are only in the central and state government or autonomous sector jobs. That is why, government jobs are more lucrative and attractive. According to a study carried out by Willis Towers Watson on retirement and retention, they found out 35% of surveyed employees said that, retirement benefits were an important factor in deciding to work with their current company. Whereas 47% rated them as being important in their decision to stay with their organization. In US 401 (K) is a retirement saving plan sponsored by their employer. This plan has been an important driver in retaining manpower in tourism and hospitality United states.

Retirement benefits are specially are especially effective for retaining older employees who generally perform higher value and complex nature jobs. And based on their age perspective such employees always looking for better social and personal security as compared to younger age employees. For such employees' benefits can be good strategy for retaining employees.

(b) Health care benefits: Almost for all the age group employees, health care benefits are hugely important in warding off the employee turnover.

Hospitality and tourism sector have jobs in odd and even situations, in such case a good health care benefits can be a boon to retain employees with the organizations. According to a study by The Willis Towers Watson in their survey, they found out that 46% of employees considered health care benefits, an important factor to deciding to when work with their current company. Whereas 55% related them as an important reason to stay with their employer. As medical cost to rise day by day, so employee has a reason to choose health care benefits as one of the attractive medium to stay upon.

2. Employee recognition:

As the Maslow stated in his theory of needs, a person needs recognition in the society or organization after fulfilling the physical, safety and security needs. Every employee wants to be recognized for their achievement in an organization. If they receive such recognition for their hard work and dedication towards their job through an incentive, they will stay upon with their company.

According to a study by Achievers, lack of recognition is number one reason to why employee leave their jobs. This study also found that, over 65% of employee do not feel recognized at work. Therefore, hospitality and tourism companies get employee recognition right stand to gain a major competitive advantage. Such can be seen through awards ceremonies of hotel and tourism companies. Examples of some awards ceremonies of tourism and hospitality sector:

- **International travel Awards** by KSA is uniquely designed to recognize and rewards the best company in travel and tourism industry. All global tourism companies like hotels, resorts, tour operator, airlines, DMC and tourism board etc. are given opportunity to participate.
- **India International Tourism Awards** for the companies of Indian origin working in the field of hotel and tourism operations are given opportunity to get recognized for their best services in field of hospitality and tourism.
- **National tourism Awards by Ministry of Tourism Government of India:** These awards are officially announced and given by ministry of tourism to the hotel and tourism companies working and excelling their outstanding services and helping country to increase GDP. These awards are connecting manpower to their organization as their organization are creating recognition across the world and their employee feel to be motivated and honored to be working with.

- **Travel and Hospitality awards:** these are again given for the recognition of the hard work and accomplishment across the travel industry, recognizing hotels, tour operating companies, travel buyers etc. across all six continents.
- **Award by World travel and Tourism council:** There awards are given in the following categories:
 - Special Awards
 - Destination stewardship
 - United Nations Sustainable Development Goals
 - Climate action Awards
 - Changemaker Awards
- **Travel and tourism Excellence Awards by FICCI are given every year**
- **Association of Hospitality professional (AHP):** Recognizes and rewards the hard work of the Indian professional working the Indian hotels and tourism organization. They also prepare a pool of young professional (students) and academicians.
- **Indian Culinary Forum (ICF) Awards** for the recognition of hard work of the chef fraternity. This award is given in various categories like life time achievement award, best chef of the year, best kebab chef, best baker of the year etc.

3. Building up an attractive hospitality company culture:

Organizational culture refers to the belief, value and attitude that define your company. As the hospitality business's prime responsibility is to nurture good hospitality and service with cheerful smile and commitment to the guest. Developing a good company culture may help to retain the professional in the hotel and tourism sector. Studies proves that good company culture, workplace values, commitment towards each other always foster a good relationship and build a link between employee and employer.

4. Helping Employees to develop their career:

It is almost utmost concern of the employees to deciding to stay with the company or not by seeing their future career prospects. Every employee is considered about progressive growth or career path. such example can be seen in Marriott Hospitality Company, that includes professional development as a part of its resource strategy to retain and attract suitable people. This company offers training and development plan for all levels (operational, management etc.) and disciplines of the employees. Marriott company is also providing a pool

of proven, trained employees, who can be promoted to upper-level position as position becomes available.

5. Strategy to provide good leadership:

There is a conventional saying that “employees don’t leave job, they leave manager”. So, leadership in an organization matters a lot to retain the manpower in the organization. A study by Gallup researcher in his study, ‘**five ways to improve employee engagement now**’. It says that 75% of reason for voluntary employee turn over can be influenced by managers.

Hospitality and travel companies may be benefitted strongly, if they promote good management practices. Managers should be trained on, how to delegate effectively, communicate expectations, recognizing employee’s achievement and appreciating good deeds etc. In a nutshell we can say that focusing on good leadership might be one of the most effective employee retention strategy in the hospitality and tourism sector.

6. Trainings and development at Institutional level:

Currently there many Institutions and Hotel Management and Catering Colleges are imparting knowledge of hotel and tourism operations. They are trying to provide best of best knowledge of the present time to the professional buddies and ministry of tourism, govt. of India is also running skill development and certification program viz Hunar se Rojgartak and other certification courses for the already employed professionals of the tourism and hospitality organizations. Such courses are proving their vitality in trades and professions. However, all stakeholders and industry players need to cooperate to such initiative to impart the training and development at a greater pace.

Findings and Recommendation:

Employees who quits the hospitality and tourism industry are working in other industries such as banking, finance, Airline, cruise ships, event management etc. These industries have sound base and better job expectations than hotel and tourism companies and provides better salary packages and company culture. If we talk about initial packages offered to freshly graduated hotel management and tourism professional, hotel and tourism organization pay quite lesser than these companies. Offers from the abroad, seasonal nature of business is some of the prime factor in the higher turnover in Indian hospitality and tourism industry. As far as recommendations are concerned this paper suggests the following points:

- **Enactment of Government policies and acts:**

Factory Act/ Labour Act 1948 should be followed to curb the attrition and turnover. As currently no/less strong provisions are followed by the hospitality and tourism industry of India.

- **Job security and benefits:**

Long term benefits and job security can become strong link to decline the higher rate of turnover and attrition. Long term benefits and policies may be adopted by the entrepreneurs to retain the maximum staff.

- **Exit interviews and feedback:**

It should mandatorily be adopted by the human resource management department to conduct exit interviews and feedback from the retiring or leaving employees to know and understand the actual reason and behavior of the organization.

- **Providing facilities at par with other market players:**

These practices may help in retaining by the manpower as the gap of comparing facilities offered by other similar market players diminishes.

- **Defend your organization:**

Organization should defend themselves against penetrations by head hunters and other seekers who are poaching their staff.

- **Special care and safety for women workers:**

As per study attrition rate of women worker is quite higher than men workers. Hence, special provisions should be enacted women workers.

Conclusions

The main intention and objective of this research paper is to analyze and find out the various causes and impact of attrition and turnover in the tourism and hospitality industry. All the stake holders of the tourism and hospitality industry are need to respond to the alarming conditions of higher rate of turnover even the industry is growing with buzzing figure. Employers of this industry need to be worried and provide the same care& treatment as other similar service sectors are providing. Thus, happy and satisfied workforce will provide the competitive advantage to revive the worsen condition of turnover. Ultimately, factors like salaries, working hours, company culture, long term benefits, safety and security are the major concern which should be look upon immediately.

Acknowledgement

Authors thanks to Mr. Krishna Gopal Dubey, Principal SIHM Jodhpur for their

kind help during the study and grateful to family of State Institute of Hotel Management, Jodhpur (Rajasthan) for encouraging and motivating during entire work.

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Analyze The Impact of Employee Motivation on Productivity

Chapter 5

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Objectives

- To understand & analyse factors that motivate employees
- To understand the relationship between motivated employees on the productivity

Introduction

People are an organization's greatest assets: individuals & organizations have learned about the importance of the role of people in an organization, & how the success of an organization depends on its people. For an organization's well performance the quality of workforce at all levels of the organization is vital. The role of human resources in gaining a competitive advantage for an organization is empirically documented.

*Performance management is a shared process between managers, individuals, & teams they are supervising; it is designed to improve the performance of an organization & the people working within it.*⁸ Performance management is neither a technique nor a single process, it can be considered as a set of process, or a concept, a holistic philosophy that includes motivation of employees to perform well, employees knowledge about what their managers expect of them, development of employees, This indicates that performance is a function of motivation & ability of the employees to achieve the objective of an organization in general & their goal in particular.

⁸ <https://www.managementstudyguide.com/performance-management.htm>

*Performance management is a series of activities designed to ensure that the organization gets the performance it needs from its employees. It links organizational strategy to ultimate results. This implies that, performance management enables a company to convert overall strategy into results that support the mission & objectives.*⁹

. *Motivation is the word derived from the word ‘motive’ which means needs, desires, wants or drives within the persons. It is the process of inspiring people to actions to achieve the goals. In the work goal background, the psychological factors motivating the people’s behaviour can be need for Money, Respect, Job-Satisfaction, Achievement, etc. Motivation occupies an important place & position in the whole management process.*¹⁰ This technique can be used fruitfully for encouraging workers to make positive contribution for achieving organizational objectives. Motivation is necessary as human nature needs some sort of inducement, encouragement or incentive in order to get better performance.

Motivated employees are inclined to be more productive than non-motivated employees. If employee will satisfied & happy then he/she will do his /her work in a very impressive way, & then the result will be good, on the other h& motivated employee will motivate other employees in office. Job performance management is the process through which managers ensure those employees activities & outputs are similar with the organization’s goal. Therefore it is the organizations priority to ensure that motivational tools which encourages initiative & stimulates efforts from the employees are put in place for a better performance & deliverance of quality service. The performance of an employee is measured by the output that the individual produces & it is related to productivity.

Literature Review

Methods for motivating employees, is an intrinsic & internal drive to put forth the necessary effort & action towards work-related activities. It has been broadly defined as the “psychological forces that determine the direction of a person’s behaviour in an organization, a person’s level of effort & a person’s level of persistence”. Also, “Motivation can be thought of as the willingness to expend energy to achieve a goal or a reward. Motivation at work has been defined as *‘the sum of the processes that influence the arousal, direction, & maintenance of behaviours relevant to work settings’*.”¹¹ Motivated employees are essential to the success of an organization as motivated employees are generally more

⁹ <http://hrcouncil.ca/hr-toolkit/keeping-people-performance-management.cfm>

¹⁰ <https://www.psychologytoday.com/us/basics/motivation>

¹¹ <https://jamesclear.com/motivation>

productive at the work place.

- **Extrinsic Motivation**

Extrinsic motivation comes from outside us. We do it because we are impelled to, for example because we are told to by someone who has power over us. Many employment motivation systems work on the principle of extrinsic reward, where people are ‘bought’ & then comm&ed. Whilst this is effective for simple activities, it is less useful when you want a person to be self-driven.

It is identified with unmistakable rewards, for example, compensation & incidental advantages, security, advancement, contract of administration, the workplace & states of administration. These are what require to be done to or for individuals to inspire them. They are frequently decided at the authoritative level & might be to a great extent outside the control of the individual administrators.

- **Intrinsic Motivation**

This is identified with mental rewards, for example, the chance to utilize one’s capacity. A feeling of test & accomplishment, accepting thankfulness, positive acknowledgment, & being treated in a minding & circumspect way. Mental prizes are those that can for the most part be dictated by the activities & conduct of the individual supervisors. Natural sparks are worried about the nature of work life, are liable to have a more profound & longer-term impact since they are intrinsic in people what’s more, not forced from outside

Intrinsic motivation is done for internal reasons, for example to align with values or simply for the hedonistic pleasure of doing something. In work, people are intrinsically motivated by working for an inspiring leader or in areas where they have a personal interest.

- **Introjected Motivation**

Introjected motivation is similar to intrinsic motivation in that it is internalized. The distinctive aspect of this is that if it is not done, then the person feels the tension of guilt.

- **Identified Motivation**

Identified motivation is where a person knows that something needs doing but has not yet decided to do anything about it.

- **Factors that encourage Employee’s motivation**

1. Salary

2. Non-monetary incentives
3. Relationship with colleagues
4. Relationship with leadership
5. Company's culture
6. Learning and development opportunities
7. Processes within the company
8. Personal life
9. Performing meaningful work

Motivational Theories

- **Maslow's hierarchy of needs**

Abraham Maslow viewed motivation as being based off a HIERARCHY OF NEEDS, of which a person cannot move to the next level of needs without satisfying the previous level. Maslow's hierarchy starts at the lowest level of needs, basic physiological needs. Basic physiological needs include air, water, & food. Employers who pay at least a minimal living wage will meet these basic employee needs the next level of needs is referred to as safety & security needs. This level includes needs such as having a place to live & knowing one is safe.

Employers can meet these needs by ensuring employees are safe from physical, verbal &/or emotional hazards & have a sense of job security. The third level of needs is social affiliation & belonging. This is the need to be social, have friends, & feel like one belongs & is loved. Implementing employee participation programs can help fulfil the need to belong. Rewards such as acknowledging an employee's contributions can also satisfy these social & love needs. The fourth level on the hierarchy is esteem needs. This level is described as feeling good about one's self & knowing that their life is meaningful, valuable, & has a purpose. Employers should use the job design technique to create jobs that are important to & cherished by the employee. These first four needs, Maslow called D-Needs (deficient).

The last level Maslow described is called self-actualization. Maslow called this the B-Need (being). This level refers to people reaching their potential states of well-being. An employer who ensures that an employee is in the right job & has all other needs met will help the employee realize this highest need.

- **Herzberg's two-factor theory**

Frederick Herzberg developed the two-factor theory of motivation based on

satisfiers & dissatisfies. Satisfiers are motivators associated with job satisfaction while dissatisfies are motivators associated with hygiene or maintenance.

Satisfiers include achievement, responsibility, advancement, & recognition. Satisfiers are all intrinsic motivators that are directly related to rewards attainable from work performance & even the nature of the work itself.

Dissatisfies are extrinsic motivators based on the work environment, & include a company's policies & administration such as supervision, peers, working conditions, & salary. Herzberg believed providing for hygiene & maintenance needs could prevent dissatisfaction but not contribute to satisfaction.

Herzberg also believed that satisfiers hold the greatest potential for increased work performance. Work-life programs are a form of satisfier that recognizes the employee's life outside of work which, in turn, helps motivate the employee. Improving a job to make it more interesting can improve the overall satisfaction an employee is experiencing on the job.

A dissatisfied looked at by employees is how relationships form with colleagues. Colleagues play an important role of the workplace as they are all interacting daily. Forming high quality relationships with peers can extrinsically improve employee motivation.

- **Vroom's expectancy theory**

The expectancy theory of motivation was established by Victor Vroom with the belief that motivation is based on the expectation of desired outcomes.

The theory is based on 4 concepts: valence, expectancy, instrumentality & force. Valence is the attractiveness of potential rewards, outcomes, or incentives.

Expectancy is a person's belief that they will or will not be able to reach the desired outcome.

Instrumentality is the belief that a strong performance will be well rewarded.

Force is a person's motivation to perform. In general, people will work hard when they think that it is likely to lead to desired organizational rewards.

Vroom thought that people are motivated to work toward a goal if they believe the goal is worthwhile & if they perceive that their efforts will contribute to the achievement of that goal.

Force = Valence x Expectancy x Instrumentality

- **Locke's goal theory**

As Human Relations management took hold, increasing intrinsic motivation & attending to individuals became a larger concern for employers. Increasing intrinsic motivation could be achieved through the Goal Setting Theory by Edwin A.

Locke. Employers that set realistic & challenging goals for their employees create employee motivation. By allowing employees to engage in their job, & achieve satisfaction when reaching a goal it can entice them to want to keep setting new goals to reach new successes & yield superior performance.

The theory is logical because employees are going to set more difficult goals but the goals will be attainable with increased effort. Once in the pattern of setting goals, employees can also develop goal commitment, where they are more likely to stick to jobs until they are finished.

- **Mc Gregory's Hygiene Theories X & Y**

An unmet need can frustrate an employee & make him unproductive. Douglas McGregor published the human side of enterprise in 1960. It is explained that managers operate from one or two basic assumptions about human behaviour.

Theory X & Y The first theory, the view traditionally held about employees, portrayed workers in organization as being lazy & needing to be coerced, controlled & directed.

The second described people as McGregor thought them to be: responsible, willing to learn & given the proper incentives inherently motivated to exercised ingenuity & creativity Mc Gregory holds the view that the traditional way of treating people regarding them as unthinking, uncertain robots – must changes.

Indeed McGregor stressed that only changing these assumptions could managers tap workers or labourer's vast talents. He emphasized that what matters was how people were treated & valued in their work setting. He went further by advising managers to give employees a chance to contribute, take, control & responsibility familiarity with theories of motivation allows a manager an educated view point from which to consider how to develop workers, captive commitment & develop a positive work environment.

Theory X	Theory Y
-----------------	-----------------

Human being basically dislike to	Most human beings find work as
Work & avoid it whenever possible.	Natural as play or rest & develop an attitude towards work based on their experience with it.
Because most people dislike working, they have to be closely supervised threatened with punishment to reach objectives. Most people have little creativity. They are not capable of solving problems. Rather they must be directed.	People do not need to be threatened with punishment; they will work voluntarily towards organizational objectives to which they are committed.

- **The ERG theory of Motivation**

The ERG theory of motivation propounded by Clayton Alderfer is indeed a reaction of Maslow’s theory. He argued that there are three core needs which he classified as

E = Existence needs

R= Relatedness needs

G= Growth needs Alderfer’s Existence needs has to do with the satisfaction of our basic material requirement such as food, water, pay & working conditions, they can be classified as physical & safety needs. The relatedness needs is similar to the social role needs of Maslow’s theory & their includes social & interpersonal relationship.

Finally, the growth need is intrinsic desire for personal development or making creative productive contribution. Alderfer argued that if the gratification of a higher level order need is stifled, the desire to satisfy a lower level need increase i. e frustration, regression & dimension (Stone et al, 2009). Alderfer also suggests that people can have the desire to fulfill the three needs at a time & pursue them simultaneously. Another type of need theory is the Acquired need theory. This was made popular by David McClell& & states that some needs are acquired as a result of life experiences. He identifies need for achievement, need for affiliation & need for power to control others.

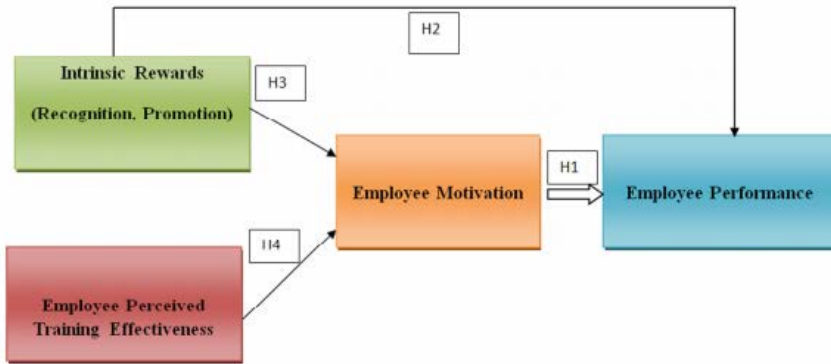
- **Motivators as Motivational Tools**

With the end goal to keep employees spurred their requirements must be tended to as venture objectives are come to. Fulfilling specialists’ needs can be seen as conveying motivators when certain targets are accomplished. Representatives

have needs that they need met & bosses have objectives that they reach & they can cooperate as a group to fulfil the needs of both the workers & their managers. Specialists who are persuaded to help achieve the objective of the business & do as such ought to be perceived with an impetus/compensate. While considering what sort of motivators to use there are two composes to know about, outward & characteristic. Outward rewards are outside remunerations that happen separated from work, for example, cash & other material things. Then again, inborn prizes are inner rewards that a man feels when playing out an occupation, so that there is an immediate & prompt association among work & reward. The intensity of motivators is gigantic & unavoidable, or, in other words more reason they require watchful administration.

Motivating forces are generally characterized as substantial prizes that are given to the individuals who perform at a given level. Such rewards might be accessible to specialists, bosses, or best directors. Regardless of whether the motivating force is connected specifically to such things as wellbeing, quality or truancy, the reward pursues fruitful execution. Numerous organizations feel that pocket cash is to longer a decent inspiration. Others battle that little rewards for example, toasters & blenders don't spur. Numerous inns in this way offer benefit sharing designs; or organizations have relinquished money related prizes & rather offer luxurious trips.

Each association is worried about what must to be done to accomplish supported high levels of execution through its workforce. This implies giving close regard for how people can best be roused through means, for example, motivations, rewards, authority & so on & the association setting inside which they do the work. The investigation of inspiration is concerned essentially with why individuals act in a certain way. All in all it tends to be portrayed as the bearing & tirelessness of activity. It is worried about why individuals pick a specific game-plan in inclination to other people, what's more, why they proceed with picked activity, frequently over an extensive stretch, & despite challenges & issues. Inspiration can in this manner be said to be at the heart of how creative & gainful things.



- **Employee performance**

Employee performance involves quality & quantity of output, presence at work, accommodative & helpful nature & timeliness of output. To satisfy customers, firms do much effort but do not pay attention on satisfying employees.

But the fact is that customer would not be satisfied until & unless employees are satisfied. Because, if employees are satisfied, they will do more work therefore ultimately customers will be satisfied. Employee performance is actually influenced by motivation because if employees are motivated then they will do work with more effort & by which performance will ultimately improve. Employee motivation has a significant & positive relationship with employee performance.

- **Intrinsic reward**

Organizations continuously need something to keep their workers working including salary alone or bonuses etc., but motivation is the very important factor to keep the workers engage & involve in their work so that their quality & quantity of work & productivity does not deteriorate. Intrinsic reward basically deals with the satisfaction of employee to his jobs emerging out of the pleasure of working that he experiences in a good organization that rewards him for his job.

Rewards are very meaningful to employees whether they are extrinsic or intrinsic. Intrinsic reward emerges in a person after the accomplishment of certain task or work (joy, satisfaction, pride etc.); while extrinsic motivation comes from outside sources or forces as salary, money or grades etc. Intrinsic reward has a significant & positive relationship with employee motivation.

- **Non-material motivators**

Additionally at the nearby level, non-materialistic social & characteristic in-

spiration can play a noteworthy job that should be investigated. It is reasonable that numerous individuals might be hesitant to be posted far from home. Those used to urban life will discover it especially hard to move to a remote territory. In Thailand the test has been pivoted into an advantage by selecting learners from the plain regions they should serve in. This methodology was discovered effective. It likewise has the extra preferred point that laborers will be embedded into social orders with an ethical commitment to work to perfection. It is similar to limiting casual responsibility relations. A preventative note, in any case, is that nearby situations additionally can be divided & binds specialist organizations to their family can work to the detriment of others.

Where it is conceivable to screen real execution, contract-type courses of action & the utilization of rivalry in the offering procedure have demonstrated helpful. Inherent & moral inspiration to serve the poor can cut crosswise over such partitions, or, in other words where checking is troublesome. “An investigation of religious medicinal services suppliers in that they work for 28 percent not as much as government & private revenue driven staff, but then give a fundamentally higher nature of consideration than the general population segment.

- **The Psychology of Tangible Non-Monetary Incentives**

Monetary points of interest, for example, these can be noteworthy however they don't catch the majority of the potential advantages made by the utilization of substantial non-financial motivating forces. This area will examine reasons why workers may apply more exertion in quest for a substantial nonmonetary grant than a money reward equivalent to the expense of that motivating force, regardless of whether representatives express an inclination for the money. There are various mental components that would cause a non-money related motivator to outflank money as a propelling device on a dollar for dollar premise. A non-fiscal prize may exploit the anticipated utility of the honor, the utility related with procuring the honor, or increment the measure of exertion the representative gives on a for each unit esteem premise.



- **Employee perceived training effectiveness**

In order to achieve the goals of the organization efficiently & effectively, management of the organizations require training of its members. Training is very useful for the employees in various ways as: it keeps them up to date with the fast changing trends & environment of the dynamic globalized world; helps anxiety & frustration reduction caused from work overload or need of work; helps improve skills for the work effectively.

Training is defined in this study “as the planned intervention that is designed to enhance the determinants of individual job performance”. Training is one of the most important aspects in HR applications which directly influence the performance of employees. Training increases & updates the knowledge of employees which leads to increase in performance.

Employee training is like an asset because if employees are competent then companies’ performance will increase more & will provide long term benefits as compare to competitor. Employee perceived training effectiveness has a significant & positive relationship with employee motivation.

- **Impacts of Motivation on Productivity**

Efficiency has been characterized as the use of assets in delivering an item or administrations. It has additionally been characterized as the proportion of the yield (great & administrations) & info. The meaning of profitability is used by business analysts at the mechanical level to decide the economy’s wellbeing, patterns & development rate whiles at the undertaking level, it applies to regions of arranging, cost evaluating, bookkeeping & cost control. A few variables influence representative’s profitability & conspicuous among them is the essential instruction for any powerful worker compel. the eating regimen of the worker power & social overhead, for example, transportation & sanitation. Besides, inspiration, group building, preparing & professional stability have a huge bearing on the representative efficiency. Combined with the up to expressed variables, worker profitability can’t be accomplished without keeping up & upgrading the aptitudes of representative & human asset procedures. Better used representative with more grounded responsibility & taking a shot at safe occupations additionally add to influence worker efficiency.

- **Impacts of Motivation on Performance**

The execution of representatives will represent the moment of truth an organization; this is the reason it is vital to discover an assortment of techniques for inspiring representatives. “Inspiration is the eagerness to accomplish something,” composed Stephen Robbins & David A. DeCenzo in their book “Supervision

Today.” “It is moulded by this current activity’s capacity to fulfil some requirement for the person.” The clearest type of inspiration for a worker is cash; in any case, there are other spurring factors that must be considered. Each worker inside an organization is extraordinary &, in this manner, is propelled to perform well for various reasons. Because of the distinctions inside an association, it is essential for an administrator to become more acquainted with her representatives & comprehend what propels their execution.

- **Factors Affecting Motivation**
- **Individual Differences:** are particular needs, beliefs, behaviours, interests & expertise that workers bring to the job. This is due to the fact that workers are naturally different as such what may appeal to one worker may not appeal to another.
- **Job Characteristics:** describes the kind of task a worker is supposed to perform. It involves the limit, content & challenges associated with the task like the required skills to perform the task, the importance of the job & the kind of response that workers as regards the tasks they accomplish.
- **Organizational Practices:** are the guidelines & principles known as code of conducts, management practices, HRM procedures & reward systems organizations use to guide behaviour of worker both inside & outside the firm.
- **Problem Managers face in motivating Employees**

Managers are conscious of the fact that their job entails achieving organizational objectives through the aid of their workforce. Therefore, they have a duty to ensure that members of the workforce are & stay adequately motivated if they are to achieve higher levels of productivity.

1. **One-size-fits all reward & recognition:** A lot of managers utilize this concept as a means of recognizing, rewarding & inspiring members of their workforce. However, the challenges associated with this type of program are that it fails to recognize those differences that are peculiar to members of the workforce. It is crucial to understand that employees may differ in terms of motives which may cause them to behave in diverse ways as they are motivated by different things.
2. **Money is the ultimate Motivator:** The notion that money is the most important or only motivating factor was originally suggested by. This misconception has misled managers in the sense that some of them either

view money as the sole motivator of workers or tend to have a preference for financial rewards. Also, it should be noted that financial rewards can inspire workers to a certain limit; this is because when compensation is either low or considered unfair, it is demoralizing to workers.

3. Not everyone can be motivated: Managers with this point of view tend to disregard the idea of motivation in general. The fact is that every worker is motivated by one thing or the other, the challenge for managers is that whatever it is may not be job related that is in line with what the work entails.
4. All motivation is either extrinsic or intrinsic: Some managers are of the opinion that motivation is either extrinsic or intrinsic & therefore concentrate on only one of them while disregarding the other. In most organizations, managers as well as members of the workforce appear to have a preference for extrinsic rewards however it is crucial for managers to recollect that naturally, various elements motivate workers & not necessarily one kind of extrinsic or intrinsic reward.

- **Productivity**

Productivity is a total measure of the efficiency or capacity to transform inputs that is raw materials into finished products or services. More precisely, productivity is a measure that indicates how well essential resources are used to accomplish specified objectives in terms of quantity & quality within a given time frame. It is suitable when measuring the actual output produced compared to the input of resources, taking time into consideration. Hence, productivity ratios indicate the extent at which organizational resources are effectively & efficiently used to produce desired outputs. Efficiency takes into account the time & resources required to execute a given task. Therefore, it can be concluded that effectiveness & efficiency are significant predictors of productivity.

- **Employee Productivity**

The performance of workers contribute directly to an organization's level of effectiveness, efficiency and even towards the achievement of administrative goals. It also stated that a corporation's failure to certify that its workers are motivated has a negative influence on its organizational effectiveness and efficiency thereby affecting employee's productivity levels concerning expected goals and objectives.

The greater the level of organizational productivity, the greater the competitive edge. This is because the costs associated with the production of goods and services are lesser. Better productivity ratios does not automatically mean

that more output is manufactured; it could also mean that less workers or less financial resources and time were utilized in producing the similar output. McNamara (2003) stated that productivity may be denoted in form of quality, quantity, time and cost. He also stated that evaluating productivity has to do with measuring the length of time it takes an average employee to produce a specified level of output.

Although measuring productivity may seem difficult, it is however very significant since it directly affects organizational profitability & that none of the resources utilized for production in the workplace are so thoroughly examined as the human capital. Most of the activities carried out in HR Systems are intended to influence worker or organizational productivity. Compensation, evaluation systems, training and development, recruitment, job characteristics are HR responsibilities directly aimed at productivity.

The importance of motivational factors cannot be underestimated by an organization in increasing the productivity levels of a workforce especially when trying to gain competitive advantage. It is also stated that productivity may be hard to measure, but it can be evaluated in terms of effectiveness and efficiency of workers.

- **Effectiveness**

In general, effectiveness is referred to as the degree to which set objectives are accomplished and policies achieve what they were designed to achieve. It focuses on affecting the purpose that is achieving the required or projected results. A program or service is said to be effective if such a program is able to accomplish set objectives or estimated outcomes. As regards workers, it is a measure of how well workers productivity levels meet set goals and objectives of the organization. Therefore an employee is said to be effective when he/she is able to achieve desired results in line with organizational goals and objectives.

- **Efficiency**

Efficiency on the other hand is productivity of estimated effects; specifically productivity without any form of waste. This has to do with workers abilities to work productively with minimum waste in terms of energy, time and cost. Efficiency is more or less a contrast between the use of inputs in a clearly defined process and generated outputs. For instance, given a specified number of input or resources, a decision making entity be it individual, corporate, administrative institution, or a state realizes a level of output considered to be the maximum achievable based on the present conditions, then such an entity is assumed to be efficient.

- **The relationship between Motivation and Productivity**

Generally, most organizations through the use of incentives seek out ways to motivate their work force. These incentives could be in form of good working conditions, work environment and compensation amongst others. Incentives are regarded as variable payments (monetary and nonmonetary) made to workers or a team of workers based on the quantity of output or results attained. On the other hand, it can be seen as payments made with the purpose of stimulating workers' performance and productivity levels towards achieving greater objectives. Incentives can also be described as any compensation with the exception of basic wages or salaries that varies based on the capacity of the workforce to attain certain standards, such as predetermined procedures and stated organizational goals and objectives. Therefore one can conclude that there is a link between motivation and productivity this is due to the fact that a lack of motivation leads to a decrease in productivity and vice versa.

Research Design

01st May18 to October 18

The research is being conducted to actually understand the role of motivation on employees as to increase the productivity. As an organisation puts their faith & money in the employees as the gain more & more productivity as to ensure higher revenue generation. Hence this research is to understand the relationship of motivated employees to help the organisation grow.

This research was conducted at Jehan Numa Palace, Bhopal. As there are 500+ employees in the organisation & it is one of the leading heritage hotels in Bhopal competing with Courtyard by Marriott & Sayaji hotels. The sample size of the research involves 40 employees from the core department's i.e. front office, housekeeping, food & beverage service, & food production

Questionnaire has been the material to conduct survey & understand the view points of employees of the organisation on the motivational activities help at hotel to improve their overall performance. For the purpose of conducting the research closed-ended questionnaire has been prepared.

Scoring procedure

There are five options for each question as given in the Questionnaire having values from 1-5. A brief about the scoring procedure has been given in the table-2 below:As per the table 2, options given are: Never i.e. not at all, Rarely, Sometimes, Often i.e. most of the times, and Always.

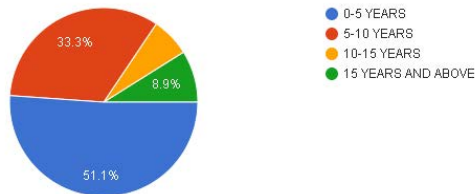
Table 2: Scoring Procedure

Sr. No.	Option	Score
1	Never (Not at all)	1
2	Rarely	2
3	Sometimes	3
4	Often (Most of the times)	4
5	Always	5

Analysis and Interpretation

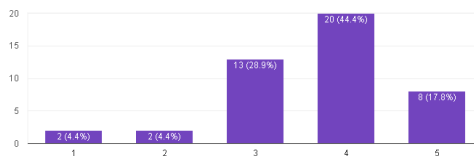
1. How long have you been in the organisation

45 responses



Level of satisfaction with the organisation

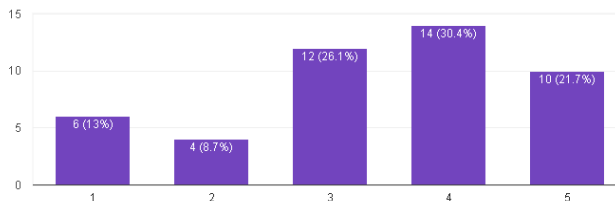
45 responses



51.1% employees have work experience between 0-5 years. 62.2% employees agree that they are satisfied with the organisation

The top management involve you in decision making

46 responses

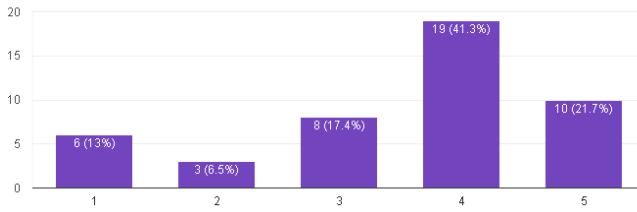


52.1% employees agree that the top management involve them in decision

making process.

My job fulfills my expectations

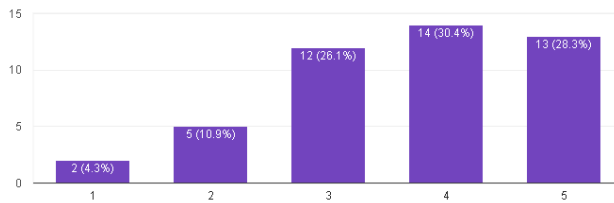
46 responses



63% employees agree that the job fulfils their desired expectations.

My job lets me innovate openly

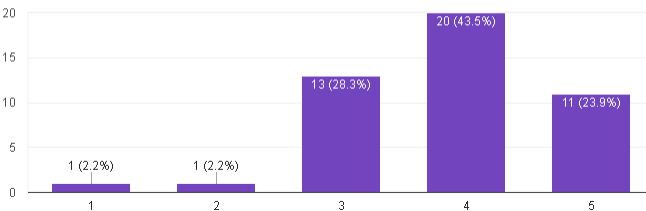
46 responses



58.7% employees agree that their job lets them innovate openly.

My organisation lets me evaluate my strengths

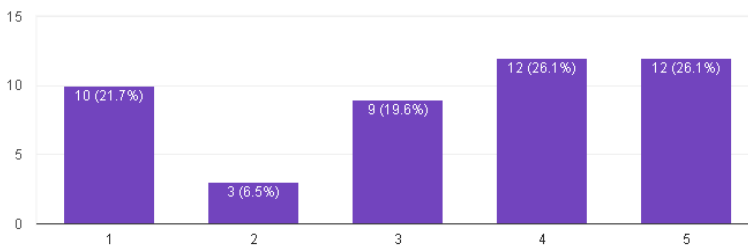
46 responses



67.4% employees agree that their organisation let them evaluate their strengths

My organisation provides counselling sessions

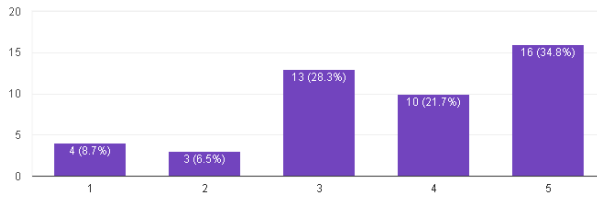
46 responses



52.2% employees agree that their organisation provides counselling sessions

Communication is made clear

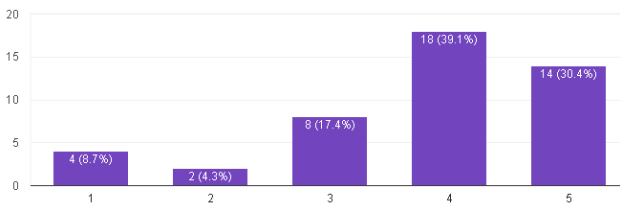
46 responses



56.5% employees agree that the communication in the organisation is made clear.

My Organisation respects employees

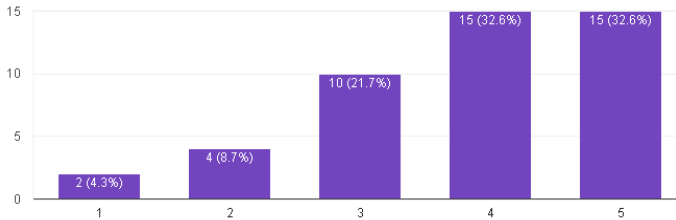
46 responses



69.5% employees agree that their organisation is respectful towards employees

My Organisation empowers Training to help improve skills

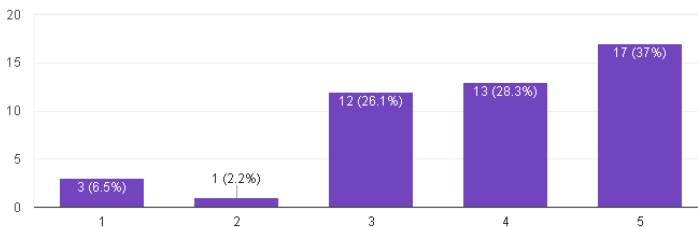
46 responses



65.2% employees agree that the organisation empowers the training to help improve their skills

My top management is open to queries and complains

46 responses

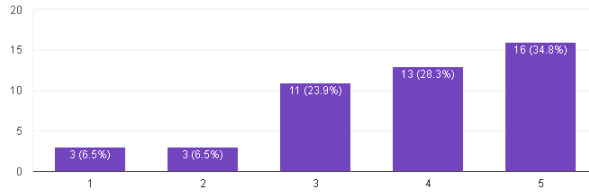


65.3% employees agree that their top management is open to queries and

complains

Schemes of my Organisation keeps me positive

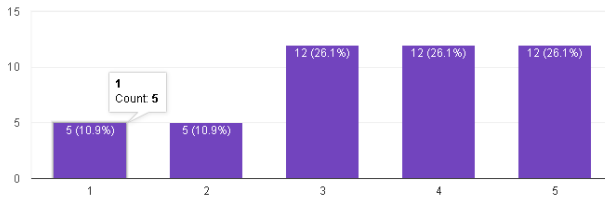
46 responses



63.1% employees agree that the schemes of their organisation keeps them positive and motivated towards work

Top management takes interest in motivating employees

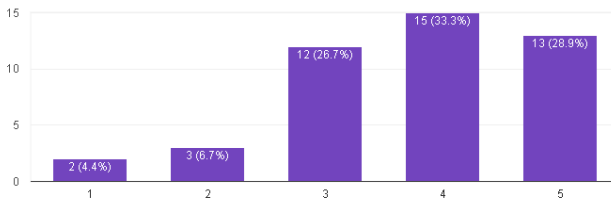
46 responses



52.2% employees agree that their top management takes interest in motivation employees by various ways and means

Employee goals are align to organisational goal

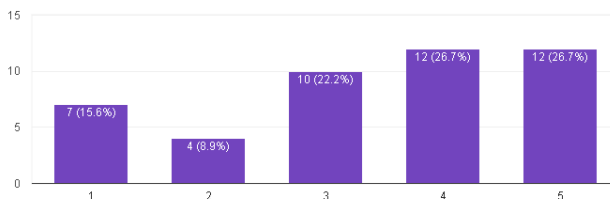
45 responses



62.2% employees agree that their goals are align to organisational goals.

satisfied with the incentives of the organisation

45 responses

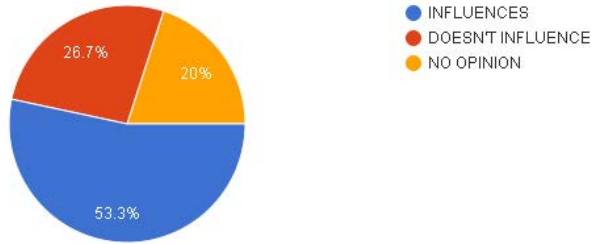


53.4% employees agree that they are satisfied with the incentives of the

organisation.

Do you think incentives and other benefits will influence your performance ?

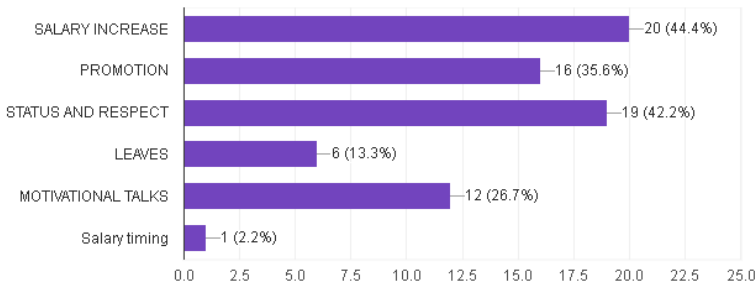
45 responses



53.3% employees agree that incentives and other benefits does influence their performance

Please mark which of the factors motivate you the most

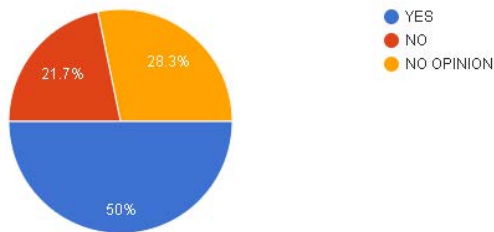
45 responses



With 44.4% employees agree that salary increase is the major factor in motivating them towards working effectively and efficiently.

Organisations internal image is consistent with the external one

46 responses



50% employees agree that the internal image is consistent with the external one.

Conclusion

From the data analysis presented above we can clearly come to the decision that the factors taken into account during the survey (Extrinsic factors, Job enrichment and performance appraisal, Relationships and job security, Authority in decision making, Growth opportunity etc.), pragmatically dominates employees' will to perform and achieve goals of the respective organization.

The factors considered under Extrinsic motivation are salary, monetary incentives and compensation package; the factors considered under Job enrichment and performance appraisal are work environment, responsibility, promotion and recognition and appreciation for work done; the factors considered under Relationships and security are relationship with superiors, peers and job security; Moreover, Authority to make decisions, Growth opportunity and prospects were also considered.

The result evidently represented the tangible sorting of how motivation is responsible for upliftment of employee performance. From what the researchers found it can easily be stated that the connection between motivation and performance is quite natural if not obvious. When the employees will get some extra drive and exertion, it is bound to ameliorate their typical standard of performance.

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- Human Resource Management – Mirza s. Saiyadain

Work Life Balance For Hoteliers

Chapter 6

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Introduction

In the last few years, due to the cutthroat competition in the hotel world, workers have been working like machines as they run against time to accomplish the strict targets and try hard to get an upper edge over their competitors. The hotelier's life is become a rat race where everyone is running for life as if the world is coming to an end soon. Success has become the only aim in life and all of us want to gain it by hook or by crook. Although organizations want their workers to work like machines, it cannot happen because employees are human beings with a set of feelings of love, faith, fear, etc. and so they cannot operate the employees as per the demand of the job. More than that, like machines, employees cannot be expected to work with full for long timings until they are switched off for the day. As It was meaningfully said "Productive work would come out in 9 hours if directed effectively, not in 18 hours". This saying holds good even at workplaces where the employees have right to live balance life. When we talk this situation to the hotel industry, we understand that the workers working in hotels experience poor WLB by that way making the job more stressful and challenging. This situation not only affects slows down the social health of the workers, but also affects their working culture. The last few years, the word working well and getting a lot done has gained in the business world. The problem of deficiency has a deep-rooted effect on the business of each unit. Almost all organizations, either excited or farseeing, have become serious on their working well and getting a bulk business. In such a situation, the hotel industry has understood that improving their workers' working hours and getting a lot done goes a long way in success of their business operations and so

working well and getting a lot done has become a matter of great concern. This way it is the time to raise the voice and take appropriate actions on work life balance issues.

Literature review

1. The shifts are often different than the “ typical “ nine to five routine; as a result, hospitality employees have a schedule that is incompatible with husband/wife, kids, friends and others. Split-shifts may reduce the opportunity to be with family and friends, and there may be serious WFC and stress issues (Karatepe and Uludag, 2008; Kim et al., 2007; Lin et al., 2013; Pienaar and Willemsse, 2008; Wong and Ko, 2009). IJCHM.
2. The concept of balance has been seen and defined from numerous perspectives. While a number of scholars have written on WLB from the context of role conflict (Akanji, 2012; Carlson & Kacmar, 2000; Eagle, Icenogle, Maes, & Miles, 1998; Eagle, Miles, & Icenogle, 1997; Hobson, 2011; Jones, Burke, & Westman, 2013; Kossek, Pichler, Bodner, & Hammer, 2011; Netemeyer, Boles, & McMurrian, 1996; Wong & Ko, 2009). Their findings contribute to the debate on WLB; yet not much has been written on how WLB connects to other variables that could affect its achievement.
3. Quality of work life (QWL) can increase employee job satisfaction and their performance, reduce absenteeism and employee turnover rate (Sirgy et al., 2001; Wan & Chan, 2013). The hospitality industry needs to provide a good quality of work life (QWL) in order to attract and retain employees (Kandasamy & Ancheri, 2009). Researches show the needs to study what contributes to QWL for accommodation employees are necessary in order to enhance the job satisfaction of employees and to reduce their turnover intention.
4. Few researchers have explored employee QWL in different industries. The literature highlights the expectations and beliefs about the QWL of staff in various areas of hospitality in different countries (Kandasamy & Ancheri, 2009; Curtis & Upchurch, 2008; Roan & Diamond, 2003). However, as there has thus far been limited discussion of the effect of QWL on part-time or casual staff members, the issues facing the event management industry in Hong Kong have not yet been fully addressed.
5. Margaret Deery, (2008), provided an overview of the key employee turnover literature within the hospitality and tourism industry for those academics researching in this area, with specific attention given to the role of WLB issues in the turnover decision-making process. The paper also provides a theoretical and practical framework for industry to develop

strategies for reduced employee turnover, with a focus on the role that balancing work and family plays in these strategies.

6. Talent management literature (Deery and Jago, 2015; Baum, 2008; Deery, 2008) emphasizes that organizational and industry attributes, such as an eco-friendly image (Yen et al., 2013) or CSR activities (Ko et al., 2019; Day et al., 2013), and individual employee characteristics (Bellou et al., 2018) are factors crucial for employees job attraction, satisfaction and retention. However, this research has studied these attributes and characteristics in isolation. So far, it has not included societal values (Tepci and Bartlett, 2002, for an exception) when analysing employees' job attribute preferences.
7. Rebecca Harris Mulvaney, (2007), reviewed what is known about the work-family interface in relation to hotel managers in an effort to identify ways to gain a strategic advantage in this competitive sector. It examined organizational-, individual-, and family-level outcomes of the interface, as well as the processes linking these components and moderators thought to impact these relationships. Conclusions focus on innovative practices implemented to address work- family concerns.

iii. Objectives of The Study:

1. To detailed study on the Work-Life Balance situation of hotel employees.
2. To outline the different parts of WLB of hotel employees.
3. To depth study of the effect of WLB on working well in hotels.
4. To appraise the hotel industry to improve the given situation of its workers.
5. To make suggestion to hotel management on devising policies on work life balance.

IV. Method of The study:

1. This research is purely based on the facts given by the employees and administration on audited hotels.
2. The study is done on the current scenario of the hotel employee's situations.
3. The research is based on one on one conversation with approximately 100 employees.

V. Tools of Information Gathering:

The major tool of information collection was structure questionnaire and one on one discussion on subject as the work life balance

of food and beverage service employees conducted during the study.

VI. Research Methodology:

The methodology applied is analytical in nature. Its analysis covers the work life balance of food and beverage service employees and other hotel employees in Delhi and NCR region. The research is based on data collected from both primary and secondary sources. Primary data is collected from 100 work life balance questionnaires. Secondary data will be collected from the reputed journals, magazines, newspapers, and annual reports of hotel industry websites.

VII. Observation, Discussions and Findings:

Labor is the costliest and most critical semi-variable expense in the hospitality business. The most commonly used parameter to calculate the return on labor investment is evaluation of the "Labour Productivity" of the organization. Amongst all the measures undertaken by organizations to enhance employee productivity, the measures pertaining to the human element are the most effective and efficient ones especially in the Hospitality Industry or any service industry at large. "Human Resource" plays a predominant role in the service delivery process and cannot be replaced with machines due to the characteristic human element of any service delivery process. The Human Resource Departments of hotels are well aware of this fact and thus are developing employee centric employment practices to attain higher levels of employee productivity. However, in spite of these efforts, the WLB situation of hotel employees is less discussed. The employees are expected to work for long hours, in varied shifts as the industry runs 24 / 7. It is a known fact that hotel industry is characterized with tremendous hard work and when the employees are working hard for long hours, obviously their efficiency levels drop down. Moreover, when they return home for a short while after long shifts, they are dead tired and most of their time is consumed in resting or relaxing. Thus, they can hardly give time for their family which eventually leads to frustrations having a direct impact on their work. It is therefore important to address the issue of WLB of employees working in the hotel industry.

Work-life balance situation in the hotel industry:

The hotel industry is full of glamour and showoff. But one must be groomed and should be on his toes throughout his/her working time in hotel. But to elaborate it more, this glamour is for only guests not for the employees. The employees working hours are very unpredictable. You get the call on your off days and your leaves can also be cancelled because of the uncertainty of work cul-

ture in hotels. Although hotel has the manning budget also for any department, but because of uncertainty of work the staff movement is too high in hotels and especially in food and beverage service department. But to elaborate it more, due to seasonal business in hotels, hotels operate its daily operation with rock bottom staffing. An average working hour for hotelier are 12-14 hours and it can be extending to 18-20 hours depends to business or operation needs. Moreover, some employees must work on its off days. It is also a truth, that on festive seasons, hotel is totally occupied, hence employees have to leave their families at home and have to come to hotel for shift, because of large foot fall. For this instance, this kind of work culture disturbs the hotel employee's social life.

Although, the industry has perceived this fact that, it is not an easy to find the solution. With the idea of to reduce this stress hotels have initiated the following measures:

- Additional Leaves / Holidays / Weekly offs
- Employee Leisure Clubs / Family Get togethers
- Fixed number of working hours per day
- Complimentary stays in year in same chain of hotels.
- 50% discount policies on hotel facilities.
- Different awareness camps in hotel itself for saving the time e.g. LIC, Phone Connection, PF etc.

VIII.Factors Affecting Poor Work Life Balance of Hotel Employees:

- **24 X 7 Service Industry:**

The hotel industry works round the clock. Thus, the employees must work in shifts. Sometimes the shifts timings are odd which discourages the employees to work in those shifts. Moreover, if an employee in a shift is on leave, his duty must be conducted by someone from the previous shift. Is such a case, the person working in the previous shift, must work for a double shift sometimes in triple shift at a stretch? This being a very common practice in the industry, employees in general must work for longer hour which has a great negative impact on their WLB. Many times, they must cancel their personal commitments due to unforeseen job circumstances.

- **Seasonal Business:**

Although the industry works round the clock, it faces peak and lean seasons during the year depending upon the nature of hotel, its business and clientele. However, it is practically not possible for hotels to manipulate their number of employees based on its seasonal requirements. It is thus a common practice that

hotels recruit just enough employees based on its average requirement. Thus, during peak season, they have tremendous shortfall of employees which sometimes are compensated by appointing labor on casual basis. However, casual labor cannot really substitute the existing employees for obvious reasons. Thus, the regular employees have to take the major chunk of the workload during peak seasons. These employees have to many a time work for long work hours ranging anything from 16 hours to 36 hours at a stretch. Moreover, during peak season getting their weekly offs also becomes very difficult and, in such situations, employees work weeks together without a day off. Although, their missed weekly offs may be compensated in future, it becomes very stressful and challenging for them. This obviously has a direct impact on their WLB situation.

- **Manpower shortage:**

As mentioned earlier, due to seasonal business, the industry works on less labour than what is required. In addition to that, the challenge of working with labour unions and other liabilities associated with employment, the industry is discouraged from employing more people during peak seasons. Thus, the additional workload must be absorbed with the existing employees creating a major imbalance in their family and social life.

- **High attrition rate:**

The industry is known for its high attrition rate. In certain cases, the attrition rate is as high as 25 to 30%. With such high rates of employee turnover, it is a major challenge for the HRD to fill the vacancies with appropriate talent. Sometimes it takes a long time to find an appropriate person due to which the existing employees must feel the pressure of sharing the load of the employee who has left the hotel. Since it is an ongoing and recurring situation, there is a lot of uncertainty in the work timings of the employees. Moreover, bearing of the additional load and time spent in sharing the same encroaches on their family and personal life by way of accumulated stress and limited time for personal life.

- **Uncertainty of work:**

The hotel industry being a part of the service industry is engaged in providing service to its guests. In doing so, the biggest challenge is to satisfy the varied demands of their guests. The ever changing and unpredictable nature of these demands make the job of hotel employees more uncertain. Unlike other industries where an ongoing task can be handed over to the employee in the following shift, in the hotel industry the employee cannot leave the guest service incomplete and cannot leave the work or handover to the next shift until and unless the guest is fully satisfied. In doing so, the employees sometimes have

to work for extended hours. Thus, uncertainty of work is a major factor responsible for the uncertain work timings of hotel employees which further hampers their WLB.

- **Hard work:**

The nature of work in hotels is very strenuous especially due to the continuous interaction with the guests. The employees are expected to be on their toes, remain active, charming and fresh as ever when they are dealing with the guests. Irrespective of whether the employee has just reported on duty or whether he is continuing a double shift, he is expected to wear a pleasing smile on his face and is not supposed to look overworked or tired even if he has been standing or running around throughout his shift. This being a very stressful task is the biggest challenge before the hotel employees and the problem does not end here. When the employee returns home he is exhausted and spends most of his time relaxing or sleeping. Thus, he barely manages to devote time for his family which further leads to frustration and disconnect from his family and social life.

- **Ever-changing and abnormal working shifts:**

It is rightly said that the hotel industry never sleeps. Thus, in such a scenario, the employees must work in varied shifts based on the requirements of their job. Since there are few employees in every department, each one of them needs to be ready to work in any shift and these shifts may change on a daily or weekly basis depending upon the nature and demand of work. Thus, in most of the cases, the employee is never sure of his schedule for the following day and thus cannot plan for any personal commitments. Moreover, sometimes the shifts are abnormal like the evening, break and graveyard shifts which is when the employees are expected to travel back home at odd hours. Although, hotels provide home drops for ladies working in late shifts, such service is not available for men. Therefore, sometimes employees staying far away, prefer to stay back in the hotel till early morning which further reduces their break timings.

Aspects of work-life balance in hotel industry:

- **Scheduling Conflicts:**

The most important aspect of WLB of hotel employees is the scheduling conflicts. Common scheduling conflicts occur when two events compete for an employee's attention. This type of occurrence can be stressful for staff, and bad for productivity. Hotel employees often face the problem since they get trapped in a situation where they are not able to find time for their personal life due to uncertain and long work hours. Moreover, due to changing shifts most of the time they do not get enough breaks between two shifts leading to stress and

frustration which may end up with the employee quitting his job. The following are the most common reasons for occurrence of scheduling conflicts.

- Busy work schedule
- Lack of time for personal life
- Social disconnect

Situation of work-life balance in hotel industry:

- **Shift Contention:** The most import conflict of WLB is disturbed working hours. Hotel working hours and shifts are not at all parallel or fixed. One must work in very odd hours or condition. This is mostly in the area in hotel, called by banquet, but other areas are also not untouched by this. But in banquets, where 2 or more events are conducting at same time and they will also end up on same time, then there will be the staff crisis comes. Hence no employees are asked to leave till the all event ends, whether they came in morning, they have to be stay back till mid night or wait for events ends up and again next morning they have to report on time.

Job Enlargement

Job enlargement is also a major conflict of the hotel situation. Means once must work on multiple roles even after completing his/her duty hours. Because of this productivity of the employee's motivation goes down, because employee see the task as a big hurdle on their ways to meet families.

- “Work, care and affection are the great balance wheels of man's being” by Orison swelt Marden, an American Author. Because of job enlargement stress level, job conflicts, low productivity and job insecurity comes up.

Impact of work-life balance on productivity of hotel employees:

When brains are exertion and stressed, the productivity goes down. Survey show exertion minds look like ones that are not sleep well. Brains that are concentrated, well planned, and enthusiastic get more work in less time. A survey report by the Monster.com, which represents 60% of the Indian working professionals surveyed rate their current work life balance average to terrible.

To elaborate it more a new survey done by PCMA(Professional Convention management Association), on 2000+ professionals commissioned by cloud based enterprise on work management solution provider b this report 57% of employees think technology has ruined the definition of a family dinner while other 38% of employees have missed life events because of bad work life balance

Measures followed by the hotel industry to enhance the WLB situation of its employees:

To increase the better WLB for hotel employees, hotel management has realized that soon they must take many effective steps in this, otherwise they will have to face more staff shortage in future.

- **Introducing additional weekly offs:**

Nowadays most of the hotels have introduced a system of giving 8 weekly offs in a month which means that the employees get a two day off in every week. This initiative is welcome by the employees with open arm since they can spend good quality time with their family and friends.

- **Superlative shift timings:**

Nowadays hotel has become more aware about the staffs working hours conditions. Rapidly audits are happening in hotels to check the WLB of the employees. Hence managers are strictly instructed to keep an eye on working hours of individual member in his/her team. For this instance, Key responsibility area to be assign for each employee and briefed them about their daily task to avoid any kind of job enlargement and staff also get to know that what he/she has to done on their shift of that particular day. Mostly international hotel has started the working hours concept, but later Indian hotel companies are also adopting this culture for wellbeing of the employees.

Spark Conversation/ PIP (Personal Improvement Plan

Training is the only tool to encourage the employees to work done in each time. Through effective training, employees are becoming more goal oriented and focus on their productivity.

Employees are become smart worker not hard workers. Through effective training management can easily plans for individual's improvement path.

- **Provision of flexible work timings:**

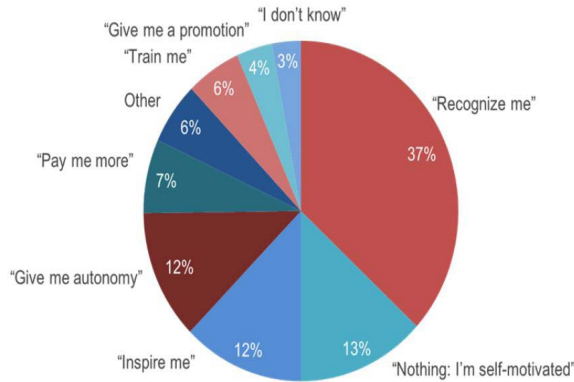
This practice is followed for employees working in departments whose workloads changes daily. Employees working in the banqueting departments have been given the liberty of working in flexible shifts depending on the schedule of the department. The role of this department is to cater to functions, corporate meetings / events. The timings for these events are not fixed and may vary daily. Thus, if the employees working in this department have the option of working in flexible hours, they can make themselves available at varied timings when such events fall due. Thus, they have the liberty of working in flexible timings

thereby avoiding unnecessary staff during less busy hours of the day. However, this facility cannot be extended to all the employees for obvious reasons.

- **Organizing employees' benefits:**

To give some relax to the employees in hotels, new policies are introduced by the hotels to call employees' family in the hotel for dining and for stay sometimes. Some hotels also organize the Diwali bonanza also.

Most Important Drivers of Great Work



Areas on which the management should focus their employment practices based of its importance in boosting the employee productivity

IX.Suggestions and Recommendations:

With the help of surveys, one on one conversation and close observations on, to improvise WLB of the hoteliers, company and management should to the following steps for motive the employees:

1. The management of hotels should conduct the sparkconversation with employees every after a month or quarterly based to analyze the situation better. Management should conduct more training programs to employee on situation handling, proper SOP provided to employees to clear the vision and set the target.
2. Company should arrange a fixed timing to their employees, by hiring good of employees.
3. Company should increase the wages also for hotel employers.
4. Company should arrange the intrapersonal process (stress management, behavior change, counselling) session also.

Conclusions

The findings of the research can be recapitulating as under:

1. Management or company should provide additional leaves e.g. casual/ sick/ annual leaves. Over times also another way to keep staff motivated and able to balance the WLB.
2. Minimize the job enlargement and job rotation process to give relieve.
3. The hotel industry should have to get trained staff and increase the number of staff too, to minimize the workload.
4. Company should try to give the clear vision and daily task list to employee, so employees should get to know their target for the day.
5. In addition, higher levels of work demand and longer time spent in employment led to lower levels of quality time spent with families and lower family satisfaction. Work-family conflict resulted in lower satisfaction with work and commitment towards employers, and higher degrees of distress, concentration problems, sleeping problems, unhappiness, and lack of confidence.

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Innovations & The Digital Future of The Hospitality Industry

Chapter 7

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Introduction

The world is undergoing a major shift in decision-making and buying power, and it's changing the hospitality industry. The only way to see continued success is to prepare for these inevitable changes. Our living environment is a combination of online and offline spaces that co-exist together, defining our everyday habitat. In Hospitality, the special use of spaces has always been a unique feature of the industry, and as of today, the spaces of the digital world have become part of it. The rapid development of the digital world brings novel and innovative solutions into the digital hospitality spaces by the day. This type of communication, together with the spreading of smart devices have revolutionized scheduling, administration and finances, and also opened new horizons for the introduction of innovative technologies in the whole hospitality industry. As a result of the digital revolution, the international development trends in hospitality have opened the way for novel solutions. Technological innovations are becoming more and more widely used in the hotel industry. It is evident that information technology investments will increase hotels' productivity, reduce their costs, and at the same time add value to the services and products offered to their customers (Bilgihan et al., 2011).

On the one hand the use of technologies, increases the tourist's satisfac-

tion, by providing faster and more personalized service, on the other technologies provide customer data much needed by the owners and contributes to gain more profits and recognition for the operators in hospitality industry. The online era has played significant role in the change of tourist's consumer behavior. A "new type" of traveler is emerging. He is interested at the same time in global and regional products in order to satisfy different needs such as personal socialization, thrilling emotional experiences, entertainment, specific hobbies and interests (Fyall, 2005)

As 4G becomes more widely available, and essentially free for travelers, the way the tourists use their phones is likely to change dramatically as they follow live maps, use apps as travel guides, find and book hotels and restaurants with them (Munford, 2016). The "modern" tourist has the possibility to learn about his destination far more in advance. He can obtain detailed information about every aspect of his stay, local sight-seeing, commute facilities etc.

The upcoming Technological Trends in Hospitality Industry

- 1. Smart Hotels with seamless technology**-It seems as if "*smart*" technology has become an inextricable component of our daily lives. Its importance has not been lost within the hospitality sector. Automated checkout services, customized environmental settings within each room, the use of Internet of Things (IoT), and wireless data linking are now all becoming commonplace. The ultimate goal is to provide guests with a fully customized experience. This will help to reinforce the brand identity of the hotel in question and as a result, they are more likely to return in the future. Seamless connectivity across platforms and devices is growing more important. Many hotel groups are offering mobile check-in and digital concierge services. At Aria Resort and Casino in Las Vegas, guests are issued high-tech cards that detect their presence and unlock the door before they even reach it.
- 2. Mobile Device as door keys**- It's fascinating that a function as simple as a door key could undergo so much evolution. But the tool that once started as a carefully shaped piece of metal quickly turned into electronic key cards, and is set to shed its physical form altogether. The next evolution of the hotel key transforms it into data on a guest's mobile device. Some hotels have already starting using implementing this, whether it involves NFC technology or visually scanning a code like many airports now do with plane tickets.

3. **Fixed Mobile Convergence-** Imagine a guest arrives at your hotel and pairs his mobile device to his room phone. Now he can use his mobile to control the TV and the sound system, perhaps even the blinds. He can use it to request a wakeup call if he finds himself out late. You can let him know that his dry cleaning is ready, even if he's across town at a meeting. And if he needs to take his call from your lobby into a cab so he doesn't miss a meeting—the handoff from Wi-Fi to 4G is seamless. It may sound like science fiction, but many of the pieces of this scenario are already available or in development. The guest of tomorrow will be more connected than ever before.

4. **SIP-DECT-** Already popular in the hospitality space and other industries in Europe, SIP-DECT is a mobility-enabling alternative to VoWLAN and radio-based networks that's starting to get attention in North America. Many SIP-DECT setups bring the kind of features usually found on a fixed network to mobile workers all over your hotel or campus without tethering them down to specific locations. Since hotel service staff, like housekeeping, valet, concierge, and event staff are often on the go, SIP-DECT a natural fit for hoteliers. With relatively low cost compared to the alternatives, ease of deployment and quality, predictable voice quality, SIP-DECT is poised to take off in a big way.

5. **Facial recognition Technology-** Many consumers are just beginning to become accustomed to facial recognition technology; particularly in relation to smartphone security. Still, it is important to mention that these very same methods represent another important facet of modern hotel technology. There are several benefits which facial recognition applications are able to provide for Hotel Management.
 - Enhanced levels of security and privacy
 - Only authorised personnel will be allowed to enter specific areas
 - This method can be used in conjunction with electronic payments as another form of verification

6. **Catering to Millennials-** Millennials (those ages 18-34) are expected to represent 50% of all travelers by 2025 all over the globe, according to the [Cornell Center for Hospitality Research](#). Companies need to define their strategies based on this demographic group's personality traits

and habits—they travel a lot; are early adopters of technology; like personalized interactions and are spontaneous. Hotels will want to please them with easy check-in and gourmet dining experiences at reasonable prices. In return, satisfied millennials will actively promote their businesses on social media channels. As of 2019, Millennials have officially overtaken Baby Boomers approximately in all phases. Their reign will last well into 2034, at which point Gen Z will be fully employable (peaking at around 78 million). So, as an industry, we can't ignore them. And now they're **demanding that hotels go green**. According to Diana Verde Nieto, co-founder and CEO of Positive Luxury, "Millennials are twice as likely to support brands with strong management of environmental and social issues, and expect brands to not only manage their impact but communicate it."

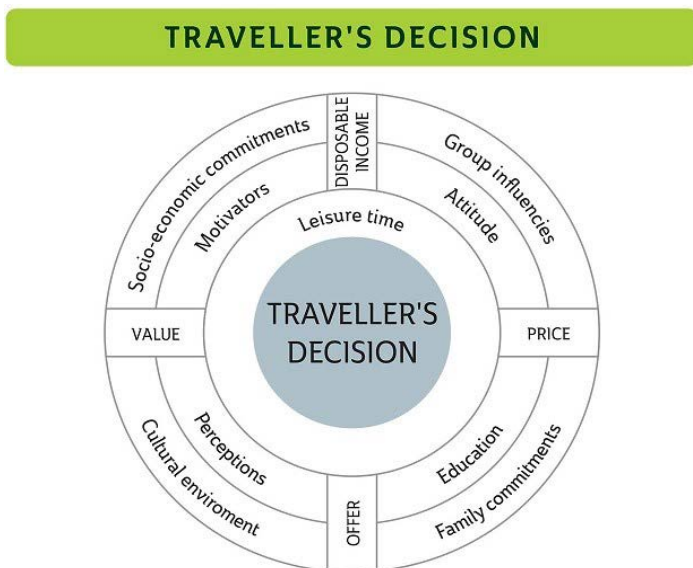
7. **Bleisure Travel**—'Bleisure' is the name given to trips which combine business travel with leisure activities, and it is increasingly popular, especially among the millennial generation. As an example, a traveler may initially visit a location to attend a business meeting or conference, but then extend their stay to turn it into a holiday. This is one of the most interesting hospitality trends for those in the industry to respond to, as 'Bleisure' travelers are likely to want spontaneous services, excellent access to information and fast communication. Mobile apps are one way to achieve this, while hotels need to try to remove as many barriers to booking as possible
8. **Healthy & Organic Food & Drink on top of mind**—Guests today are taking charge of their health; hotels are responding with well-equipped fitness centers, pools and spas. Increasingly, travelers are expecting innovative wellness options. In addition to healthy food options, growing trends include lighting that energizes, air purification, yoga spaces, in-room exercise equipment and even vitamin-infused shower water, re-vamping menus with healthier options, including gluten free, dairy free, low fat, vegetarian, vegan and organic options. Travelers are certainly becoming more health-conscious, and wellness travel has seen an increase in recent years. Technology is helping people keep a closer track of their health, with many apps and devices providing daily, even minute-by-minute updates on blood pressure, sleep, calories etc. There's no sign this won't continue so hotels should be doing what they can to enable those guests who are seeking wellness to stay fit of body and mind while travelling. This might include changing your hotel menu, upgrad-

ing amenities, putting on classes, or renovating rooms to give guests the freedom of choice they want, and the ability to stick to the same routine they have at home if they choose to. The better you know your market and eventual hotel guests, the more precise your offering can be to make each customer happy.

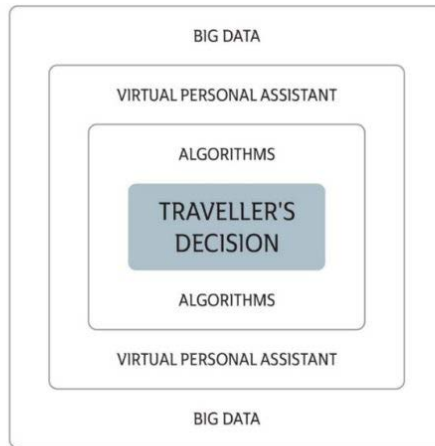
9. The Future- AI, Big Data, VR & AR- It can be argued that AI (Artificial Intelligence) represents the most profound example of how hotel technology is advancing. This is due in no small part to the fact that its presence can be seen in the majority of systems mentioned above. The ultimate goal of artificial intelligence is to provide guests with a more seamless and streamlined experience during their stay. There are several ways in which this can be accomplished:

- Collating and interpreting guest data
- Mapping and identifying user preferences to create a tailor-made accommodation package
- More targeted and effective Marketing Techniques
- The ability to proactively determine the efficacy of a publicity campaign
- Personalizing the entire guest experience

Artificial intelligence plays a profound role in hotel technology and this method has only recently entered into the mainstream marketplace. As its presence grows, it is fully reasonable for customers to expect a one-of-a-kind experience. Influencing factors of traveler’s decision. Source: Zsarnoczky, (2017)



INFLUENCING TRAVELLER'S DECISION



Big Data

Big data represents one of the “*catch phrases*” of recent times, and for good reason. The ability to collect, interpret, disseminate, and react to this information is critical for hotels. This is particularly relevant for large properties that might cater to the needs of thousands of guests on a monthly basis. Through a combination of the data they gather themselves, and information available online, hotels can use big data to assist them with a revenue management strategy, identifying offers which might suit specific travellers or hotel guests or embracing the proper sales and marketing approaches.

Virtual Reality (VR)

VR plays another important role; primarily in illustrating the amenities, services and rooms that a hotel has to offer. 360 degree videos/Virtual tours are a perfect example of this immersive trend. In fact, many professionals believe that this type of hotel technology is set to become compulsory in the not-so-distant future. The good news is that it is a cost-effective solution and virtual reality can be easily deployed within most scenarios.

Augmented Reality (AR)

Augmented reality is intended to enhance the physical environment of the end

user via devices such as smartphones and tablets. Some applications within the hotel sector include offering in-house interactive elements (such as maps and points of interest), providing a digital history of the property and supplying guests with relevant information when they are located within certain areas of the hotel (such as a menu if they happen to enter a restaurant).

10- Guest Apps-The vision of the connected guest entails nearly every aspect of the guest experience. Something as complex as that needs a single hub from which to operate—and guest apps for personal mobile devices are the natural place to host all of these functions. A smartly designed guest app combines everything from deal notifications to hotel services to loyalty programs. If you see a guest used the group rate for a conference, you could use the app to electronically send your guest the event itinerary, complete with a map of meeting spaces where sessions will be held. Most major hotels have some element of this picture in play already, and they are adding capabilities every day. Some of the major flags are closer, but much of the technology and integration is still in development. Regardless of who gets there first, one thing is certain—the hotel with a truly connected experience will be full of very happy, very empowered guests

11- Chat Boat-Chatbots and similar online widgets are now commonplace when visiting countless websites. In the same respect, they are beginning to revolutionise hotel technology and its associated amenities. These clever devices are set to offer guests a host of options. Some of those which are the most applicable within the Hospitality Industry include:

- Hyper-personalised search criteria and results
- A streamlined method for confirming a reservation
- An excellent way to build brand recognition and loyalty.
- Marketing relevant products and services to the end user

A final point to mention is that modern chatbots offer a language-agnostic edge. As they can detect and respond to numerous dialects, previous international barriers have been removed from the equation. This will lead to higher booking rates and an impressive return on investment (ROI).

Some below mentioned are utmost important for Hospitality Professionals and need to taken care of:

Hospitality professionals need to think globally

We often plan events locally, but the hospitality industry needs to start think-

ing internationally.

- Global Hotel Studies say the industry is expected to see a significant increase in the market need for up-and-coming tourism destinations that previous generations of travelers had not even considered (like Central & South America and Canada).
- Demand for International Travels is flourishing thanks to low unemployment rates and post-recession spending, causing top airlines like American Airlines to add more direct flights routes to foreign countries. The airline added a direct flight from Newyork to Cape Town this year, with plans to expand even further in the future.
- Economists say businesses (in any industry) just can't afford to ignore the effects of globalization — and that having both localized management teams *and* a centralized oversight hub will likely be the key to sustaining rapid international expansion in the coming years.

Events and meetings no longer have to be local — international venues are hungry for more group sales, and attendees are more willing to travel than ever.

Old threats will become new inspiration

Airbnb now offers more than four millions places for guests to stay, and recently announced an upcoming partnership with Century 21 that will officially place the travel giant into the real estate industry as a builder and seller of houses. In the past, hoteliers viewed companies like Airbnb as a threat. But things are changing, to their benefit.

Here's what's really happening:

- Pressure from Airbnb and other competitors has pushed hoteliers towards better practices — like adopting more creative and unique properties distinctly different from the traditional hotel experience. The success of Marriott's MOXY hotel is a great example of what we have to look forward to in the coming years.
- As AIRBNB continuously expands into hotels, hotels are expected to continue to expand into home sharing, which means more opportunities for profitability. Especially when you consider the advantages of staying in affordable rentals that are regulated and owned by a corporate entity rather than the privately owned versions that are often hit or miss all around.

The takeaway

Hoteliers have to face the facts that home-sharing isn't going anywhere. But

that's no cause for alarm. By working in tandems with hoteliers, services like Airbnb can actually provide more flexibility to your group sales strategy or, depending on your location, pave the way for your own better versions of their offerings.

The next 5 years will result in a more balanced distribution of business between a more leisure-focused Airbnb, and hoteliers looking toward home-sharing as an overflow strategy to satisfy group demand. And as they continue to move into this new marketplace, hoteliers will soon find the advantages of being able to do what Airbnb does only better.

Demand is still growing, and the peak is yet to come

Hoteliers are asking if demand will continue to increase. The answer is a resounding "Yes"! "Be aggressive. Continue to move forward. We've never had this demand from all directions," writes, JIM CHU Global Head of Development & Owner Relations, Hyatt Hotels Corp.

Reporting a strong net growth of 13.6% in their recently published fourth quarter earnings for 2019 end, the Hyatt brand knows a thing or two about both longevity and rapid growth.

And these expert researchers seem to agree with Jim Chu's statement:

- CBRE forecasts consecutive growth for the U.S. hotel industry through 2022.
- The hotel forecast analysts at the Americas Lodging Investment Summit said we should expect to see decent growth in the hotel market in the coming years.

While Deloitte reports some inevitable industry growing pains in the next couple of years, future hospitality trends are still overwhelmingly positive. Occupancy sits at a very healthy 74%, with average daily room rates at \$130. Hotels have already started reaping the benefits by reinvesting in construction and renovations as they continue to make themselves competitive for years to come.

The takeaway

In growing markets, how can hotels capture that growth? These current technological hotel industry trends are a great start.

Conclusion

For innovative enterprises, the efficiency of interactivity is of key importance

for the success of their business. The rapid development of ICT & IOT solutions has brought immense changes in the hospitality industry. The era of digital hospitality started with the emergence of information websites; however, this targeted information flow used to be one-directional with narrow choices. In today's digital era, the new generation of commercial activities take place in VR or AR spaces, and the instant analysis of the customer's reactions and behavior support the enhancement of their buying willingness. The traditional decision-making processes are gradually being replaced with personalized offers, further increasing the importance of AI.

With the development of shared economy, greater emphasis is put on social well-being, as user experience slowly becomes more important than ownership. This new approach is also expressed in novel forms of payment, which can seriously decrease the profits of intermediate activities. The new trends do not seem to be problematic in the hospitality industry, mostly because in this sector, the exact costs and incomes are not clearly visible yet. On the other hand, the quality development of the 3D printing technology holds a great opportunity for the tourism and hospitality sector. The development of digitalization has finally reached a level where it can truly support the cost-effectiveness and sustainability and paving the way to the future of hospitality businesses.

There is no doubt that cutting-edge hotel technology is here to stay. These eleven technological examples should shed some light on what customers can expect in the coming months. Offering second-to-none levels of convenience and flexibility, hotels need to be able to embrace these innovative methods if they hope to maintain a competitive edge within an increasingly digital marketplace.

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Role of Soft Skills in Hotel Industry

Chapter 8

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Introduction

In olden days organizations were looking for domain oriented skills which are called hard skills. Now, in the growing realm of industrialization and prevalent diversity at workplace, employees need people oriented skills. As workplace rely on team work, soft skills have become more significant in order to meet deadlines, adapt to changes and empathize with employees.

Irrespective of the specialization, the professionals need to inculcate certain traits to get success. Weather it is front desk clerks, hospitality workers, master chefs , or the hoteliers need to take care of the appearance, dressing sense, cheerful disposition, courteous behaviour, impeccable English, Effective communication etc. etc. The guests and customers understand and give a great value to the gestures like smiles, handshake and the pleasant and enthusiastic expressions are highly valued.

Soft skills actually play a great role and have become a part and parcel of industries .Soft skills include abilities and traits like self management behaviour, trustworthiness, self confidence, critical thinking, self control, empathy, problem solving, ability, leadership quality, time management skills and adaptability etc.

1. Communication Skills

Effective communication skills have become essential skills of almost all industries. In the hospitality and tourism people visit and communicate everyday with the different culture, ages, nationalities and temperaments. Thus, it is important to deal with each customer in a way that represents the business proficiency and at the same time speaking to customers in a manner that they can understand and relate to. In Hospitality and tourism a healthy sense of humour also play a positive role. It is remarkable to mention that words can create laughter and can also create enmity. A skillful communicator can win over people even in adverse situations.

2. Language skills

Language skills decipher the value to the hospitality field and the followers are called efficient employee. Speaking clients' language establishes a more intimate relationship with them which promotes customer's satisfaction and loyalty. Polite and courteous language grabs the attention of the people and leaves a great impact on the guests and customers. Clarity in expression must be maintained. Sometimes jargons become a language barrier to the costumers so the professionals should consider the audience level of understanding and communicate with them in familiar language.

3. Non Verbal Gestures

Expressions play a pivotal role in personal and professional life. A pleasant smile and cheerful disposition enhance the value of dealing with customers. In Hotel industry employee meet with different creed, culture and sometimes only a smile provides them with the feeling of belongingness. Firm handshake, congruity between verbal and non verbal expressions and appropriate posture develop amicable customer relationship with staff and other employee.

4. Service Skills

We know that the success of a restaurant or a hotel depends on the satisfaction of customers. Actually tourist and customers provide funds to pay salaries to the employees and staff. Thus, it is essential that employees and managers must provide best services to their customers to satisfy and delight them. Excellent customer service skills are all about understand the customer's need and being able to deliver a positive customer service experience.

5. Team leadership

Some companies have high visibility in the marketplace. They showcase the best performance and receive high customer satisfaction. Industries have the

best leaders who make smart decisions and implement them. These leaders, sometime in the form of managers comprehend the need of the team members. They listen and co-operate them to gain the trust and try to create a positive team environment. It is the responsibility of the good leaders or managers to foster cooperation, collaboration and communication to meet the needs of the customers even.

6. Positive Attitude

‘Be positive’ is dictum that shows the path to the right direction. Thinking positive is the solution to all the stresses created due to our negative thoughts. It adds feather in one’s cap. Positive personalities satisfy their personal and professional relations and maintain long term relations with the people around them.

7. Confidence

Confidence is the most important attribute that adds stars to the personality of an individual. A person may feel inferior due to mistakes, failure, physical appearance, caste, financial status which is undesirable at workplace. Confidence is an individual’s biggest strength. Positive thinking makes a man confident person. The confidence reflects one’s character, attitude and passion to the work. You should be confident about who you are and whatever you do. Confident personalities express themselves and stand amongst the crowd.

8. Problem Solving

Problem solving is all about understanding the people’s mindset and their feelings. Hospitality is an industry that is contingent on service and perception. That means providing customers and staff with the best outcomes. Students, staff, managers, if have empathy, can easily handle culturally diverse behaviours and disputes and can maintain the amicable relationship at international level.

9. Can Do Attitude

It is essential that hotel industry professionals must be ready to accept challenges in the workplace. Resolving a difficult situation as a manager, hotelier, hospitality worker boosts chances of growth to industry in particular and employee promotion, in general. Doing nothing attitude and procrastination cannot help to win the adverse situation. Rather the professionals must be ready to face all situations.

10. Managerial Skills

Mutual understanding and feeling of belongingness amongst the employer and

staff can shape employees behavior that is desired at workplace. Effective managers can ensure the best results for the whole establishment with the key of good leadership quality. The manager's right distribution of the roles and responsibilities to various departments and trust in the subordinate staff and peer groups may award the heights to the industries. The soft skill exhibits in their excellent time management and lead to the success of the organization. They manage and plan things and guide the staff to meet the deadlines.

11. Zealous Attitude

Enthusiasm is a contagious feeling. Your zeal and enthusiasm can attract the customers and can convert them into permanent customers. In Hospitality and tourism, your happiness and zealous nature can create an excellent influence on your customers and guests. The international customers, irrespective of culture, custom, believes, give a great value to warm welcome. Nobody likes a person who responds with a straight face. So, learn to be warm. Flash that smile more often. Be friendly and be ready to share and help.

12. Do things with style

Doing things with style adds zing to your personality. The secret to do things with style lies in working with passion and relaxed mind. So, while you work at something, don't let anything distract you from putting all your energy into it. At the same time, stay relaxed. Peaceful mind with self control is a great ladder to the success.

13. Social skills

One of the soft skills needed in the hospitality industry is to build a loyal clientele who are interested in frequent visit to the hotel/restaurant/tour. Of course, it is very influential attribute that demonstrate to employers that customers are returning thanks to the relationship cultivated with them. Command on the language that customer like to hear enhance business and provide long term relation with customers.

Conclusion

In this way we can conclude that no organization likes harsh attitude, rigid thinking, unsociability, impatience and rude behavior of their employees. The employees are liked who are cordial, confident, compliant and a real humane. Soft skills can change a dull personality into liked and respected and they are admired for their personal and professional behaviour everywhere.

Thus the soft skills enables an individual to solve the problem amicably, man-

age stress better, work successfully in team, win over people, get better job opportunities, understand and empathize people, build confidence, develop new relationship etc. etc.

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A Study on Role of Adventure Sports Training Institutes in Promotion of Adventure Tourism in Uttarakhand

Chapter 9

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Introduction

Uttarakhand is widely known as Devbhumi or the Land of the Gods, It has a lot of untouched natural beauty in the form of variety of flora and fauna species. The state is the youngest Himalayan state which was formed on 9th November 2000, Carved out from Himalayan district of Uttar Pradesh, the state, formerly known as Uttaranchal. The northern part of the state is covered by high Himalayan peaks and glaciers while the foothills are covered with the dense forest. The unique Himalayan eco system is the home to many flora and fauna species. The state is also the origin place of two mighty rivers of India i.e., Ganga from Gangotri glacier and Yamuna from Yamunotri glacier. It is a place that not only boasts of a scintillating view of the Himalayas but also exhibits a cultural ethos which speaks of a simplistic and harmonic coexistence with nature. With oaks, birches, silver firs and rhododendrons adorning the steep mountain slopes, Uttarakhand offers you a glimpse into an untainted and idyllic world.

Devbhumi or the Land of Gods, is the name of the state due to numerous religious centers of which most famous are Haridwar, Rishikesh, Kedarnath, Badrinath and Hemkunt Sahib etc. Which were visited by numerous tourists. It also attracts tourists since ages as the state is famous for its religious centers, but it also attracts tourists coming with varied interest. In 2017 domestic arrivals in the state was 34.26 million and foreign tourist arrivals was 0.13 million (ibef.org). In 2018, Uttarakhand received 120,000 international visitors, a growth of 20 per cent (UTDC) over the previous year. Key international tourist markets

for the state include the US, Europe, Israel, Latin American and Central Asian markets.

As per the data published by Uttarakhand Tourism department

Tourist Statistics Year-2018 of Major Tourist Destination

S.No	Name of Tourist Destination	Year 2018		
		Indian	For-eigner	Total
1	Dehradun	2453998	30291	2484289
2	Rishikesh	656074	6044	662118
3	Mussoorie	2870475	1550	2872025
4	Pauri	77823	1238	79061
5	Srinagar	203912	276	204188
6	Kotdwar (Swaragasram, Chilla)	415769	11537	427306
7	Rudraprayag (without kedarnath)	273700	1847	275547
8	Kedarnath	730387	1604	731991
9	Gopeshwar (Nandprayag,Mundoli, Tharali etc.)	245228	0	245228
10	Joshimath (Govindghat, Ghanghariya)	435537	516	436053
11	Badrinath	1046987	1064	1048051
12	Auli	151560	242	151802
13	Hemkunth Sahib	158817	286	159103
14	Valley of Flower	14128	664	14792
15	Tehri	2071142	46289	2117431
16	Uttarkashi (Harshil, Gangnani etc.)	320796	2001	322797
17	Gangotri	447239	599	447838
18	Yamunotri	393963	482	394445
19	Haridwar	21555000	22583	21577583
20	Almora	114198	4144	118342
21	Ranikhet	148212	1683	149895
22	Kausani & Bageshwar	87217	1024	88241
23	Pithoragarh	153729	656	154385
24	Champawat	188703	213	188916

25	Nainital	924316	9341	933657
26	Kathgodam	151528	437	151965
27	Corbett National Park	255218	6062	261280
28	Udham Singh Nagar	152022	1853	153875
	Total	36697678	154526	36852204

About Adventure Tourism:

Humans have been engaged in adventurous travels for hundreds of years via exploration (UNWTO, 2014, p. 13). But commercial adventure travel as known today, where professional guides are hired to provide technical support and equipment, is a relatively new phenomenon (UNWTO, 2014, p. 13). Adventure tourism is a vibrant, dynamic and fast-changing sector where new variants are added to the experience. Companies within adventure tourism are mostly small owner-operated businesses led by entrepreneurs passionate to share their favorite places and passion with others (UNWTO, 2014, p. 13).

Adventure tourism have grown worldwide in recent years where tourists are looking for new destinations which were not explored or less explored. Adventure travellers are early adopters, which means they are looking for new destinations, activities and travel products (UNWTO, 2014, p. 24). Adventure tourism is especially popular among young independent travellers who are “adventurous in nature” (Richards and Wilson, 2006 in Schlegelmilch and Ollenbourg, 2003, p. 44).

Adventure tourism can be both domestic and international and must include an overnight stay, but not last longer than a year (UNWTO, 2014, p. 10). Adventure travel is a type of tourism involving exploration or travel with perceived (and possibly actual) risk, and potentially requiring specialized skills and physical exertion. Adventure tourism has grown in recent decades, as tourists seek different kinds of vacations, but measurement of market size and growth is hampered by the lack of a clear operational definition. Adventure travel may be any tourist activity, including two of the following three components: a **physical activity**, a **cultural exchange** or **interaction and engagement with nature**(Adventure Travel Trade Association).

According to Muller and Cleaver, “Adventure tourism is characterized by its ability to provide the tourist with relatively high levels of sensory stimulation, usually achieved by including physically challenging experiential components with the tourist experience.”

Adventure tourism can broadly be classified into 3 categories:-

1. **Land Based-**Trekking, Rock Climbing, Sport Climbing, Camping, Snow Skiing, Mountain Biking and Zipline.
2. **Air Based-** Paragliding, Powered Hang gliding, Parasailing, Sky Diving/ Parachuting and Hot Air Ballooning
3. **Water Based-** White Water: Rafting, Kayaking and Canoeing. Still water (Pond/Lakes): Canoeing, Water/Jet Skiing, Kayaking, Sailing and Rowing

Adventure tourism in Uttarakhand:

Uttarakhand offers limitless opportunities to those who want to get fascinated by breathtaking ranges of the mighty Himalayas, adventure tours. Himalayas are not only for trekkers, climbers or mountaineers, but their scenic also appeals to a huge crowd of peace seekers. Apart from being popular as a holy land, this state is also known for being home to World Heritage Sites, which include Corbett National Park, Valley of Flowers and Nanda Devi Biosphere Reserve. With a dense forest cover, this state is a treasure trove of biodiversity; thus, boasts 12 national parks and wildlife sanctuaries. For the serene and calm environment, this place has also been a seat of yoga learning. In the recent years, this state has shot to fame among adventure lovers as its hilly terrains and dense forests present a perfect topography for thrilling adventures like [trekking](#), rafting, camping etc. Whether it is about adventuring in furious waters or at the soaring peaks, adventure tours in Uttarakhand promise an ultimate experience of adrenaline pump. In the year 2015 Uttarakhand was declared adventure destination of the year by ministry of tourism. As per the data provided to Ministry of Tourism by Nielsen in 2016, the top five states with estimated receipts of adventure tourist are-

Sr. No.	State	Annual Estimated Adventure Tourist Visits
1.	Uttarakhand	1043498
2.	Himanchal Pradesh	549774
3.	Maharashtra	256479
4.	Jammu & Kashmir	225220
5.	Goa	215130

The state comprises of 2 division – Garhwal and Kumaon with 13 districts i.e, Dehradun, Haridwar, Pauri(Pauri garhwal), Tehri(Tehri garhwal), Uttarkashi, Rudraprayag, Chamoli, in Garhwal division and Udham Singh Nagar, Nainital, Almora, Champawat, Pithoragarh, Bageshwar in kumaon division. The Famous

adventure destinations are as follows:-

Breakup of estimated adventure tourist received by uttarakhand in the year 2015 on the bases of Adventure activity-Land, Air and Water based-

Sr.No	Based adventure	Adventure activities	Estimated tourists visited
1	Land Based	Trekking, Rock Climbing, Mountaineering, Hiking, Bungee Jumping, Camping, Wildlife Jeep Safari, Cycling, Skiing, Rappeling, Abseiling, Motor Bike Tours, Snow Boarding, Mountain Biking & Artificial Wall Climbing	166015
2	Air Based	Paragliding	139
3	Water based	White WaterRafting, Kayaking, Canoeing	877344

The Geography of Uttarakhand comprises of high Himalayan Mountains and glaciers which are the source of many snow fed rivers which provides excellent opportunities for water based adventure activity i.e., Kayaking and Rafting. Some of the best stretches for rafting &kayaking are on Alaknanda, Dhauliganga and kali rivers which provide some challenging rapids. The Alaknanda and Bhagirathi are the main tributaries of thee GangaRiver which provide an excellent rafting stretch from Kaudiyala to Muni ki reti. Tons river near Mori also attracts many rafters and kayakers.On Yamuna river adventurous stretch from Barkot to Lakhamandal and Damta to Yamuna brige. The dams on these mighty rivers provide excellent opportunity for water ski, jet boats, canoeing etc for ex- the mighty tehri dam.

The air based adventure sports in Uttarakhand include Paragliding in Bhimtal, Naukuchiatal, Mukteshwar,Pithoragarh,Pauri. The tourist can enjoy the ballooning in Bhimtal, Doiwala in Dehradun and in special carnivals & festival in Gauchar, Nainital and other prominent destinations. In Uttarakhand at Doiwala(Dehradun) one can also enjoy light weight aircraft ride. This the only of its kind in india. The flying time depends on the interest of participant/tourist. It provides scenic bird eye view of the destination.

The land based adventure sports activity in the states are Trekking can be enjoyed in entire Uttarakhand hilly area and these are categorized in Low, Mid and Extreme depending on the efforts required to complete the trekking. The most famous and commonly trekked routes are:-

- a. Chamoli-Valley of Flower&HemkundSahib, Curzon Trail/KuariPass,Rudranath etc.
- b. Rudraprayag-Chopta-Chandrashila,Devariatal&Madhyamaheshwar etc.
- c. Uttarkashi-Dodital, Gaumukh-Tapovan, Kedarkantha, Rupin pass etc.
- d. TehriGarhwal-Khatling Glacier Trek, PawaliKanthaTrek, Sahastra Tal Trek
- e. PauriGarhwal- Doodhatoli Trek, Tara Kund Trek, Binsar Trek
- f. Dehradun- Nag Tibba Trek, Tiger Fall Trek(Chakrata)
- g. Nainital- Sitla-Mukteshwar, Padampuri
- h. Almora- KasarDevi, Binsar, Majhkali(Ranikhet), BridhJageshwar etc.
- i. Bageshwar- Pindar Glaciers, SubdherDhunga Valley
- j. Pithoragarh- Milam Glacier, Chiplakot, Narayan Swami Ashram
- k. Champawat-EkHathiyalaTrek,Vyanthura Trek

For mountaineering lovers the Himalayan ranges provide excellent opportunity for mountaineering expeditions. Some famous mountain peak are- PanchaChauli, Nanda Devi, Bandar Poonch, Bhagirathi -1,2,3 , SwargRohini, Kamet, Choukhamba etc.

Hiking is basically a day activity where a person starts the hike and return the place with a 5 to 15 kg backpack with basic items.

Abselling, Rappeling and Rock Climbing can be done in the entire region on suitable surfaces. Some resorts have constructed Artificial Climbing wall in their own property for ex-Bull's retreat in Shivpuri. Motorbiking tours are organized by travel agents/tour operator or some time by the biking groups to experience the scenic and less travelled area with an interest to experience something new. Now a days Motorbiking is famous in Ukhimath-Chopta-Mandal-Chamoli, Barkot-Mori-Netwar, Kalsi-Chakrata-Lakhamandal-Lakhwar etc.

Bird watching is also prominent in the region. The Himalayan ecology of Uttarakhand is home of some amazing birds for ex- Monal, KaljiPheasant, Himalayan Griffon, Himalayan Woodpecker, Blue Whistling Thrush, Blue Throated Barbet etc. Some of the most famous bird watching areas are Sattal,

Binsar, Chopta, Mandal, Corbett National Park, Rajaji National Park etc. The state tourism department time to time organizes cycling tours, the most famous are from Guptakashi to Chopta, Rishikesh to Byasi etc.

The state also hosts the national skiing championship time to time at Auli which is world renowned destination for skiing.

Adventure Sports Institutes Operational in Uttarakhand:

Certified:

1. **National Institute of Mountaineering (NIM)**-Nehru Institute of Mountaineering (NIM) in Uttarkashi is rated as one of the best mountaineering institutes in India and also considered as the most prestigious mountaineering institute in Asia. Emphasis is laid on instilling the concept of Adventure and following conventional environmental guidelines to ensure environmental awareness and conservation. It is the only institute certified by the international federation of climbing and mountaineering-UIAA.NIM run courses i.e, Basic Mountaineering Course, Advance Mountaineering Course, Search & Rescue Course, Methods of instructions and Skiing Course.
2. **Garhwal Mandal Vikas Nigam (GMVN)**:The past back bone of tourism industry of Uttarakhand in terms of accommodation, GMVN is a brand entire garhwal region as tourism destination. The GMVN is totally state owned organization. The GMVN organizes Rafting courses both certified and non-certified at kaudiyala and Skiing certified course at Auli in the month of February.
3. **National Outdoor Leadership School**- NOLS is a nonprofit global wilderness school that seeks to help you step forward boldly as a leader.Nols an organization with heart, expertise, and wildness, and these qualities help us support powerful, authentic experiences. It conduct Young leader program every year in ranikhet.
4. **Nanda Devi Institute of Adventure Sports**-The Nanda Devi Institute is a subsidiary of Mountain Shepherds, agrassroots venture which has developed a new model for adventure tourism in the high Himalayas. All adventure and mountaineering course conducted by the NDI has been technically evaluated and certified by Nehru Institute of mountaineering.NDI runs Basic Mountaineering Course, Bird Watching Course, Ski and Snow Craft Course(Search and Rescue), Community Based Disaster Management Course
5. **Himalayan Adventure Institute** –HAI in Mussoorie is a registered society with the aim to take all possible steps to encourage the youth and de-

velop their interests to outward bound educational activities like Rock-Climbing, exploration treks, forest exploration, mountain expeditions, wilderness, survival, nature and environment camps, rescue operations, map reading, navigation, jungle craft, river crossing, study of Himalayan environment and ecology, flora and fauna, studies of mountain village life, cultures etc. HAI is certified by Indian Mountaineering Federation and National Adventure Foundation. The Institute offers courses in Sports Climbing, Rock Climbing, Rappelling, River Crossing, Adventure Guide Course, Judges and Route Setter Course (Sports Climbing), Per Expedition Training Course.

Non-Certified:

- 1) **Famous Bird watchers**-Uttarakhand is a home of many famous bird-watchers who time to time conducts birding trainings for bird lovers. Their main aim is to protect the bird species by creating awareness among the people. Mr. Rajesh Panwar owner of Camp Mileu time to time organizes training programs and tours for bird watchers. His presence is in pan India. Mr. Yashpal Negi is a well known name among the bird lovers, he is a native of Macoo village in Ukhimath block of Uttarakhand. He was even interviewed by BBC for his work in the field of bird watching.
- 2) **Stay Out Adventure**-Stay Out Adventure is a pvt company which organizes Paragliding Course in two locations at Ranikhet. A basic training site 5-6 days training is conducted after which the participants learn basic flying and ground handling skills and also able to log in a solo flight and at Mukteshwar which offer thrilling tandem flights with experienced pilots. Apart from top to bottom flights, under suitable wind conditions high flights are also possible where one can soar like an eagle and glide through the valley before landing beside surprised locals.

Scope of Adventure Courses in Uttarakhand:

The adventure tourism industry requires technically skilled and professional human resources. Such skilled manpower cannot be produced from the existing education system of India. To attain such skills and potential one needs to get enrolled in short-term courses of maximum duration of 30 days. Proficiency in English and Hindi languages must for the trainers because they interact with the domestic and international adventure sports lovers. The pass out students from such adventure sports institutions work as a young, dynamic and energetic work force. Some of the advantages of doing such courses are following:-

- i) **Employment Generation**- The pass out from the institutes can work as

a freelancer (on per day basis) as a trainer or technical assistant or can take up the job with the adventure company's. But it is suggestible to take up a freelancer job as it will help in increase in experience by working with different conditions and people.

- ii) **Time Duration**- The courses are mainly of short duration 30 days or less and the time is fixed in advance so the person interested need to devote limited time. But as the courses are run with limited seats, so one need to book it 1 year in advance.
- iii) **Sponsorship for up gradation**- The State Tourism Board and Ministry of Tourism time to time sent people from these technically qualified people to abroad or in other states for advance courses which are fully sponsored by the government.
- iv) **Entrepreneurship Development** – These courses also motivates young people to start their own business in adventure industry and help in generating new jobs for skilled and non-skilled people.
- v) **Disaster Management**- As the courses are of technical in nature and in the time of natural calamities these technical people provide support to government relief program.
- vi) **Minimum Eligibility**- The minimum eligibility criteria is 10th or there is no minimum eligibility criteria, which promotes youth to take up these courses at a early age.
- vii) **Migration**- The migration is one of the main issues in uttarakhand , these courses help the young people in developing a technical skills and also helps them in getting job with in the state as the state is rich in natural resources which is the base of adventure activities.
- viii) **Sustainable Tourism**: The base of the adventure activity is nature or natural environment and these trained people know how to conserve and preserve nature while carrying out any adventure activity. The people are very sensitive towards the nature.

Conclusion

On the basis of the above detailed study, it is found that Uttarakhand state has rich geographical features and it always attracts huge number of adventure sports lover around the year. The state is offering Land based, Air Based and Water Based adventure sports activities. White Water Rafting and Trekking are in the wish list of the visitors. The Adventure training institutes are also doing excellent in producing skilled and professional work force. Time to time standards and training methods are also upgraded by such institutions. If the youngsters of the state take part in different courses in such training institutions than

later they can become good trainer and help in increasing good no. of adventure sports lovers in the state.

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Effects of Global Warming on the Tourism sector in India

Chapter 10

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Introduction

Tourism is one of the largest and fastest growing economic sectors. Tourism is related to climate, as tourists prefer spending time outdoors and travel to enjoy the sun or landscape. It is therefore surprising that the tourism literature pays little attention to climate and climatic change and it is equally surprising that the climate change impact literature pays little attention to tourism. Tourism, which is frequently referred to as —flueless industry‖ is a substantial source of revenues and a strategic Sector for many countries of the world. When we take the fact of across the globe over a billion people is in tourism activity into consideration, we understand well how the tourism cake is so large and important. The number of countries that are getting a large share of the cake is rather limited. The components such as climate, latitude, coastal assets, cultural and historical values, transportation, safety, infrastructure etc. define the finiteness of tourism activity and determine the number of tourists and revenues. Some determinants that might affect tourism in next years are disinvestments in tourism field, pollution, coasts turning into concrete jungles, dissolution of

cultural values, destruction of vegetation cover, safety problems might occur in tourism centres and various global changes occurred depending on climate change. Determinants except for climate change are the problems caused by local causes in the countries and regions where tourism is practised and their solutions are relatively easy. By means of correct planning and right management these problems can be easily avoided. On the contrary some points that appeared as problems can be changed into attraction for tourism as well. For example, cultural values under dissolution threat can be protected by restoring them and historical ruins buried in ground may come into light by archaeological studies. They all may gain advantageous positions by improvement made by the resources of countries or regions. On the other hand, changes occurred in climate caused by global warming are not problems resulting from countries or tourism regions. They are global problems that are of particular concern to all over the world. Thereby, global problem caused by wrong applications that was experienced in the past and is existing in present time, will be a cause to more serious negatives as well as be a concern in our day. India is one of countries that might be affected by global warming at the most. India is full of natural resources and wildlife sanctuaries. Temperature rises and deviations occurred in downfalls affect a great number of sectors in India directly or indirectly. Effects have been seen for years in the sectors of agriculture, animal husbandry and water. Although tourism is not affected much at present it is one of the sectors that will seriously experience results of global warming in the immediate future. It is well assumed that within the current body of scientific analysis, research and prediction, there remain considerable uncertainties about the magnitude of the impact of many effects of a changing global climate - for example, the extent of rises in temperatures, changes in precipitation, and the extent and location of extreme events, floods and droughts. Scientific studies into climate change are on-going and, in some specific areas, are still at a relatively early stage. As such studies progress, there may well be changes in the long-term predictions for climate change which currently cover the period to the end of the present century. The tourism industry, among others, should be prepared to monitor developments and adjust its planning accordingly. From a purely ecological viewpoint, predicted changes to the world's climate give substantial cause for concern. Sea level rises threaten the viability of many coastal zones and small islands. Temperature rises are predicted to change precipitation patterns - both seasonal and absolute - which seem likely to exacerbate water supply problems. A greater risk of both flooding and drought conditions in many parts of the world stem from this. Climate change also seems likely to increase the magnitude, frequency and risk of extreme climatic events, such as storms and sea surges. The impact of predicted changes to the world's climate is expected to be especially adverse in northern latitudes, with the southern hemisphere generally

expected to be less affected. India is a country with extreme climate in almost every part of it.

Seaside tourism seems likely to suffer damage from most of the effects of climate change, notably beach erosion, higher sea levels, greater damage from sea surges and storms, and reduced water supply. However, while some regions may see a diminution of demand from the leisure traveller, others - currently less important as tourism destinations - may see an increase. In mountain regions, it seems very probable that ultimately demand for winter sports will diminish. The season will shorten, opportunities for young people to learn the sports will diminish, demand pressures on high altitude resorts will increase (which in turn could raise environmental pressures and cause further damage). Summer seasons, meanwhile, could lengthen, and generate increased demand, although this could bring further negative environmental consequences. Whatever the environmental outcome, tourism cannot be seen in isolation. Major changes in the pattern of demand will lead to wider impacts on many areas of economic and social policy - for example, in employment and labour demand and in regional policy issues such as housing, transport and social infrastructure. Knock-on effects could influence other sectors, such as agriculture supplying tourism demand, handicraft industries, and local small business networks and so on. However, with the apparent exception of winter sports, unless climate change leads to a net loss in demand for leisure tourism a loss of demand for a given destination or type of destination may well lead to increases in demand for alternative destinations. For International tourists coming especially from the cold climate like USA, UK, Canada etc rising temperature leads to the decline in their arrival even though they come to places for scenic beauty and climatic condition. Whether a net environmental gain or loss results from such changes will partly depend on the ability of the tourism industry to raise its sustainability - a key issue in Tourism. In India The hilly region like Mussurie, Nainital, Shimla, Darjeling, Calingpong, Manali, Ooty and Sea shores such as Kerala, Mumbai, Goa are already experiencing reduction in the inflow of tourists which is a matter of great concern for the government and WTO. It is necessary to raise awareness of the inter-relationship between tourism and climate change.

Literature Review

Accordingly, they affect energy balance of the earth and cause increasing of surface temperature (AribaG and Kara, 2009, p.130). Effects do not make themselves evident in short time. They appear in a long time period. Their boundaries are so wide that they affect all the fields from agriculture to animal husbandry, from desiccation to immigration and from sea level rising to tourism. For example, according to different scenarios it is estimated that average

sea level rising in 2100 will be 15-100 cm in current climate modelling (Öztürk, 2002, Spence 2007 and Evans, 2009). Even only rising of 15-100 cm in sea level can make changes in the map of the earth and make away with some small island states. The countries that are much damaged by climate changes are the ones having resources at the very least despite they have no negative contribution to climate changes. Intergovernmental Panel on Climate Change (IPCC) reported that —climate change will affect most developing countries in terms of loss of lives, investments and economy (Dunn and Flavin, 2002, p.89). Even the factors causing global climate change would completely be eliminated the effects of the past will reveal themselves for 30-40 year. As the Stern Review (2007) argues, it is the poorest countries and people who will suffer earliest and the most. The United Nation World Trade Organization (UNWTO) suggests that tourism is a primary source of foreign exchange earnings in 46 out of 50 of the world's least developed countries (Ramasamy & Swamy, 2012; UNWTO, 2007). The World Travel and Tourism Council (WTTC, 2010) estimates that tourism contributes 9.2% of global gross domestic product (GDP) and forecasts that this will continue to grow at over 4% per annum Tourism Planning & Development, 2014

Warmer countries may have a disadvantage, while cooler countries may have an advantage due to rise in temperature (Bigano et al., 2008; Ramasamy & Swamy, 2012). A lengthened summer season has the potential to expand domestic and international tourism markets and thus increase tourist receipts (Scott, McBoyle, & Schwartzentruber, 2004). ... Becken, S. 2005. Harmonising climate change adaptation and mitigation: the case of tourist resorts in Fiji. *Global Environmental Change Part A*. Vol. 15, pp. 381-393 .Demand remains an important area for future research if the economic implications of climate change for this important economic sector are to be fully understood. 3.7. De Freitas, C. R. 2003. Tourism climatology: evaluating environmental information for decision making and business planning in the recreation and tourism sector. *International Journal of Biometeorology*, Vol. 48, pp. 45-54. Tourists are not likely to visit the summer places to avoid the soaring temperatures. They could instead go to places that are still cold but not as cold as their own regions. Alternatively, the holidaymakers may opt to postpone their vacations to a later time of the year or take it earlier while the heat is not that intense yet (Viner and Agnew 1999, p. 21).

Bigano et al. (2005, p. 8) stated that it is possible for the movement of tourists to shift and for international tourism revenues to become lower. Some regions are going to benefit from the shift since tourists would be heading to

temperate regions; others will suffer from the movement because of the loss of revenues.

Research Methodology

Primary Data for the research have been collected by visiting various Hill stations of India like Mussorie, Manali, Shimla and Nainital and Sea shores of Mumbai, Goa and Trivandrum. The information was also collected through structured Questionnaires given to the Tourists at the destination, Local authorities and local residents.

Secondary data have been gathered with the help of Books, Magazines, various journals, local magazines, statistics obtained from the local tourist authorities.

Findings

In the past several years, there has been a growing concern over the effect of global warming on the climate. All around the world, climate changes are becoming more evident, causing flooding and extreme temperatures in different nations. Weather patterns have become unpredictable, which means that summer periods could be extended or winter may be longer than usual. These disturbances in the weather and their impact on the environment are significant to the tourism industry. The tourism industry is dependent on the predictability of the season in order to attract travellers who want to experience different activities related to the season. Those who love skiing would visit ski lodges while the water enthusiasts are going to beaches during summer. But with climate changes, the tourism industry is affected in various ways. Climate changes can directly or indirectly affect the local destinations, which need to retain their appeal to foreign visitors in order for the industry to flourish. By interviewing different tourists at different places I found that 80% of the tourism was attracted toward the destination for favourable climatic condition. In Mussorie and Manali there have been drastic decline in the International tourist arrival because these places have become warmer and getting warmer. In Goa and Mumbai the tourists visiting for beaches are decreasing with the increase of temperature which used to be moderate during summers. Definitely there have been decline in the inflow of international tourists apart from domestic tourists in all the places of tourist's attraction. For the local residents and souvenirs the source of income has drastically gone down. On Analysis of Questionnaire it was found that Climate change and global warming is the biggest cause for the inflow of tourists towards these destinations.

Conclusion

It is undeniable that the world is experiencing weather disturbances due to climate changes. Experts believe that environmental damage is one of the reasons why this is happening. Tourism is found to be a contributing factor to climate changes because the movement of people and their activities while on vacation increase the level of carbon emissions. The different effects of climate changes include snow caps melting, coral bleaching, flooding, and rising sea levels, which are all causing changes to the tourism industry. The more obvious effects include the lowering of the number of tourists in popular destinations where the natural resources, like coral reefs and beaches, have been destroyed due to climate changes. It is also predicted that there is going to be a shift in the movement of people away from overly warm climates to temperate ones, which creates new jobs in new places while making the old destinations suffer economically due to job losses.

Suggestions and Recommendations

1. The impact of climate changes on tourism calls for reforms in the existing policies that relate to the environment.
2. There is a need for local and international cooperation so that the businesses and individuals in the sector will be able to adapt to these changes.
3. The tourism industry has to adopt measures so that natural resources are protected.
4. Global Environment should be protected by following standard procedure and practicing environment friendly practices because it a major cause of global warming.
5. **Wind** and solar power should be utilised in all Hotels, restaurants, Food outlets.
6. To minimise the effects and impacts of carbon dioxide and carbon monoxide bio fuels from organic waste should be utilised and used.
7. Forests should be protected to reduce the amount of carbon dioxide and other gases trapping heat on the planet.
8. All Hotels, Restaurants and food operators should strictly follow eco friendly methods sothat the environment is safe.
9. Land erosion should be restricted at the fullest.
10. Alternative ways of Energy shouldbe implanted by the Government to restrict the soil,air and water pollution another cause of Global warm-

ing.

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Guest's Safety (A Key Feature Of Hospitality Industry) In Small Hotels- A Study of the Gateway City of Kumaon, Haldwani

Chapter 11

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Introduction

Safety can be defined as the state of being protected from or unlikely to cause danger, risk or injury. Security can be defined as the state of being free from danger or threat. When we talk about safety and security of a hotel then every employee and each department puts their efforts to maintain and create a safe and secure environment but addition to this from we do have a particular department who handles and deals with the circumstances regarding the same is known as security department. They provide safety and security to the guest, employees and to the hotel assets too.

The safety and security department of a hotel is very important to delivering services to the employee, guest and belongings of property.

The Guest who is coming to a hotel along with his luggage is coming with an understanding that he and his belongings, both, will be quite safe and secure in the hotel during stay. Also at the same time it is also necessary and rather essential that the hotel staff and its property protected and secure in the hotel. Hence it is very important that the hotel should have a proper security system to protect the human beings which include the guests and the staff and the physical resources and assets such as equipments, appliances, buildings, and gardens etc of the hotel and also the belonging of the guest which mainly is his luggage.

Therefore it is important for the hotel management to select that system and agency or agencies which will provide hotel from all such threats which will create problem for the hotel.

Objective of the Study:

Hotels are considered as the safest place for the travelers in an unknown place. It is the responsibilities of hotels, whether small or large, to take care of the guests and their belongings, even the hotel staff and more over the property as well. The basic objective of the present study is to find out the safety and security systems used in small hotels.

1. To understand the safety systems used in small hotels
2. To analyze the safety levels maintained by small hotels

Litratue Review:

Hotels are considered as a soft target for terrorists. The attack on Taj Mahal hotel Mumbai reminded us the weakness in the hotel safety systems. The continuous flow of people in and out of a hotel makes it a “soft target” for harm and poses a challenge to the property’s security and to the safety of the people in that hotel (Hennelly 2008). It is difficult for the hotel security staff to check and take care of threats every time. Even it is difficult and awkward to maintain and follow the safety regulations especially when you are presenting a welcoming image of the property. Hotels can put all the safety equipments or appliances to make the property safer. The physical attributes or features that signal safety and security are part of the overall “servicescape” or physical elements of a consumption setting and help to define the service experience (Hilliard and Baloglu 2008; Hoffman, Kelley, and Chung 2003; Bitner 1992). Visible safety features and safety documentation have been found to play a key role in shaping meeting planners’ site-selection choices (Hilliard and Baloglu 2008). Others have reported that safety and security attributes vary with the age of a hotel, its geographic location, and the market segment (Enz and Taylor 2002). Furthermore, travelers report a willingness to pay more if safety and security features are provided, suggesting that managers may obtain a return on their investments for offering these hotel attributes (Slevitch and Sharma 2008; Feickert et al. 2006). Large hotels not only in India but all over the world have increased the safety systems and trying to follow these systems as much as possible.

Through this study, we are trying to put a light on the practices followed by small hotels in comparison to the best practices followed by the star category hotel. This study presents a clear message to the society that the importance of a human life remains same weather the venue changes at different level of

intervals.

Research Methodology

The present study revolves around the gateway city of Kumaon, Haldwani, Nainital district in the Indian state of Uttarakhand. The study is based on the primary data collected after conducting a survey in different small hotels in the city and interviews held with the management of these hotels. The secondary data related to the present topic was collected through research magazines, on-line papers and books.

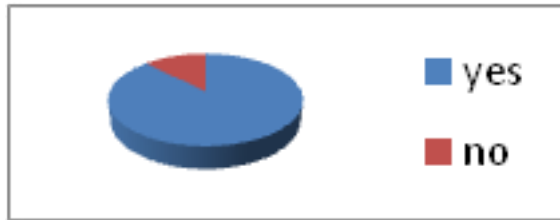
Data Analysis

The present data provides a sight of safety and security systems being used in small hotels according to survey conducted in the hotels of Haldwani city. The questions and the analysis of data generated by the survey are as follows-

Q.1. Do you follow any safety/security plan?

A. yes

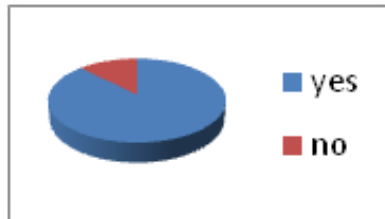
B. No



Q.2. Do you have an emergency exit?

A. Yes

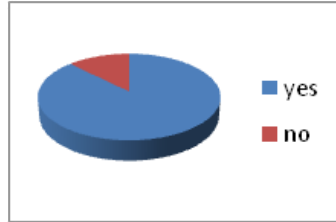
B. No



Q.3. Do you employ employees for emergency?

A. yes

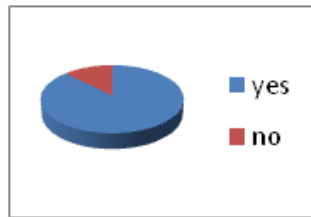
B. No



Q.4. Do you put a fire exit map in the guest room?

A. yes

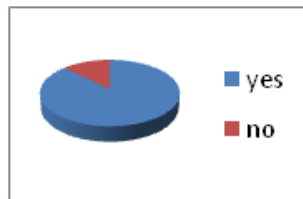
B. No



Q.5. Do you get the police verification done of your employees?

A. yes

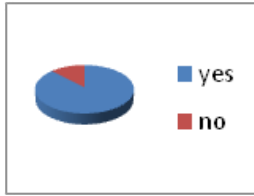
B. No



Q.6. Do you have enough supporting tools/ equipments related to fire/emergency?

A. yes

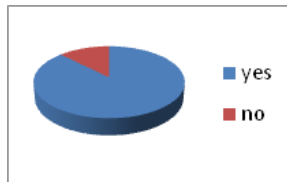
B. No



Q.7. DO you follow the key control system?

A. yes

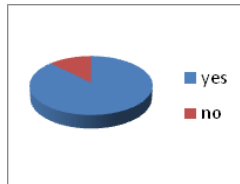
B. No



Q.8. what types of locks do you have in your guest rooms?

A. Manual

B. Electronic



Q.9. Do you scan your employees/ Guests and their belongings when they enter in hotels?

A. yes

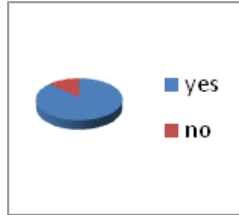
B. No



Q.10. Do you check vehicles for safety/security when they enter in your compound?

A. yes

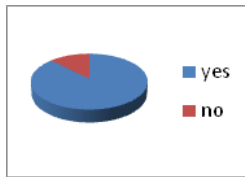
B. No



Q.11. Do your public area/guest rooms have smoke detectors/fire alarms/sprinklers?

A. yes

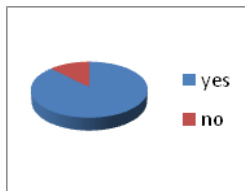
B. No



Q.12. Do you have fire reserve water tanks built up in your hotel?

A. yes

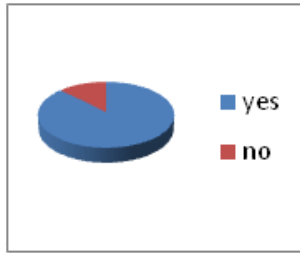
B. No



Q.13. Do you place safety signage in your public areas?

A. yes

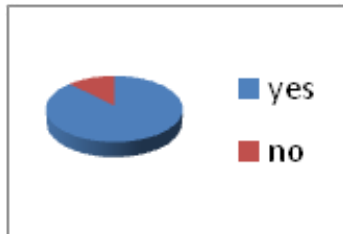
B. No



Q.14. Do you have any contract with a company for servicing & upkeep of fire equipments/ extinguishers?

A. yes

B. No



Findings:

- The present survey tells us that 100% hotels those who were the part of the survey in Haldwani are following the safety and security plans.
- Budgeted hotels and small hotels are not properly planning the emergency exits. 60% hotels in the survey have emergency exit, and 40% hotel do not have emergency exit.
- Even the hotels are not planning the training of the employees related to the emergency situations. 60% hotels are taking care of the training their employees for emergency and 40% of the hotel are not.
- Even the survey presents the condition of fire exit maps in hotel rooms. 70% hotels put a fire exit map in the guest room, and 30% hotel do not put the fire exit map in the guest room.
- Hotels are aware of the employee's background and 100% hotels of the survey are getting the police verification done of their employees.
- Even the hotels keep the supporting tools and equipments related to fire/ emergency. 100% hotels in the survey have supporting tools/ equipment related to fire and emergency. But the equipments they keep are properly taken care or not, it is a matter of consideration.

- After the survey we came to know that some hotels are even not following any key control procedure. 70% of the hotels in Haldwani are following the key control system, and 30% of hotels do not follow the key control system.
- The hotels in Haldwani are gradually changing the locking device of the guest rooms from manual locks to electronic locking device. 60% of hotels in the survey already done that and rest of the hotels are planning to do so in the near future.
- Small hotels are not taking the security seriously. They are not concerned about scanning the guest luggage. 30% of hotels in Haldwani are scanning their employee and guest when they enter the hotel and 70% of hotels do not scan the employee and guest when they enter the hotel.
- Most of the hotels in survey are checking the guest vehicles but all the hotels don't have proper arrangement of checking the vehicles for security reasons. 70% hotels are checking the vehicles for safety and security reason when they enter in the hotel compound, and 30% of hotels do not check the vehicles.
- We also came to know that hotels are not placing the smoke detectors in the rooms and other areas. Only in 50 % hotels we found smoke detectors, fire alarms and sprinklers.
- After the survey we came to know that 80 % hotels have placed the safety signage in public areas, and 20 % hotels do not place the signage.
- The survey also shows that 80 % of hotels have contract with other companies for servicing of the fire equipments and 20% hotel do not have any contract for the same.

Conclusion and Suggestions:

To conclude, we can say that the small hotels in small cities like Haldwani are not properly concerned about the safety & security of the guests as well as the staff and even they do not have a clue about the miss happening which can occur to their own property. Here to suggest, we can say that Government should plan strict policies related to the safety & security in these hotels and some inspections and proper follow up should be arranged in these hotels. After all it is a matter of the safety & security of all the employees, guests and the locality also. Even a planned accident or a big terrorist attack can be intended in these rooms and these hotels can present a proper safety shelters for those who are involved in these attacks.

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Female Employee Retention In Hospitality and Tourism Industry: Issues, Expectations & Experience

Chapter 12

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Abstract

Hospitality industry: An industry which seems very charismatic and striking but when it comes to the real life of personnel of tourism sector, it is challenging to perform long hour shifts and compromising with their family fundamentals, festive occasions, social gathering and personal celebrations.

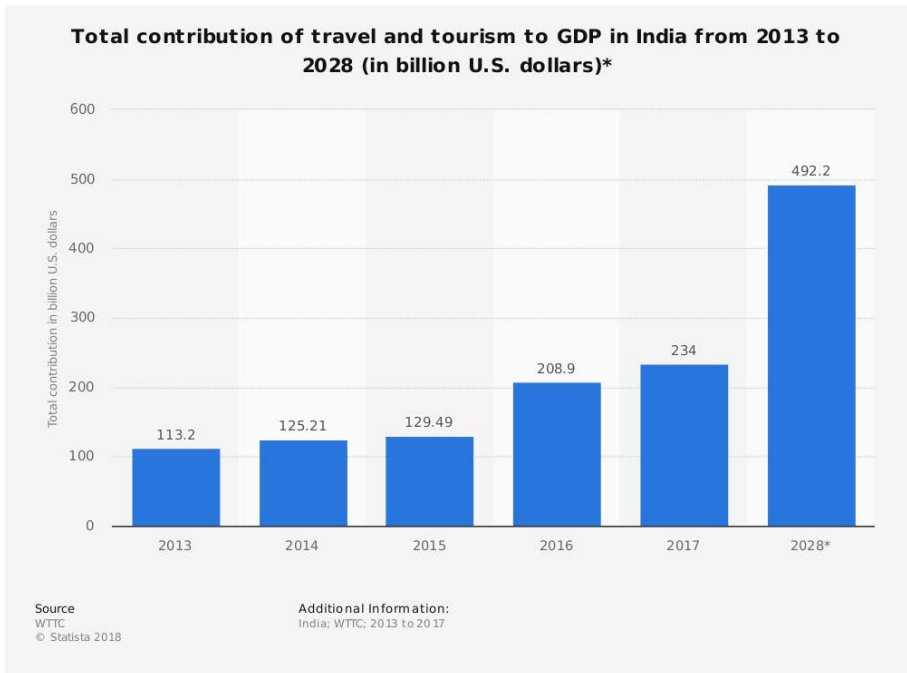
Retaining of female employees in hospitality sector has always been difficult due to altered and long hour shifts. In recent years; it has been observed that the retention rate of female employee is low. Anyway holding the current employees ought to be high, which may enlist and prepare the new representatives, and give them a recognizable situation of work in context to female representatives. Despite the fact that, the industry is concerned about the females in many perspectives by providing various facilities to satisfy their needs and requirements of different phases of life, still the attrition rate of female employee is higher in this sector.

This industry is perceived with high employee turnover ratio due to several reasons e.g. personal, professional and health issues. The long and odd operational hours along with the low remuneration structure and non-favorable environment after marriage in context to upbringing of children {not applicable to all the property} are the significant angle for the steady loss of female representative. The purpose of this study is to explore and determine the difficulties and issues faced by female employees in tourism and hospitality sector.

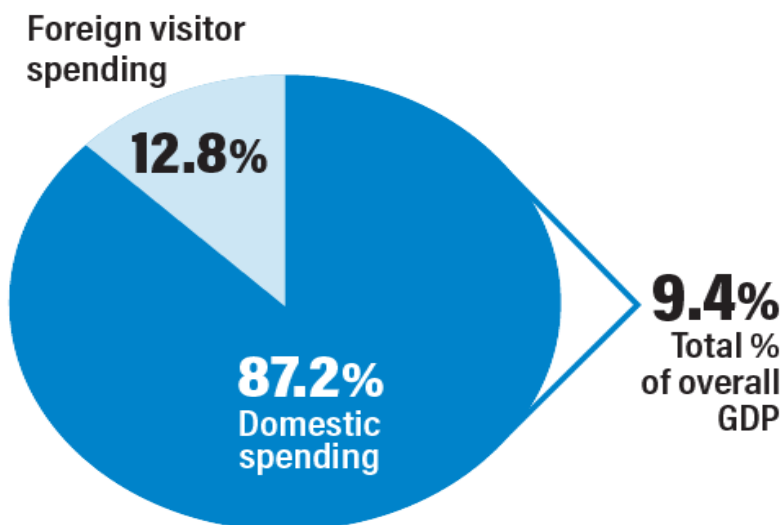
Key Words: Hospitality Industry, Employee Retention, Employee Attrition, Employee Turnover Ratio

Introduction

The Tourism and Hospitality industry of India is one of the fastest growing and also a very important sector in the earning of revenue and employment generation. The country has been recognized as both domestic and international tourism destination. At such a prodigious level, the hotel industry in India is flourishing and attracting tourists worldwide. According to WTTC, India has been ranked 3rd position amongst 185 countries in its growth in tourism sector. The World Travel and Tourism Council calculated that tourism generated ₹16.91 lakh crore (US\$240 billion) or 9.2% of India's GDP in 2018 and supported 42.673 million jobs, 8.1% of its total employment.



INDIA TRAVEL AND TOURISM'S CONTRIBUTION TO GDP, 2017



Source: World Travel and Tourism Council

Despite the fact that the business is developing so quickly as appeared in the above reports and measurements by WTTC, there is basic need to investigate the different issues enduring in hospitality industry and high worker turnover rate which is at the top level.

The hospitality industry has changed significantly over the past 60 years, especially with respect to women and gender equality. Alongside the development and globalization of the sector, opportunities for women have produced their places in an active and rewarding role within the hospitality industry around the world. Whereas, women are still struggling for equality at work in different areas of hotels (mainly in the food production department), they are trying to earn a respectable place in different sector of hospitality and tourism industry. According to recent studies, 46.1% of employees are women of overall economy, nevertheless in the hospitality sector this figure has grown up to 53.7% (source regiotels.com).

In human resources context, turnover is the act of replacing an employee with a new employee. Partings between organizations and employees may consist of termination, retirement, death, interagency transfers, and resignations. Employee turnover rate is calculated by dividing the number of employees who left the company by the average number of employees in a certain period in time.

This number is then multiplied by 100 to get a percentage. A healthy employee turnover rate is one that allows your business to run smoothly and presents with more opportunities than problems. If the bottom 10 % of staff typically underperform, then 10 percent may be an ideal turnover rate for any organization.

There is an annualized employee turnover rate of 73.8 % in the hotel industry, according to the Bureau of Labor Statistics. That's more than 6 percent of staff departing every single month as of October, 2016. This figure is striking considering most HR experts agree a healthy turnover rate should actually be somewhere in the 10-15% range.

Lack of disaggregated gender data, however, prevents the detection of the reasons for the disparities in employment, working hours, and wages. Though, "the increase in the participation of women in the labor market was not correlated with a substantial change in the amount of hours that women are expected to spend on domestic duties; this contributes to much longer actual working hours for women in daily schedule in comparison to male employee.

The industry faces a major turnover risk of some 40-50 per cent. Many hotel groups generally have regular training courses and year-round learning and development activities that provide the employee with various beneficial skills.

It won't be incorrect to say that a talent war is being fought within the industry as they are losing skilled professionals (females in specific) due to the availability of better career opportunities in different other sectors. An employee working at lower level is generally seen changing the organization in a span of 6 months which evidences as a loss for the organization because in this short time the training and development costs spent on him/her will not be covered. (NSDC report 2017 volume 24)

This paper is an attempt to identify the various impacts of such a high employee turnover ratio in the Indian Hospitality Industry with a special focus on female employee and aims to find the best ways and suggestions to overcome and reinforce the industry with stable workforce and increased productivity by studying and analyzing various primary and secondary data related to the topic.

Literature review

Walsh and Taylor (2007), in their study focused on advantages of employee turnover. They find that it is a natural process of downsizing the workforce. But at the same time they find that due to employee turnover the production and the profit of the organization is adversely impacted.

Yang and Cherry (2008), wrote that when an employee leaves any organization there will be loss of employees and that might affect the level of service provided.

Sunil Panwar, (2012) examined the reasons, why the employees are not able to cope up with the industry environment. A survey was conducted of different hotel employees and observed that most of the employees want to be work in other Service oriented industries such as Airlines, Tourism, Retail and Financial services. Monetary Compensation and long working hours are the two areas of dissatisfaction for the hotel employees. This study recommends few points for the Hotel Industry to retain its employees.

Dr. Kalyan Laghane, (2012) studied retention management in Indian hospitality industry. The findings of the study suggested that “Talent management integrates traditional talent-related functions that were considered as “administrative” functions into routine business processes. By “embedding” people management processes into standard business processes one can force line managers to think of recruiting, retention, development, etc. as essential activities that make a significant contribution to any manager’s business results and success.”

Objective of the study

The purpose of this study is to undertake an empirical approach to investigate the potential relationship between the working satisfaction structure in respect to female employee and the organizations female employee turnover. The primary objectives were defined as following

1. To examine what are the causes for the high female employee turnover ratio in the hospitality industry in Uttar Pradesh.
2. To survey what are the consequences of the high female employee turnover in hospitality.
3. To study how to reduce the female employee attrition and increase female employee retention in hospitality.

Research Methodology

Collection of data

The data required for the research was collected using the following techniques:

- **Personal Interviews:**

The researchers conducted personal interviews of female employees & the Human Resource Managers of various hotels to understand their perception to-

wards the increasing attrition rate in the industry & measures undertaken by the hotels to control the attrition rate.

- **Questionnaire:**

A questionnaire was prepared and distributed to the different sectors of hospitality employees to obtain their response on the basis of online and off line survey.

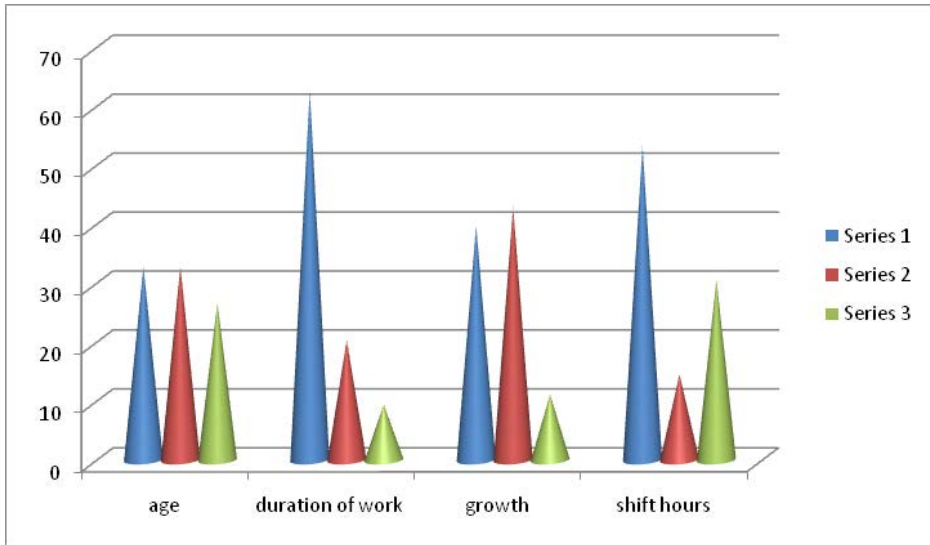
This research embraced a survey approach by gathering information from previous and current representatives of hospitality industry. The questions include items pertaining to the respondent's personal information; respondent's employee tenure in the company, respondent's opinion about employee loyalty and employee satisfaction. Other questions asked the respondents to evaluate their level of connectivity to their managers and their perceived manifestation about the environment of the organization. To grade the retention policies of their current organization, female respondents were focused and males were also asked to indicate their level of satisfaction with their current organization in respect to their strengths and areas of improvement. Respondents also gave opinions about their growth prospects in current organization & the effectiveness of company to retain good employee, their likelihood to find another job and their confidence. The questionnaire also evaluated the factors of dissatisfaction of female employees in hospitality industry.

Result and Discussion

Almost 120 were examined for the survey and only 106 responded to the questions were asked and the results are as follows:

The maximum age groups of people who are working as a major part of employee in hospitality industry are between 18 to 40 years and percentage is 66% of total number of employee. 89.1% of employee has switched from their first job (age category between 18 to 51 years) within 3 years of working and 62.5% of employee was between the age group of 18-40. A major number of 55.6% left for better employment where as 24.4% did not specify the reason. 16% of employee left due to family issues and the major employee attrition was from food and beverage department which includes (service and production). 53.2% said that the long shift hours are a hindrance in work and personal life balance. 30.6 % said that long shift/break shifts are a part of this industry, although 14.5% were neutral in their reactions.

Fig 1: Factors affecting employee retention in Uttar Pradesh, India



Age:

Blue denominates age group of 18-30

Red denominates age group of 31 to 40 years

Green denominate age group of 41to 50 years

Duration of work with the organization:

Blue indicates the time duration of 1 to 3 years

Red indicates the time duration of 1 to 10 years

Green indicates the time duration of 1 to 15 years and above

Growth:

Blue indicates the percentage of people agreed to their growth

Red indicates the percentage of people disagreed

Green indicated the people who were neutral

Shift timings:

Blue indicated the people agreed about long hour shift

Red indicates the people disagree about long hour shift

Green indicates the people who were neutral bout shift hours

A major number of employees gave the following reasons of leaving the hospitality industry:

- There was very low professional growth while working

- Low recognition at work
- Low remuneration while their first employment
- Major cause of attrition was the odd shift timing

Suggestions & Recommendations

Based on the responses received by the employees of the hotel industry on the issues related to increasing attrition rate of female employees in hotels, the following suggestions & recommendations can be made:

1. Hotels should develop a mechanism to measure reasons for the attrition of female employee in their hotel so as to take timely measures to control the same.
2. The industry should be more proactive in dealing with the problem of female attrition and should frame realistic policies to curb the same. These policies should be effectively implemented to achieve the desired results.
3. It has been observed that the most important factors affecting attrition are “Low salaries” & “Long working hours”. The industry should concentrate on these areas to reduce employee dissatisfaction.
4. Hotels should develop a more employee centric approach while designing their employment policies with an aim towards holistic development of the female employees.
5. Participation of female employees should be encouraged in designing and implementing the employment policies.
6. Since the employees spend most of their time on the job, they should be provided with a comfortable and stress free work environment.
7. Hotels should be more sensitive about the female employees leaving their organization and thus should take measures to understand the reasons and the root cause behind their decision. This can be done by conducting structures & confidential exit interviews of the departing female employees. This would not only result in the employee changing her decision, but also pass a message amongst the existing employees that the hotel is concerned about them and is keen to reduce employee dissatisfaction.

Conclusion

Based on the findings of the study it has been concluded that working environment, compensation policies, training & development plans of the organizations as well as the long working hours, specially focusing on the work life balance

of a female employee, plays an important role in retention of a female employee in hospitality industry.

The industry needs to restructure their working environment for their female employees through implementation of positive and secure conditions of work culture, so as to increase employee retention. Human resource department along with L&D department together should formulate policies for growth, development & sustainability of female employees. The organization should make sure that the female employees should feel valued, so that, in turn the industry/ organization as well as their revenues/profits should be less affected by increasing attrition rate of employees.

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Traditional Food and Gastronomy Practices to Strengthen Current Food Security

Chapter 13

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Introduction

The potential of food industry is enormous and it can impact on various aspects of our life i.e. cultural, social and health. It is one of the oldest industries that contribute to the local development of the region. Ashworth and Kavartzis(2009) says that theory of “FoodScapes” which bond local culture, creativity and food is becoming relevant in highlighting the important linkage between innovation, authenticity and locality in food experiences. Small scale food production industries can predict a visibility to the future if a strategy considering multiple patrons, accounting social responsibility and dealing with multiple identities can be established. Richards (2015) highlights the role that food can play in influencing the overall marketing of a destination. Food provides a direct link with landscape because visitor can recognise origins of food. Eating habits are differences that straightway become obvious the time people eat, the way they eat and what they eat all become immediate points of difference upon entering a new culture. The consumption of local food has been increased among the people it is considered sustainable because it supports the local economy and also reduce the area’s carbon footprints as a result of reduced transportation distance. It is more focused on locally produce ingredients with very less preservation. Our tradition food is based on four seasons, and according menus planned so that we get maximum benefit out of seasonal produce. Sidali and Hemmerling saythe traditional food and gastronomy practices are based on geography, history, tradition and culture. These aspects relate to another crucial element authenticity. Traditional food and authenticity are recognized as connecting

source with food and place. The taste of place comes from the geographic condition and soil contribute to foods those characteristics and qualities. Another important aspect that involves local food as identity: traditional food and gastronomy practices have become a significant source of identity development in post-modern societies. Traditional food and gastronomic tourism and food festivals may be used to add value to local produce and enhance the local identity of both the region and its local community.

Data and Methodology – The proposed study mainly is descriptive in nature. It based on secondary data and information which is collected from the concerned sources as per need of the research. The relevant books, documents of various ministries/ departments and organizations, articles, papers and websites are used in this study.

Literature Review- Like traditional food, food security is a multi-dimensional and flexible concept that has been defined in various ways. For this paper review, I use one of the most broadly accepted definitions, adopted by FAO in 1996 and refined in 2001:”Food security is a situation that exists when all people, at all times, have physical, social and economic access to sufficient, safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life”(FAO,2002). Food accessibility focuses on the supply side and refers to the extent to which sources of nutrition are physically available through traditional food production . The structure of traditional food would never be changed, there could be change of place, change of career for this to happen. Apart from these reasons may also cause changes in a particular food system, thereby creating society’s health and total food insecurity. We can find out some of important reasons for the change in traditionally developed food cycle. In the current times, the adverse impact of changed traditional food system is seriously observed by all those whose are socially and culturally concerned. The traditional food commodities have become so easily available to us during the last four centuries. Which means, instead of our own traditional food, we are more fond of international food. Therefore, there is a shortage of means of vitamins which were naturally provided to the body through different nutrients. This upholds the concern over the changed food cycle in our society and its impact. There have been steady efforts to gain attention towards changed traditional food system and also the impact of health and social challenges caused by it.

The research was conducted by National Botanical Research Institute on this subject. This tells that “Our hospitality during festivals and other special occasions had included the light thought of providing required nutrients, contented balanced food and shardrasas’ according to the weather. It is complete-

ly true that, 400 years ago, before Europeans reign, our food preparation had been chosen according to our tastes and the climatic conditions. Most importantly, there used to be logical reasoning while adopting and planning a meal which had medicinal quality to protect health. But now, due to the influence of strange food habits, problems have been triggered causing shortage of nutrients required for the growth and development of the body and brain. Culturally transmitted division of available sources of nutrition as food and non-food determined what potential foods are included in the regular diet (Fieldhouse, 1995; Helman, 2007) and hence influence the composition of local production of food, and sale. Both World Food and Agriculture organization have emphasised on this that the attitude of the quest for cogitation remained firmly among 10 to 15% of people who have stick to traditional food. Indigenous ingredients of our cooking such turmeric, curry leaves, and spices etc., have also boring to us nowadays, instant spices and premixes are readily available in market. Besides, the vegetables that come from the other countries have become more recommendable than that are available in our hometowns. Second, our culture shapes how food is produced. A research study has been conducted and analysed the impact of traditional food production systems and the rooted within food availability (Altieri, 2004; Clawson, 1985). It is important to note, that traditional food and gastronomic practices need sufficient food safety check at different level to monitor the risk of exposure to toxins through organic or inorganic (Benkerrorum, 2013; Wild and Gong, 2010). Apart from this, there is an increasing affinity of using processed food with artificial flavours and colours than naturally available food materials, directly gifted by the nature. We are not able to avail the nutritious foods from the soil that is necessary for our new generation due to the change in our food habits and culture. According to our ancestors, the food which prepared with the local produce and season specific have more health benefits.

Discussion- The important recent development in the context is the macro level shift in people food habits, they adapted which are in high consumption of saturated fats and sugars, highly processed foods, and most preferred is out-of-home meals, the concept of traditional food and homemade is diminishing and this shift is referred to as the nutritional transition (Chopra et al., 2002; Kearney, 2001; Keats and Wiggins, 2014; Monteiro et al., 2013; Popkin et al., 2012). There have been other reasons in shift of food habits method. As per the eminent scholar Maslow who studied the human mellowness has advocated a theory. It may be significant to mention here. He divides human fundamental human needs into physical needs, those are essential part for a daily life and those which require social reliance and self awareness. His theory advocates that if minimum satisfaction can't be attained through necessary food supply,

human desire of searching for new things or ingredients will arise and that will be the root cause for the new desire. These wants go up in the sequence of survival, security, dependency or shelter, prestige and self awareness. Food security is the combination of three elements. The availability of food must be sufficient quantities and on a regular basis. It considers stock and production in a given area and capacity to bring in food from through trade or aid. second food access to people must be able to consistent, adequate quantities of food through purchase, home production , barter or borrowing. Third and final one is that consumed food must have a positive nutritional impact on people health. It focuses on cooking, storage, and hygiene practices, individuals health water and sustainability. Food security is closely linked to ones disposable income and socioeconomic status. it is also strongly interlinked with other issues such as food prices, global environment change, water, energy and agricultural growth. When hunger arises, ensuring sufficient food is stocked, is the necessity of food security.

This is very important to understand that why food security is important for strengthening the traditional food. It will boost the agricultural sector, farmers can more focus on seasonal produce. It will also help in controlling on food prices. For economic growth and will create more job opportunity leading to poverty reduction. This will also help in increasing global security and stability and through this people will have better health and healthcare. There are many reason for the change in the food habits and more important among them are ecology, science and technological advancement and economic conditions. And the geographical condition alone plays an important role in the food chain of a particular region. The communities who live near the coastal regions use more sea foods as a part of their diet. And in some part of the country vegetarian food is mandatory in Brahmin community. Though, in some part we can see that Brahmin also consume meat products. Science and technology also equally contributed in changing our food habits. In olden days when there was no refrigeration system, that time people used to give more attention to protect easily perishable food items. We can find that they had followed more procedures particularly for protecting such goods. There were rules such as don't touch food with unwashed hands and avoid cross contaminations. These have been gradually vanished after the existence of the refrigerator. Economic conditions also play an important role in changing the food habits. There are some challenges to food security, which have been observed since many years, climate change, specially higher and unpredicted rainfall makes farming challenging. The impact of climate change is immense, it not only effect farming but also livestock, forestry, fisheries and agriculture, and can cause on social and economical consequences in the form of reduced incomes, trade distribution and

adverse health impacts. It can hamper to access to remote areas for the tribal communities, habitation in remote difficult terrains and practice of subsistence farming has led to significant economic backwardness. It will also increase in rural-to -urban migration, large proportion of population will move to urban for the job opportunity and it will led to unplanned growth of slums . There will be other challenges i.e. overpopulation, poverty, lack of education and health benefits. This will give rise to inadequate distribution of food, conflict, unmonitored nutritional programmes and lack of coherent food and nutrition policies.

Traditional foods are thus restricted by the current conditions in the market but they good perspective for growing in the future if some challenges are accomplished. these challenges are communication a traditional product is exotic in the other markets and then has to be advertised, legal protection of collective brands.

Conclusion

Food security has been described in the following manner: “Providing necessary food throughout the year, physically and economically for all people, for productive and healthy life is called food security”, said the World Bank way back in 1986.”Food security means availability of food to all people of the world without the deficiency of nutrients and capacity to harmonize with the use of nature based means: effective and availability of food produced at a very low cost”, declared the International Food Regulatory Research Organization in the year 2002. This statement efficiently advocates the importance and necessity of traditional food system. Traditional food & gastronomic practices benefits in local sustainable development and should be emphasized; these benefits were suggested based on a holistic perspective as they emerged from the analysis. The local food and gastronomy practices may support agricultural differentiation, maintain local resources biodiversity and natural and cultural resources and contribute to the preservation of local landscapes. Local foods sold through alternative outlets may boost the sustainability of traditional farming, landscapes and farming communities. Traditional food will also contribute to protecting existing jobs and creating employment by stimulating agrarian economies and favouring local farming communities and small-scale businesses, ultimately representing a tool for rural development. The policy implications related to using Food and gastronomy for sustainable place development. First one, food is implicated in many policy arenas. therefore, addressing food’s impact on sustainability and food’s potential for sustainable development will not be possible if challenges are addressed only with a single policy sector, such as agriculture. A systematic approach is required along with coordination among policy sectors such education, business, health and others. Food and food’s po-

tential for development must be considered from a systemic perspective, which might enable identification of cross-sectorial opportunities by linking food with other sectors e.g. tourism, technology, education, etc. The recent research suggest that new global marketing campaigns, the rise of social media, and rapid spread of mobile phones in developing countries can affect food preferences and dietary knowledge (e.g. Abrahams et al., 2016; Dixon et al., 2007; Rutsaert et al., 2013). Food security of a nation is ensured that the right to food is a well established principle of International human rights law. It has been evolved to include an obligation for state to respect, protect, and fulfil their people right to food security. There is a need to adopt a policy that brings together diverse issues such as inequality, food diversity, indigenous rights and environmental justice to ensure sustainable food security.

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Sustainable Rural Development through Rural Tourism and its Practices: A Case study of Aurangabad, Maharashtra

Chapter 14

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Introduction

Tourism in its simplest form can be considered as the most organised and purposeful method of human mobility in order to explore or revisit places which meet the consciousness of human satisfaction. According to the world tourism organisation, a tourist is a person who travels from one place to another, usually a country apart from the one in which he resides, for more than 24 hours of time period. This activity of continuous movement has been an inherent nomadic urge in man which is being passed down from centuries of human existence (Ashutosh, 2015). Graded as the second largest revenue generating industry, tourism is on the brim of becoming the largest progressing country in the near future (Sikiric, Krajnovic, & Rajko, 2015). However when one talks about India, then India must be considered as a tourist's paradise, it's a magnum of numerous geography and cultures offering around 37 World Heritage sites, many bio-geographical zones and attractive beaches. (Ministry of Tourism Report, 2014). Tourism boom conceivable can be viewed as an approach for Rural Development in many unique ways and for a country like India, the place nearly 74 percent of the populace resides in rural areas it should be considered as a biggest blessings in terms of tourism components. One can definitely highlight that endorsement of village tourism as an entire machine for socio-economic advantages to the rural people, it can additionally be viewed as a multi- sectorial recreation and the industry is affected by means of many different sectors of the nation's economic system (Kulkarni, 2010).

In many economies across the world, tourism and hospitality sector are identified as value adding business sectors which eventually helps in the greater development and advancement of several developmental projects. Looking at the increasing growth rate of tourism industry, there is great optimism in rural tourism especially in the state of Maharashtra which has always been known for the leader in many sectors. Widely recognised as an offshoot of tourism sector, rural tourism is a well versed form of nature based tourism which uncovers various cultures, art and traditions passed on from generations to generations. Trapped in the vicious cycle of poverty, malnutrition and unhealthy living conditions, these areas have always been subject of ignorance and vulnerability since a very long time. Since they constitute a very large portion of the country, the overall development of the country depends on them which has made it an urgent need for the government to transform and develop these areas in order to achieve better socio-economic development of the country. The propagation of rural tourism especially in a state like Maharashtra will eventually prove to be a better developmental solution since tourism in itself is a lucrative business and any new branch of it is an attraction for the tourists. Rural areas in Maharashtra have certain distinctive and unique characteristics like geographical locations closer to nature, the kinship family lines, strong belief system, cultural implications and distinctive interaction patterns etc. which differentiates them from urban areas. It has been clearly highlighted by many scholars and authors from west that travellers of current generations (millennial) are moving out of the concept of a typical holiday of going to one of the 3S i.e. Sun, Sea or Sand. There is more inclination towards individualistic form of movement than the mass tourism movement. It further acts as a platform for economic and social development of native communities which in turn helps in rural development (Gadad & Kamashetty, 2014). The development of tourism in rural areas of Maharashtra is promoted because of the growing tourist demands to enjoy nature in its purest form and explore predominant traditions for themselves which is still preserved by many rural communities. (Sharif & Lonik, 2014) Thus, because the tourism industry has touted as the most lucrative sector in the past decade, harnessing its effect on the economic boom is a profitable measure for rural tourism development. Tourism itself can bring about several opportunities for employment and entrepreneurship which further helps those who were deprived of any chances to earn a better living. (Singh & Tiwari, 2014).

Tourism may not be the panacea for resolving all the rural problems in Maharashtra or any destination for that matter, but it definitely has the ability to give rural sector a new outlook for the features they possess naturally (Irshad, Rural Tourism -- An Overview, 2010). It acts as a mediator for provid-

ing non-urban sectors with all the facilities they never got. Rural tourism brings people who belong to different backgrounds together and provides with a broader outlook to life. Therefore providing nature with all the support to remove these unwanted differences and maintain peace should be looked forward to and the best way of doing this is by promoting tourism in rural areas for better development opportunities. The other major challenge which always exists for the development of tourism is the sustainability and the sustainable development of the destination. The main feature which differentiate the sustainable development policy and the traditional environment policy is the concept of the conserving the rural resources for the future generation, which eventually leads to the long-term stability of the economy and environment.

Hence government and private sectors need to make certain more healthy linkages and co-ordination for the improvement and growth of the rural areas. Rural tourism can also increase social, cultural and instructional values, and can grant a new dimensions for shaping the human resources and sustainable development of rural tourism while attracting the younger entrepreneurs as well. The paper further tries to understand the contribution of the sustainable rural tourism for the rural development and the implication of rural tourism farms and resorts for the overall development of rural tourism in Aurangabad. The paper also sheds light on the importance of rural tourism development by studying its impact on the economic, socio-cultural and environmental aspects.

Rural Tourism

With more than 70% of the population residing in rural areas, it is clear that the heart and soul of India lies in its rural areas. The word “rural” has undergone a lot of changes and has been used in different contexts in the past centuries. From the beginning rural was considered synonymous to ‘agrarian’, but soon it was being used in socio, cultural and economic terms which gave its meaning value. But today when times are changing so rapidly, due to advancement of several industries it is difficult to understand the nature of pure culture in the world. Rural areas especially in India thus depict the old age civil lifestyle which have been untouched over many years and due to slow development infrastructure their authenticity have been intact for a long time. Rural India has many elements to provide the prosperous traditions of arts, crafts and culture which attracts a huge amount of travellers from different parts of the world. (Mohanty, 2014). Sharma and Tiwari, (2014) had found that increase in the tourism can be harnessed as a method for the communities development and the upliftment of host community. They have similarly highlighted that Rural tourism can be one of the strongest force which can assist in changing

the lifestyle, profits pattern, employment opportunities and showcasing their wealthy way of life and traditions.

The scheme of Rural Tourism was once commenced by the Ministry of Tourism in 2002-03 for highlighting the rural life, rich art, lifestyle and heritage at rural areas and in villages, and to promote the local artwork, craft, handlooms and textiles at the global platform (Ministry of Tourism, Report, 2005).

Rural tourism is a broader concept which show cases all the different activities and farming techniques used by the farmers in a particular rural areas which attract the tourists to understand the nature of their work and adds to their monetarily and non-monetarily benefits. Rural tourism is not only popular because of agro-tourism but the activities which brings the rural and urban set up close is the one which makes it special and different from other types of tourism, activities such as willingness to spend a vacation amongst nature, exploring a different lifestyle, celebration of social and personal reasons, production and sale of manufactured products etc (Aurel Petru Darau, 2010). Dora Smolcic Jurdana, 2015 highlighted that rural tourism also provides a unique opportunity to experience the tranquillity away from noise, trying the home cooked food with organic products and even taking part in the farming activity and discussing with the villagers and farmers. Therefore a form of tourism which highlights the life of rural people, their art, culture and heritage at rural locations, and benefiting the host communities economically and socially also to initiate the interaction between the urban tourists and the host community for a memorable tourism experience can be termed as “Rural Tourism” (Maruti, 2009; Lane,1994)

In the recent years rural tourism in Maharashtra has proved to be a new avenue for earing the earnings for the rural farmers and also providing the new employment pattern to the youth of the rural areas of the Maharashtra (Upadhye, 2015) .The important regions in Maharashtra which are pioneer in rural tourism are, Nagpur, Nashik , Aurangabad , Ahmednagar , Thane (Ambernath) , Pune, Satara , Solapur and Sindhudurg , these locations are known for imparting the special and actual experience of rural way of life and great tradition of Maharashtra. Pagdhare, 2011 suggests that Maharashtra has nearly 60 percent-age of the whole populace residing in the villages. (Source:- ATDC, 2014 Report). Let’s discuss some of the major elements of the rural tourism.

Sustainable Tourism Development

In 1991, Inskeep had defined the sustainable tourism as a unique type of tourism which maintains the viability over time, and emphasised that it should be

viewed differently as meeting the needs of tourism and host regions while protecting and enhancing opportunities for the future. He further highlighted that the development should also focus on:-

- Ø Proper Planning and the efficient management of the resources for the protection of the natural environment for future generations.
- Ø Planning should be done in an integrated manner with the other economic sectors as well.
- Ø Assessment should be done on an ongoing basis to evaluate the impacts and permit actions to counter any negative effects.

However UNWTO came up with the much comprehensive and vivid thoughts about the sustainability and defined it as the type of tourism which takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and the host communities (UNWTO,2004).They even further highlighted that it should:-

- Ø Make optional use of the environmental resources that constitute the key elements in tourism development, maintaining the essential ecological processes and helping in conserving the natural heritage and biodiversity.
- Ø Respecting the socio-cultural authenticity of the host communities for conserving the cultural heritage and traditional values.
- Ø Even to ensure the viable and long-term economic operations in providing the socio- economic benefits to all the stakeholders.

The concept of sustainable development has always been viewed as an approach by which efforts are made to balance the benefits or outputs of an industry to ensure that the industry can continue to exist without depleting or destroying the resources base on which it depends. However when we talk about the sustainable rural tourism, the rural and the host community plays the bigger role. Here the critical approach is the one which is in low impact, small in scale careful in development and lower in negative impact towards the rural set up and the destination. These activities eventually results in the higher local involvement, participations of the host communities in decision making and sustainable development of the destination.

Aurangabad: - The Tourism Capital of Maharashtra

In India Maharashtra is one of the fastest growing state in the country, which is also known for its diverse culture which was developed over the course of 2000

years. Maharashtra is known for its massive structures, forts, palaces, natural and cultural sites, and Ajanta Ellora caves are the best example of the massive-scale cultural heritage sites which was the first UNESCO World heritage site also in India. Ajanta & Ellora caves are world famous and known for their state of the art designs and rock cut caves which attracts millions of tourists. In the recent years the perennial flow of tourists, pollution and the lack of conservation work had made these sites to bleed and cry for the help. Sustainable rural tourism development and the aggressive work by the JICA, MTDC and ASI have helped to save these heritage sites. Ajanta and Ellora caves are also one of the most visited monuments in India which is located in the Aurangabad district of Maharashtra and is also known as a meeting junction for the northern and southern India. As mentioned above in the few recent years Ajanta and Ellora have seen a sharp increase in the number of domestic and international tourists which has ultimately helped in the development of local areas, job creation and the overall development of the socio – economic conditions. (Baum, 2009) has argued that the development of a destination should not take place at the cost of the beauty of attraction/destination in the tourism industry. The increased movement of tourists, pollution, climatic change, illegal construction work and lack of conservation work has led to the deterioration of the paintings and the sculptures in the Ajanta and Ellora caves. The concept of Sustainable rural tourism development plays an important role in this scenario, as most of the employees and the stakeholders of Ajanta and Ellora are from the local host community, their involvement makes a huge difference to the overall operations and development projects. Hence government and private sectors should ensure healthier linkages and co-ordination for the growth, development and the proper conservation of the heritage sites and the rural tourism areas. Further more rural tourism has the potential to increase the public appreciation of the environment, spreading the awareness about the environment problems and highlighting the concept of sustainability which eventually brings people into closer contact with nature and the environment. Rural tourism could be considered as one of the most important and the newest tool for the tourism development and the conservation of the heritage sites and the other tourist destinations in Aurangabad (Kulkarni, 2008). Rural tourism can also develop social, cultural and educational values, and can provide a new dimensions for shaping the human resources especially the young entrepreneurs. MTDC and the other government agencies have worked a lot for the promotion of rural tourism with a focus on the rural culture, employment and the development near the heritage sites.

Case Study: -

Rural Tourism Development in Aurangabad districts taking Hiranaya and

Shrusti Agri farm resort.

The present case study highlights the development of rural tourism development in the Aurangabad districts of Maharashtra. No doubt in the recent past Aurangabad has seen a sharp increase in the overall demand of rural tourism for both Inbound and domestic tourists. As the demand grew the city witnessed the sharp increase in the number of farm resorts to cater the need of mainly the domestic tourists.

Hiranaya & Shruti Farm Resorts

Hiranaya and Shruti farms resorts are one of the most prominent agri – farm resorts in Aurangabad. Both the resorts are located outside the city at a distance of around 30-35 k.m and attracts huge numbers of tourists especially during the season time which starts from September till March end. Both the resorts have been pioneer in terms of innovating the newer rural tourism products and the activities for the domestic and inbound tourists. During the Interview schedule the owners and the employees pointed out that, for a place like Aurangabad Rural tourism is not a new concept, people in Aurangabad have always had a deeper connect and interest in the rural areas, however it is interesting to see how both Hiranaya and Shruti farm redesigned the model and presented the old wine in the new bottle, which eventually became a major success. Hiranaya and Shruti resorts are known for offering the Maharashtrian theme based accommodation, local cuisine and the activities such as countryside visit, village walks, mountaineering, cycling , horse riding, camel riding, farm visits, plantations and even participation in the local handicraft and pottery art. Rural tourism in Aurangabad holds a bigger opportunities for the development and expansion but it depends mainly on the three major aspects. The owners of Shruti strongly feels that the tourist are buying a precious product i.e ‘Holiday Experience’, however a stronger sense of community involvement, space, freedom, cleanliness , quality and environmentally sustainable practices should be the core of the rural holiday . The rural farms do face many challenges especially for the perennial occupancy at the farm, so in order to extend the occupancy the farms have realized that it is essential to consider the various offerings outside of the main peak season such as the mid-weeks, weekends and even the get together and the marriage party bookings. The other option which exists is in the corporates set up and the schools and colleges of the Aurangabad and both the farms try harder to reach the other attractive markets.

In Maharashtra rural areas have formed an organization which is known as Maharashtra State Agri and Rural Tourism (MART), which has almost 550 Agri tourism centres which attracts a good amount of tourists who has the de-

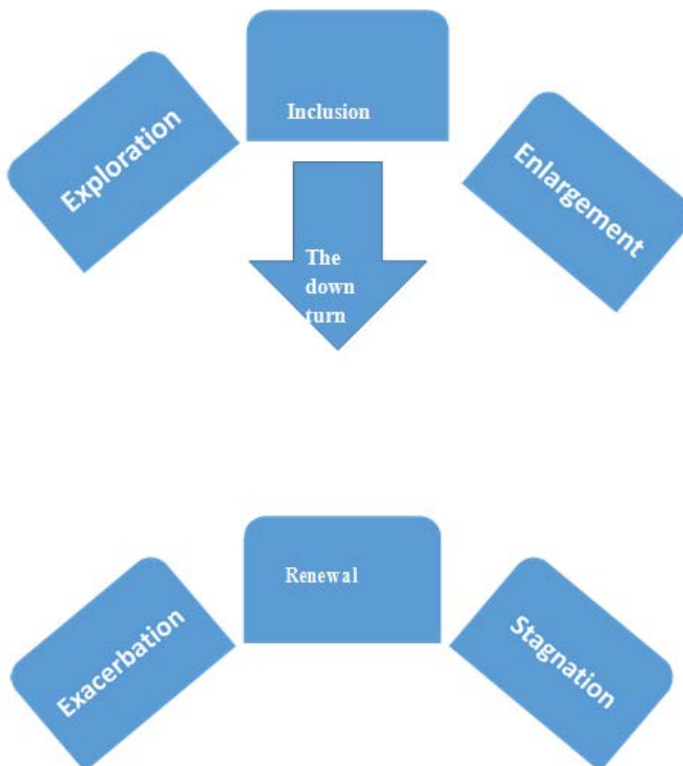
sire to experience something unique and different. (Joshi, 2011). The other major player is the ATDC Agri Tourism Development Corporation based in Pune, which has almost 350 and more small and large agri farms associated with the corporation. The ATDC was started in 2005 and owns a pilot or first of its kind project in the Baramati which is around 100 km from Pune. ATDC has been pioneer in taking the rural tourism on the global platform, Mr. Pandurang Taware is the main Pillar of ATDC, who has contributed a lot for the development and expansion of rural tourism in Maharashtra. Even Maharashtra Tourism Development Corporation (MTDC) has come up for promoting the rural tourism on the national and international platform, even the Tourism Policy of 2016 included the rural tourism and its development, under which B&B scheme, home stay and many other schemes were started by the ATDC & MTDC. Aurangabad is also coming up as one of the hot spot for the rural development , currently Aurangabad has three agri firms, Chaitanaya ,Shrusti agri firm and Ganeshwadi agri firm there are many more which are also in the process of coming up because for the increasing demand.



Major Theories for Rural Development and Sustainability:-

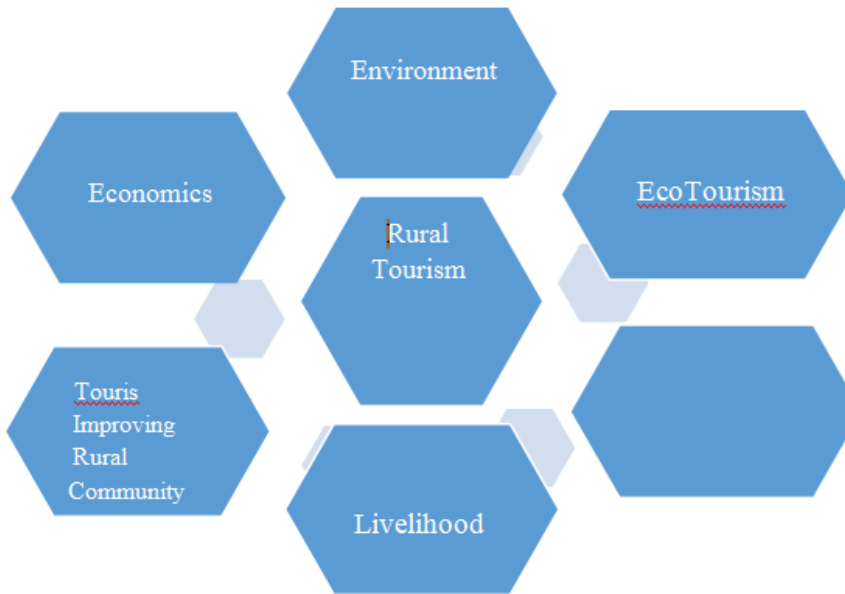
Many researchers, scholars and practitioners have developed and contributed for the theories related to the rural tourism development and sustainability, but very few theories exist helping the human resource aspect of the rural tourism, livelihood and community development. Over the period of time many theories based on the rural development got evolved. These theories talk about factors that resulted in the evolution of rural tourism successful operation and development of rural tourism. Few theories also defined the rural planning and empowerment, human useful resource development, and sustainability in tourism theories such as Butler’s Tourist Area Life cycle, 1980, Leiper’s Tourism system model, 1979, Murphy’s Ecological Model of tourism planning 1985 have been very useful especially the Butler’s lifestyles cycle model (TALC Tourist Area Life Cycle) has been very beneficial for the research on the rural development.

Parasuraman, et.al. 1985 highlighted that the types of tourists visiting the destination highlights about the level of development taken place in that particular area. However in case of the destination which are under developed tourists with low income who spend less amount of money they prefer to visit the destination area because of its beauty rather than the services provided but as the services of such areas increase people with high income level starts visiting the area, which eventually leads in the development of the other facilities also such as the transportation facilities, accommodation facilities and tourism services. R. Butler brought the cyclical theory of tourism development which has 7 stages and highlighted the close existence and implication of each of these stages. This model is highlighted below.



(Source: - Butler, 1985)

Butler concludes that it is not important to always have positive result when it comes to tourism development. The choice of an appropriate model of development leads to the appropriate results in the rural tourism development. The other theory given by Tamara & Milutin, 2014 also shows the strong relationship between the seven aspects of rural tourism and its impact on the development of the rural destination.



(Source:- Milutin Mrkša1, Tamara Gajić,2014)

Research Methodology

Based on the research questions and purpose of the study, the study has been designed in order to acquire information from multiple stakeholders of the rural tourism from Aurangabad. However, the population of the study is confined to the service providers of the rural tourism products and the tourists by taking two agri farm resorts Hiranaya Resorts and Shrusti agri farm resort the total sample for the study was 19 which included 6 owners and the GMs of the agri farm, a sample of 10 tourists and 3 sets of FGD having 6 members in each group. The service providers include the rural resorts & agri-farms. The present study is exploratory and endorses the qualitative approach of primary research methodology (Malhotra, 2008; Dworkin, 2012). The qualitative aspect of the survey surfaces with the exploration and interpretation of the perceptions of different stakeholders. (Bernard, 2000; Morse, 2000; Dworkin, 2012). To collect the data, we adopted the theory of “data saturation” which is developed originally for grounded theory studies but applicable to all qualitative research that employs interview as the primary data source (Bowen, 2008; Marshall, 2013).

Looking at the required quality of information through the interview, the author has considered case studies of rural tourism brands of the two resorts where both the service providers, employees and the tourists have been interviewed personally to substantiate the research questions. All these cases are

related to the farm-tourism, which is a product of rural tourism. A semi structured open-ended questionnaire was the instrument for data collection. The narrated interview data has been recorded and interpreted based on the research objective. The respondents have been assured that the information furnished would be dealt with confidentiality, and the personal information would not be revealed about the respondents. Moreover, to establish the trustworthiness of the qualitative research, the terms credibility, authenticity, transferability, dependability and confirm ability have been used as the equivalent for internal validity, external validity, reliability and objectivity of the data (Creswell, 2007; Schwandt *et al.*, 2007).

Results and Discussion

For the current study the universe which was selected was Aurangabad and most of the respondents were between the ages of 20 – 50 years old. In terms of gender division the ratio was of 80:20 because very few women workers were employed and few of them refused to be the part of the survey. While 85% of the respondents had a very low income and salary structure 10 % had a moderate and around 5 % had a relatively higher income. Around 30 % of the employees were from different states mainly from Bihar, U.P & Bengal while 70 % of the other employees were from Maharashtra and neighboring states and most of them have been working for the last 10-15 years, which simply indicate that employees were generally long time members of the local community. Among all the employees a strong sense of attachment, belonging and empowerment could be seen and with higher level of motivation and commitments for both Hiranaya and Shrusti farm. Education level, formal training, lack of technical knowledge and professionals were few issues, however language also was a big hurdle as most of them were fluent in Marathi.

Major Attractions and the challenges

As Aurangabad is the tourism capital of Maharashtra, it has many tourist places and the attractions, however Ellora and Ajanta still attracts most of the tourists, Hiranaya agri resort being on the Ellora road gets the maximum inflow of the tourist especially for stay and local food/cuisine, whereas Shrusti majorly attracts the highway and the weekends tourists as it located on the Pune

– Aurangabad Highway. Hiranaya offers both rooms and tents facilities, all the rooms are well designed but needs more attention for the hygiene and the maintenance, while Shrusti farm has no rooms it only offers the day activities and the regional food services, but soon Shrusti is planning to come up with the construction of Maharashtrian theme tents and huts for the tourists. Hiranaya and Shrusti farms both lack travel & tour services, MTDC support is also not

sufficient for their marketing and the advertisement. Furthermore when we talk about the rural tourism and its core identity, it is evident from the study that rural product is also getting diluted for merely achieving the financial targets. So the only way of reimagining the sustainable rural tourism in Aurangabad rural areas to be highly competitive is by strong marketing, advertisement, MTDC support and constant improvement in the rural product and services. Some of the major challenges which were brought by the employees during FGD and the tourists as well are as follows.-

Lack of skilled manpower

Lack of service staff

More training is required for the guest handling

Worklife balance and improper HR related issues

Conclusion

The social significance of heritage lies in its association with identity two. It is vital in helping individuals and communities. This study has attempted to reveal that rural development has a remarkable prospects for the tourism development and boom of the rural community and livelihood especially in the Aurangabad district of Maharashtra. Rural tourism is gaining importance in India with its monetary and social benefits. It is estimated that an additional revenue to the extent of Rs. 5,300 crore can be generated via rural tourism. Therefore, rural tourism will play an imperative role in bridging the gap between Rural and Urban India by means of balancing urbanization and counter urbanization syndromes. Aurangabad district holds an excellent prospects for the tourism development which will have a strong impact on the revenue generation, providing benefits to the local host community, and at the same time serving as a tool for the sustainable rural planning and development. The contribution of tourism in the rural development of Aurangabad district cannot be only expressed in the financial terms but also in terms of job creation, entrepreneurship development, contribution towards funding the conservation and the development of skill education and the training programs for the rural youths staying the nearby villages of Aurangabad district. Tourism initiatives could be a better strategy for the sustainable development for the rural areas of Aurangabad and also could be a tool for the product differentiation and identification of the resorts which needs proper help and guidance for bringing back the business. However newer additions, guest services, innovative rural products, sustainable and eco-friendly practices, and more activities based rural tourism products are required, but the constant efforts of local host community,

ATDC, MART and MTDC will surely make lot of impact on the overall development and growth of sustainable rural tourism in the Aurangabad district.

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A Study on patient satisfaction towards hospital meals at private hospitals of Delhi through focus group Interview – Dietician's perspective

**Chapter
15**

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Introduction

Role of Food

Hospitalization is a traumatic experience and dropping a meal off or leaving the food on the table indicates lack of personal interaction and care for the patient. (lavecchia 98). Patient meal time experience which he looks forward to , can be enhanced by positive interaction which also affects food intake.(Engellet al 96). Staff can positively influence a patient behavior through their interaction, communication, persuasion and attention to care and well being (Rozin and Tuorile 93). It was found that patients benefitted from the emotional support rendered by the hospital staff and this added to the satisfaction quotient of the patient. (Belanger and dube96).

Mealtime occasion benefits from protected meal times where there is no medical intervention during meal times.(Wilson 2002). Council of Europe resolution recommended that patients shall be allowed focused meal times without any disturbance of diagnostic or medical procedure.(Wilson 2004). This allows staff to concentrate on food and nutrition for at least 2 hours a day.

Hospital food may be prepared by people who may have no connection with the people being served. They may have only technical requirements stating needs of the patient and they may not be mindful at all of the patients'

emotional condition and food preferences. Normally conversation between patients is related to illness only and depressing. Plating of the food could be unattractive. Close family members of the ward may be sensitive to such neglect (DeRaeve 94) and hence the concept of nurture, care and thoughtfully cooked meal is important in such a setting. So thoughtful preparation and plating is important and this can be improved by correct positioning and proactive actions. (Hotaling 1990)

The importance of nutritional care cannot be overemphasized and has been recognized at all levels with objective evidence. However, the awareness of medical staff regarding nutrition is still found lacking. There is a possibility that patient health could degrade due to this lack of awareness with physicians, which results in the failure to recognize such problems in the first place (brooke and coad, 2000). Their lack of nutritional knowledge may be the issue and it should be resolved as they are at the forefront of patient care .(Edwards 98)

In a study conducted with 24 nurses, 71% confirmed that they considered nutrition important for patient's well being and hence weighed the patients at admission and monitored the weight as well. Nurses who have received their education in nursing and medical Institutions revealed that the education that get at the Educational Institution based on patient meal needs and requirements is inadequate.

In an audit of a NHS hospital it was recorded that 7% recorded patient height, 13% weight and 40% recorded weight at least once after admission. It was recorded that specialist ward took the maximum care when it comes to monitoring nutrition intake of the patient, however documentation regarding this information was not found to be satisfactory and hence there was a general recommendation that all staff should be educated about nutritional care and the day to day nutrition of the patient is monitored and recorded carefully. (Rawil-son 98).

Review of Literature

Optimisation of Recovery in hospitals are done majorly by hospital food as medicines and treatments alone can not heal the patients so meals at hospitals is termed as the key to patients wellbeing. Despite of researches in the past that confirms the provision of adequate nutrition to patients helps in speedy recoveries, still only 30- 40 percent of the private hospitals has a dedicated nutrition team (Daniels and Wright, 1997). The team should comprise of a dietician, a nutritionist nurse, pharmacist and a consultant so as to track patients recovery phase and to access and monitor the same while they are at the hospital and even after their discharge. (Lewin,1985; Lennard-Jones, 1992).

However the provision of nutritive meals at hospitals is becoming more food and beverage service oriented, which was supposed to be Dietetic department oriented. The only part that the dietetic department plays in the provision of meals is that suggesting patients & catering Department what menu or meal to be served to which patients. The meal responsibility is of the catering officer only and the dieticians only limit their visit or interaction to patients who have serious ailments or at some kind of therapeutic diets. It is being pointed out in a research that the dieticians should be more active and should not limit their reach to only special patients. Health of general patients, who are on a regular diet also demands attention with respect to providing nutritional support (Williams, 2002). Tensions and confusions have been building up between the two departments namely nutrition & dietetics and Food and beverage service at hospitals, which affects the overall patient wellbeing in a negative manner. Nutritionists termed “Dietetics as a profession and catering as an occupation” (Donelan, 2000). Food as an integral part of patient care is not given its much needed attention by the dieticians and nor the catering staff and the researches done in the past shows that there is no synchronization between the two departments (Riddiford et al., 2000).

Ward Nurses on the other hand acknowledged the importance of timely distribution of meals and providing quality, nutritive and sustainable food to patients. On the other hand they also pointed out the reason for ignoring the patient’s meal as they have other job responsibilities and due to lack of time they couldn’t contribute to the job of meal arrangement & distribution (Wood, 1998; Kowanko et al., 1999). With medical rounds, drug (medicine) provision and overall care of patients nurses struggle in managing time thus ignore patient meals (Edwards and Nash, 1999).

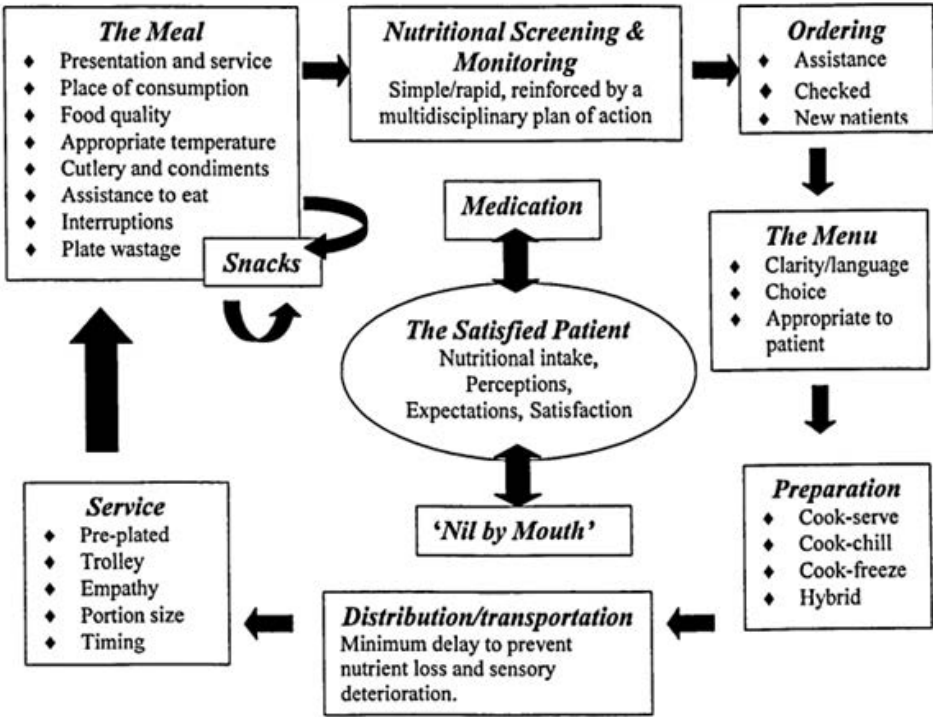
Some good private hospitals have appointed ward hostesses in each wards who takes care of patients nutritional requirements and works on the philosophy of bridging a gap between patients and food service personnel and at the same time relieves the nurses for medical purposes and clinical duties. As per the research done in the past, Importance and need of Ward Hostess has been outlined as in the hospitals having these hostesses there has been a reduction seen in terms of food wastage and patients meal satisfaction score is increased as the patients get hot meals every time which resulted in less complaints from patients end (Waite et al, 2000). With the ward hostess system in place the nutritional screening of patient is done at regular intervals and the information is being communicated to the concerned department this improving the coordination between Dietetics, food production department, Meal distribution department and ward. It has also been observed that members of hospital administration especially non-clinical staff who has the maximum interaction with the

patients are the ones who has the least or no idea about the nutritional aspect of food(Becket al., 2001).

Satisfaction of patients towards hospital food is not only food quality related. There are other concerns and key areas, which directly or indirectly affect the patient meal satisfaction in a private hospital setting.

A research done by Edward et al.,2000 explain attributes concerning to the patient meal Satisfaction.

It is preferred that meals are served as close as possible to preferred times which relaxes the patient a lot.(mcGlone etal 95). A small gap between breakfast and lunch will result in food wastage.(Edwards etal 2000). It is felt that normally meal times are as per hospital regimes and not patient’s requirement and satisfaction. This needs to be attended to and meal times shall be spread to cover most of the hours spent awake.



(Source: adapted from Edwards et al., 2000)

Initiatives need to be taken to improve the perception of food service and quality in Hospitals. One such initiative is incorporating a brand orientation. Previous global evaluation of a brand affects the current evaluation of the new service associated with the brand.(Sanzoetal 99).

Anticipated and actual acceptability of a food item was studied by branding one of the food item against an exactly identical unbranded food item and it was found that unbranded item had lower anticipated and actual acceptability. This reflects preference for branded products signifying that product branding can be used as a means to define quality.

Research Methodology

The Data being qualitative in nature is analyzed through a qualitative analysis software “Nvivo” . The focus group comprising of 8 Dietician from eminent hospitals of Delhi expressed their views and concerns based on a questionnaire shared with them on the Quality of patient meals and factors affecting patient meals at private hospitals of Delhi. The Focus group discussion was tape-recorded and was transcribed at a later stage using the Nvivo software. The views and answers of the focus group participants were analyzed and put into themes based on their importance. An in-depth study on the literature available is also being done to support the focus group findings.

Data Analysis

The data which was obtained from the analysis of the focus group and individual interviews generated five themes in total. This analysis also threw light upon the leftover food, which comes from the patient’s ward unconsumed, or meals that are not being served to patients due to various personal and medical reasons. The group also focused on the trolley food system and highlighted the changes required which will have a positive impact on the overall patient satisfaction score.

Theme 1: Meal ordering

Post an extensive discussion with regards to meal ordering, it was thus seen as a non-flexible practice. Food for patients was required to be ordered at a minimum of 3 days prior, from the central kitchen, which would be done through a menu planning tool. Hence if a patient ordered food on any particular day, they would receive the food two days later. After discovering the aforementioned situation, it was clear that this situation was posing to be a challenge as the staff was unable to presume or calculate the exact number of patients that would be on every ward when the food was going to be served. The food service attendants or assistants, who were designated for ordering the meals for the respec-

tive wards, stated that they were able to crosscheck the number of patients in the wards, and thus contact the central kitchen and cancel any meals, even though the meals were ordered three days ago. Therefore, when cancellation is done on short notice, the kitchen is unable to meet the requirements of the new request that comes in. Consequently as a domino effect, this lead to the food that was already prepared being put in the trolley to be served to the patients, as there was no other alternative for the same.

Theme 2: communication

The lack there of communication between the nurses, dietitians and service assistants was found to be another factor that contributed to the trolley food wastage. A critical detail which was underlined by the participants was that there is lack of coordination between the service, Dieticians and production department as the Exact and detailed information about patients were not informed to the departments which results in ' interfering with their mealtimes. An example of this is when the patients were in other departments for clinical investigations and not in their rooms.

Theme 3: portion sizes

Service assistants were unable to make out the quantity of food and Dishes to be served to patient with specific needs and requirements. They follow standard meal tray procedures and deliver the meal components as per Standard guidelines. As there was a lack of flexibility in the portion size servings from the kitchen. Generally hospital administration ignores the patient's meal requirement & likings and disliking's in terms of food items. As a result patient partially consume their meal or leave it unconsumed. To overcome this issue some Private hospitals have started a room service delivery system wherein patients especially with no specific meal restrictions can order items from the menu based on their likings, which reduces the tray wastages of regular meals.

Another fact that was emphasized on, was that it the nutrition and Dietetics department has little or no control on the meal consumption patterns of patients as they have a different appetite based on varying medical illness or personal Reasons. Therefore it is a big challenge for hospital administration to control meal wastage, as they couldn't determine the rate of meal consumption and acceptance from the patients end regarding various meal components and dishes.

Theme 4: Monitoring

It was confirmed by the Focus group participants, that hospital administration lacks in sound & formalized system for auditing or inspecting food waste in the

ward. Thus the kitchen management may not be aware of the exact scenario & overview of the food waste in wards and the intensity of the same, especially for the hospitals that have satellite kitchens wherein food is ordered a day or two in advance so the hospitals do not have an exact count of In-house patients thus ordering surplus meals which eventually result in wastage. It is also Difficult to track the exact amount of patient meals being wasted as more than 50 percent of meals that are not consumed by the patients might get consumed by the attendees or discarded at the ward level. In case of trolley Food delivery System, trolley waste was transported back to the central kitchen in wards without the satellite kitchen. Hence the service staff in these departments indicated that the kitchen management consequently did have the opportunity to monitor the trend of food waste generated in these wards. The kitchen manager acknowledged the deficiency in the monitoring of the trolley food waste on the satellite kitchen ward. However it was also pointed out that the kitchen does get information from service assistants whenever they notice an unusual trend of trolley food waste generation. The response to this by a dietitian with an administrator role in the central kitchen is given below.

Theme 5: Using Unserved foods

A common consensus revealed that food waste would not be able to be eliminated exclusively from the hospital foodservice. In this research, it was highlighted that there should be more focus on finding a suitable way to make sure that the unserved food is consumed. The dietitian participants threw light upon the fact that patients being able to order the food that they enjoyed, overshadowed the impact of reducing food waste. They were of the opinion that providing enough of food to the patients was not something that could be compromised on, and feared that doing so would be a risky matter. The views of the nurses and service assistants indicated how food waste could be dealt with in a more effective way that could possibly generate income for the hospital.

One of the observations made by the focus group was that, the meals provided by private hospitals were taken seriously and not treated as a mundane task, but as an important facet that had concepts like “Balanced Nutrition”, “feed the feeder”, and “Food that heals” incorporated into their meal arrangements for their patients. Another astounding observation that was highlighted by the focus group was that, 80% of the patients were concerned about the service provided with the meals more, as opposed to the quality of the meals. Hence, as a result, the need for efficient & knowledgeable service staff is being highlighted focusing on the serving etiquettes, knowledge about the meal components and aspects, turn out of staff, communication skills & empathy towards guest were the key concerns and demands improvement.

Conclusion

Although the hospital meal service scenario is multi-dimensional, the main focus lies on the satisfaction of meal production, service and distribution. However, this task becomes even more challenging when it comes to adhering to costs with a limited budget with targets to meet.

From the researched conducted in the past, it is observed that the nutritional intake of the patients is low, and hospital food wastage is consequently higher than expected. This in turn leads to patient's ratings being below satisfactory levels. The focus group participants concluded that breakfast being the most important meal of the day, was the most unsatisfactory for the patients, as this was the busiest time wherein doctors would visit each ward and patient for routine checks. Hence protection of meal timings would allow patients to have their meals without any disruptions.

With regards to the meal production and distribution, a holistic approach must be practiced, wherein communication between the production and service & distribution personnel, is the most vital one. The quality of the food service personnel is huge challenge for the hospital administration, as these personnel have education levels only up to the 4th grade, and thus possess negligible information about meals and diets. Hiring educated service staff will increase the satisfaction ratings of the patient's meal.

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Live Green Feel Green-“An Assessment of Green Practices of Five Star Hotels in Delhi And Ncr”

Chapter 16

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Introduction

The study LIVE GREEN FEEL GREEN-“AN ASSESSMENT OF GREEN PRACTICES OF HOTELS IN DELHI AND NCR” helps to explore the current procedure followed by the hotels in Delhi and NCR and the future prospects for the same. Various study proved that level of pollution is the major concern for future. Hotels is running 24X 7 and they are using natural resources continuously and after using the resources if they will not concern for our environment we will not be able to breath and get water and other natural resources. Natural resources are limited if we don't procure for our future and not follow the current environment policies issued by government of India. As hotel's staff are busy and sometimes they don't care about wastage of water and energy.

The general objective of this research was to find out the role of green practices and to identify the awareness of staff as well as public (guest) for the use of green practices, and after this research we find that yes hotels are aware about green practices but still some percentages are not aware and following the green practices which is good for our future.

Fresh air and rain water harvesting is the main concern on which hotels have to work more for greener future. These are the grey area on which they have to focus.

Objectives:

The general objective of this research paper is to find out the green practices adopted by hotels in Delhi. How hotel's are concern about increasing pollution level as hotels are running 24/7.its important to check whether they are aware about the green practices or not?

- To explore the role of hotel in green practice
- To identify the general awareness of staff as well as public for the use of green practice.

Research question:

- What is the role of hotels in increasing pollution level?
- How much awareness is there between staff and public for the use of eco friendly products?

Research Methodology:

This study is based on qualitative research approach to explore the role of Hotel's towards increasing pollution level day by day. A questionnaire has been framed as a tool for data collection. The questions were designed in such a manner that it tends to fulfill the objectives of this study. The questionnaire consists of close ended questions, aiming at investigating the role, awareness, Standard operation procedure followed by hotels.

Short answer type questions were designed to gather the demographic information's like Name of Hotel, designation of respondent, Name of Employee and many more. Other questions based on multi choice which helps to achieve the objectives of this study.

Participant of this study were Hotels in Delhi and NCR. This study is based on response of 32 numbers of Hotels in Delhi and NCR. Respondent were chosen from Mostly Housekeeping department as this study is related with Housekeeping department.

Literature Review

Because of 24 hours operational nature of the inn, the obligation of the inns is substantially more than the some other portion of the friendliness business. With expanded versatility and quick vehicle framework, the general populations have begun to go far and wide for recreation, joy and business. This acquires the test for condition and its preservation (18).Eco innovation practices have picked up prominence in lodging associations as another plan of action. Eco-advancement has turned into a trendy expression in the development re-

search field lately (15). Natural concern assumed a huge directing job. This investigation tried the job of visitors' discernments

With respect to lodging practices of water protection and waste decrease the executives in expanding gluttonous and utilitarian qualities, and analyzed the impact of such connections on visitor support expectation in green practices and dependability goal by thinking about the directing (16). Natural issues are turning into a worldwide consideration because of the decay of the earth quality. The business can influence the earth in couple of ways, for example, over use of normal assets (8) Green open acquisition is accepted to can possibly add to ecological improvement and dispersion of green innovations. Feasible open acquisition can point more extensive and incorporate all mainstays of manageability - financial, social and ecological (10)

Open Procurement power might be a significant driver towards earth inviting procurement. GPP is likewise considered to be the key segment of a coordinated "green" item strategy, as it very well may be the main impetus to incorporate different instruments, for example, expanded maker duty and eco-naming, adopting a coordinated life cycle strategy(11).

Green showcasing incorporates an expansive scope of exercises, for example, item alteration, changes to the creation forms, bundling changes just as adjusting promoting. Making strides toward environmental friendliness has turned into the new achievement mantra and is being talked about by individuals from every one of the different backgrounds. Eco-name will be considered as a noteworthy apparatus for Environmental showcasing (12). Reasonable advancement is improvement that addresses the issues of the present without bargaining the capacity of things to come ages to address their own issues. Maintainable the travel industry advancement addresses the issues of present vacationers and host locales while ensuring and improving open door for what's to come (13).

Concentrating on a particular industry speaks to an endeavor to control for cross-industry variety in variables, for example, item institutionalization. Also, the investigation of inn capital planning is critical to lodgings as they are punctuated by having an extremely high capital force. Capital planning basic leadership will in general happen inside a setting where the organization model is focal (14). Green human asset the executives improves representatives' authoritative duty, their eco-accommodating conduct, and inns' ecological presentation. Ecological execution alludes to an inn's natural result from natural exercises it actualizes to lessen the negative consequences for the earth (19). New green ways to deal with front-and back-arrange action the executives are made by rearranging or embracing new green worth chain procedures and ac-

tion arranging. The execution of green exercises produces new worth creation forms (21).

With the developing familiarity with natural obligation, numerous ventures are endeavoring to actualize viable green activities. An intriguing and qualified to note finding was that most of members demonstrated that they needed data about the ecological practices that green inns were executing (7)

Directors in the travel industry are looked with numerous difficulties, as this industry has shown a practically consistent development. Described by globalization, which expands the quantity of contenders, and by the improvement of data and correspondence advancements that encourage the correlation of contributions by buyers, the travel industry is additionally defenseless against different monetary, political and general wellbeing emergencies(1). Squander crosswise over inn supply chains alongside their ecological effects are on the expansion like different administrations in the friendliness parts. Green mindfulness means to make an incentive crosswise over inn store network by surveying the requirement for green practices and the degree of nature in the recognized green practices (3).

The significance of ecological insurance is fundamental and what's more utilizes this idea as a helpful promoting apparatus to separate from the challenge. Various measures to ensure the earth is centered around diminishing vitality, water, synthetic substances, office supplies, decrease of waste, expanding the extent of regular materials, aestheticisation condition, lessening clamor and discharges(2). Practical advancement is a basic quality in present day Inn the board, as is generally perceived by specialists and inn directors alike. A steady authoritative condition will upgrade the impact of development dissemination on natural showcasing methodology (4)

The friendliness business is an intriguing case with regards to that it uncovered a large number of the contentions which emerge when executing ecological approaches. Natural administration is a wide term, covering issues, for example, ecological effect; stainability, asset the executives and contamination (5).The purchasers utilizing lodging administrations are cognizant about ecologically agreeable practices in India. Indian lodgings have the upper hand over comparable items on the off chance that they pursue green practices (6)

Brand dependability is mind boggling and comprises of three measurements: social, attitudinal and composite dedication. Constructive purchaser character characteristics additionally can upgrade consumer loyalty and ID with the brand (9).Developing interest among shoppers for earth amicable

items, green publicizing cases have turned into a significant part of promotions for some items. Ecological cases are frequently utilized for items that are not innately earth neighborly (20).The outcomes demonstrate that the demeanor of café directors just as kinds of menus served and eatery size assume critical jobs. Sustenance waste speaks to a difficult issue and monetary expense for the café business impact of ecological worry in the green inn setting (17).

Material & Method:

This study used a quantitative approach to study the green practices adopted by hotels. A questionnaire has been adopted as the data collection instrument. The questions were designed to fulfill the aims of study. The questionnaire consists of close ended questions, aiming at investigating the awareness in hotels regarding green practices The survey was conducted by the help of questionnaire, participant were 5 star hotels of Delhi and NCR. The questions were Questionnaire contain a no of question keeping in mind various parameter/ variable achieve the objectives of study. As shown in table-1

1	Does the hotel involve the public in its effort to operate in a green way?
2	Does the hotel inform its staff with regards to environmental policy?
3	Does the staff are implementing green policy?
4	Does the hotel use energy from renewable sources?
5	Are there on-site facilities or partnerships with local producers for the production of renewable energy?
6	Does the hotel have an energy-efficient heating system?
7	Does the hotel regularly collect data on energy consumption?
8	Does the hotel take action to reduce energy consumption?
9	Is the total water consumption being registered on a monthly basis?
10	Is rain water being used used?
11	Have measures been taken to reduce the use of disposable products to a minimum.
12	Does the hotel in general prefer recyclable products in recyclable packaging?
13	Are there adequate procedures to ensure high air quality?

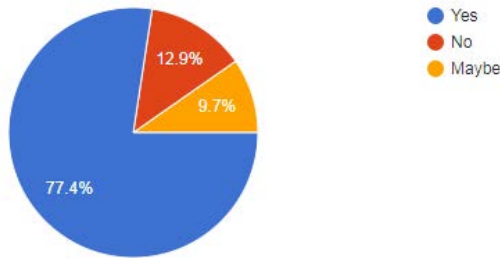
The participants were asked to evaluate the awareness about green practices in 5 star hotels in Delhi and NCR on a dichotomous scale.

Result and discussion:

Awareness about green practices by 5 star hotels is there but there are still some lacking on which we can work. According to first question result come that 80% hotels involve the public in its effort to operate in a green way. There are some scope that hotels should involve everyone for operating green practices as hotels is operational 24 X 7 and the level of pollution will be increased by operating natural resources without procuring for future. Result of second question hotels inform their 87% staff regarding green practices still 13% staffs have to be informed by the management for green practices. Hotel still not using energy from renewal sources only 77.4 hotels are using energy from renewal sources still 23% scope is there. According to survey does hotels have their on-site facilities or partnerships with local producers for the production of renewable energy and we get to that only 66.7% hotels have this facility still there are scope to improve this as this will help to reduce pollution level.

Does the hotel use energy from renewable sources?

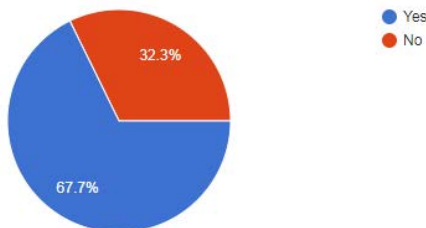
31 responses



As per the survey hotels have their energy efficient heating system 84% hotels have but still 16% hotels don't have this facility.

Are there on-site facilities or partnerships with local producers for the production of renewable energy?

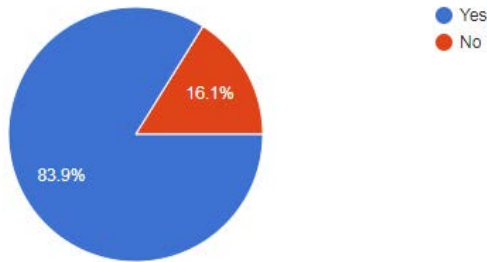
31 responses



Hotels do take care about the regularly energy consumption data on daily basis but only 74% hotels follow this still 26% hotels have to take this detail on regular basis so that the consumption can be reduced.

Does the hotel have an energy-efficient heating system?

31 responses



Most important question was does the hotel take action to reduce energy consumption, yes 77.4% hotels focus on this but still 22.6% hotels should focus on this. Same like energy consumption water is also important only 77.4% hotels registered the water consumption on monthly basis but 22.6% hotels have to focus on this as well for better future. As per questionnaire result only 67.7% hotels are using rain water but 32.3% hotels are not using rain water.93.5% hotels has taken measure to reduce the use of disposable products to a minimum but still 7% hotels have to be concern on this for greener future.80.6% hotels focus on recyclable products in recyclable packaging but 19.4% hotels have to adopt this practice to reduce the level of pollution. Only 89.7% hotels have their adequate procedure to ensure high air quality but 10.3% don't have their adequate procedure to ensure air quality.

Scope of the study:

The study is very popular nowadays as the growth of population in our country is increasing day by day. Level of pollution is also increasing rapidly which is alarming for our future generation. As per this research survey we came to know that still something lacking on which we can work for better future as from hotel level of pollution is getting higher if they don't concern for reducing this.

Limitation:

This study was limited as the topic was only for Delhi and NCR. The respondent was from Delhi and NCR hotels. Only 33 hotels employee replied as hotel is busy 24 X 7 they didn't get time to respond and it was difficult to take survey

from hotel employee.

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Challenges and opportunities for Tourism Industries in NER – with special highlight on Ecotourism in Assam (An Emerging and a promising door of scope and opportunity for Upliftment)

Chapter 17

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Introduction

The term “Eco- Tourism” generally refers the travel destination where the natural beauty is the main area of attraction. It means the nature based tourism. It is completely a new approach in tourism and mainly depends on the idea of sustainability. The term “Eco-Tourism” was first used by Hector Ceballas in 1983 to describe the idea of nature based travel. The importance of eco-tourism has been increasing since the ‘Berlin Declaration of Biological Diversity in 1997’. According to International Ecotourism Society, “Ecotourism is a responsible travel to natural areas which conserves the environment and improves the well-being of the local people” (TIES, 1990). Eco tourism focuses on recycling, energy efficiency, water conservation, socially responsible travel and creation of economic opportunities for local communities. It is based on the two objectives of conserving environment and improving the welfare of local people. Assam, a land of myths and mystery is the largest state of North East India. It is bounded by Bhutan and Arunachal Pradesh on the North, Nagaland and Manipur on the East, Meghalaya and Mizoram on the South and Tripura and West Bengal on the West. Assam is a land of unique natural beauty with tremendous potentialities for growth and development of eco-tourism.

Objectives of this Paper

1. To examine the present status of eco tourism in Assam.
2. To examine the prospects and potentialities of eco-tourism in Assam.

Methodology

To fulfil the above objectives we prepare this paper in a descriptive and explanatory way. Assam has a bright future in the field of ecotourism and which we can try to highlight on the basis of secondary data collected from various research journals, articles, books, newspaper etc.

Present Status of Eco Tourism in Assam

In Assam tourism industry is a major source of revenue generation. Tourism industry plays a significant role in case of earning foreign exchange reserves. Also it provides various employment opportunities to the local people. But in spite of huge potentialities and God gifted natural beauty, the development of tourism industry is not very satisfactory. In this regard we can highlight the revenue earnings from national parks of Assam

Year wise Tourist visited National Parks in Assam, 2007-08 to 2015-16:

(In Nos.)

Name of National Parks	Year	No. of visitors	
		Indian	Foreign
Kaziranga National Parks	2007-2008	53640	6106
	2008-2009	100384	5767
	2009-2010	105264	7580
	2010-2011	112392	7447
	2011-2012	117308	7521
	2012-2013	93747	7418
	2013-2014	119289	6922
	2014-2015	123360	7994
	2015-2016	162799	11417

Manas National Parks	2007-2008	6391	624
	2008-2009	1104	240
	2009-2010	8030	139
	2010-2011	10843	503
	2011-2012	19705	237
	2012-2013	15890	218
	2013-2014	20527	211
	2014-2015	9786	475
	2015-2016	40559	614
Orang National Parks	2007-2008	1631	215
	2008-2009	1285	267
	2009-2010	1628	325
	2010-2011	1702	180
	2011-2012	2678	159
	2012-2013	1847	70
	2013-2014	2329	16
	2014-2015	1946	45
	2015-2016	3502	20
Dibru-Saikhowa National Parks	2007-2008	1766	53
	2008-2009	2567	74
	2009-2010	2613	62
	2010-2011	2351	40
	2011-2012	3970	42
	2012-2013	2656	19
	2013-2014	4230	54
	2014-2015	4249	27
	2015-2016	2695	27

Nameri National parks	2007-2008	4154	524
	2008-2009	5489	479
	2009-2010	4342	346
	2010-2011	4460	352
	2011-2012	5601	457
	2012-2013	4370	528
	2013-2014	5866	806
	2014-2015	8448	1035
	2015-2016	10384	702

Source: Statistical Handbook Assam 2013, 2014, 2015 and 2016

Revenue Collection Regarding Arrival of Tourist in National Parks in Assam, 2007-08 to 2015-16:

(Rupees in lakh)

Name of National Parks	Year	Revenue Collection
Kaziranga National Parks	2007-2008	91.64
	2008-2009	112.21
	2009-2010	121.68
	2010-2011	136.73
	2011-2012	149.46
	2012-2013	205.76
	2013-2014	268.66
	2014-2015	29.46
	2015-2016	419.77
Manas National Parks	2007-2008	7.44
	2008-2009	13.18
	2009-2010	16.97
	2010-2011	14.67
	2011-2012	24.17
	2012-2013	25.48
	2013-2014	30.93
	2014-2015	33.48
	2015-2016	73.69

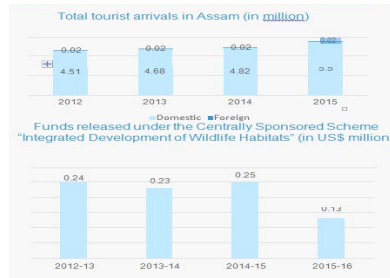
Orang National Parks	2007-2008	2.79
	2008-2009	2.57
	2009-2010	3.11
	2010-2011	1.82
	2011-2012	2.45
	2012-2013	2.76
	2013-2014	2.43
	2014-2015	2.31
	2015-2016	4.04
Dibru-Saikhowa National Parks	2007-2008	0.45
	2008-2009	4.76
	2009-2010	0.61
	2010-2011	0.56
	2011-2012	0.90
	2012-2013	1.08
	2013-2014	2.09
	2014-2015	2.10
	2015-2016	0.16
Nameri National parks	2007-2008	2.79
	2008-2009	2.57
	2009-2010	3.11
	2010-2011	2.72
	2011-2012	3.51
	2012-2013	4.54
	2013-2014	11.26
	2014-2015	14.13
	2015-2016	9.25

Source: Statistical Handbook Assam 2013, 2014, 2015 and 2016

From the above table we can summarize that the tourism industry play an important role in Assam's economy. Therefore it is very essential to take necessary steps for the improvement of this industry.

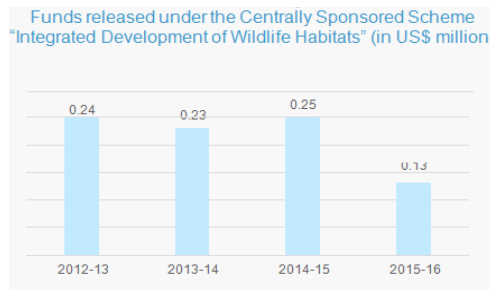
Assam is popularly known for its natural beauty and pristine tea gardens, attracting photographers from all over the world. Under the Swadesh Darshan

Scheme, amount sanctioned by the government during 2015-16 for wildlife circuit was US\$ 14.61 million.



Source- <https://www.ibef.org/download/Assam-January-2017.pdf>

The key tourist destinations in the state are: Wildlife sanctuaries: Bhejan-Borajan-Padumoni, Panidehing, Nambor-Doigurung, Nambor, SonaiRupai, Laokhowa, Pobitora, Marat Longri, etc. National parks: Kaziranga, Manas, Orang, Nameri and Dibru-Saikhowa. Leisure/scenic beauty spots: Chandubi, Bhairabkunda, Daranga, Bhalukpong and Haflong. Pilgrimage sites: Guwahati, Hajo, Majuli and Batadrawa. Golf courses with air strips: Narengi, Borsola and East Boraoi. Historical places: Rang Ghar, Talatal Ghar, Kareng Ghar, Agnigarh and Madan Kamdev archeological site.



Source- <https://www.ibef.org/download/Assam-January-2017.pdf>

Prospects and Potentialities of Ecotourism in Assam

Assam forms a part of global bio diversity hot- spot. The forests area of Assam is rich in various types of flora and fauna which gives a sound base eco-tourism venture. Assam has 5 National Parks, several Wildlife Sanctuaries, Reserve Forests, and Bird Sanctuaries etc. Besides these various kinds of ornamental fishes, rare medicinal plants, various types of herbs and orchids are found in Assam. The glance of Assam’s biodiversity varieties can be summarized as follows:

<u>NAME</u>	<u>NUMBER</u>
Flowering plant	3017
Wild orchids	+193
Bamboos	42
Canes	14
Mammals	+164
Primates	9
Birds	+800 (280 migratory birds)
Amphibians	+60
Butterflies	1500 (approx.) Reptiles 116 (approx.)

Source: Department of Environment and Forests, Government of Assam

The major eco-tourism prospects of Assam and their specialty can be introduced with the help of following tables:

National parks and their specialty

Name	Area (sq. km)	District	Speciality
Dibru-Saikhowa	340	Dibrugarh and Tinisukia	Feral Horse, Wood Duck, Elephant
Manas	500	Chirang and Baksa	Golden Langur, Pigmy Hog, Hispid Hare, Elephant
Kaziranga	858.98	Golaghat, Nagaon and Sonitpur	One Horned Rhino, Swamp Deer, Elephant, Tiger, Bengal Florican, Buffalo
Orang	78.81	Darrang and Sonitpur	Rhino, Elephant, Leopard, Green Pigeon, Barking Deer
Nameri	200	Sonitpur	Wood Duck, Hornbill, Lagure Capped

Source: Statistical Handbook of Assam 2016

Bird Sanctuaries and their speciality

Name	Area(Sq. km)	District	Specialty
Pani -Dehing	33.93	Siva-sagar	Aquatic birds, migratory birds
Deepar beel	4.14	Kamrup	Aquatic and migratory birds
Bordoibam-Billmukh	11.25	Dhemaji	

Besides these there are several places where natural beauty are tremendously available and there is a huge potentiality for the development of eco-tourism industry. In this regard we can highlight the following places as a prospect of eco-tourism.

Places Where Eco Tourism Industry Can Developed

Name	District	Specialty
Bhalukpung	Sonitpur	Evergreen forests, mystic blue hills and bank of river Jia
Chandubi	bhoroli	Chandubi lake, tea garden, deep forests
Haflong	Nagaon	Haflong Lake, hill station,
Jatinga	NC Hills	Famous bird mystery
Majuli sports	Jorhat	Rare migratory birds like pelican, water

Source: Statistical Handbook of Assam 2016

Findings and Conclusion

From the above discussion we come to know that there is a huge potentiality of Eco tourism in Assam. But despite of this the development of Eco tourism industry is not very satisfactory. Most of the people of Assam are completely unaware about the concept of Eco tourism and its importance to the environment as well as to the economy. Therefore instead of conservation of natural

resources they destroy it to live a comfortable life. Moreover there are many problems associated with the improvement of the tourism industry. Some of these are:

- (a) Insufficient transport and communication facilities: Assam is hilly areas surrounded by dense forest and lots of mountains. Therefore the communication system is not very satisfactory to attract the foreign tourists. Moreover Assam is connected to the mainland of India through a narrow road called as “Chicken Neck” for which Assam is not able to earn some facilities like other state of India. The central government is not interested to development of North Eastern State and there is a lack of proper transportation and communication facilities in Assam due to lack of sufficient fund.
- (b) Growth of insurgent activities: The growth of insurgent activities is another reason for the development of tourism industry in Assam. There are many insurgency group in Assam as well as in the North Eastern part of India. The growing activities of insurgency groups demotivate the tourist. The growth of insurgency group is mainly due to weak law and order situation of this region.
- (c) Lack of proper tourism policy: In 2008 Government of Assam introduced a tourism policy but it is not properly implemented yet due to lack awareness and sincerity of Government Officials.
- (d) Unavailability of standard accommodation facilities: The accommodation facilities in tourism potential areas in Assam are very low standard. The accommodation facilities are available only in the National parks, but there is a lack of standard transportation facilities in the other tourism potential areas of Assam. The government of Assam is not only responsible for the lower growth of tourism.

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“A Review Study on Job Satisfaction of Female Employees in Reference to Indian Hotel Industry”

Chapter 18

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Introduction

Hospitality is one of the largest and fastest growing industries of the world. A huge amount of employment directly and indirectly is observed in this industry worldwide .Hotel is the major component of any hospitality industry. In recent times role and participation of female employees in this sector is undoubtedly recognized. According to a survey in Hotels, catering and tourism (HCT) an average female participation is 55.5% at global level and up to 70 % at regional level (Clerk, 2014).. However, it is also an important fact to understand that despite of boom in the employment sector of hotel industry worldwide; growth of female employees in the Indian hotel industry is observed very less. Women mainly tend to perform jobs of housekeepers, hostesses, Guest relation executives etc and primarily seen in room division section of the hotels others are seen in HR department & Training department. Still it is very rare to see a female F & B manager or a lady General Manager leading the entire hotel. On the other hand rate of female employees leaving the industry and switching to other industries, states the problem that something in the industry is lagging behind for growth & development of female staff that needs to be identified and measured. It is essential not only to recruit but also to retain and promote women for managerial leadership positions to meet the future skills and productivity requirement of the sector.

Importance of Job Satisfaction

According to (Toker, 2007).When the employees work effectively and per-

form well, it indicates that they are satisfied with their job .Employees need more than the monetary reward to be motivated, a reasonable amount of social interaction on the job is required. (Hertzberg review 2008,112-113.) Albanese described job satisfaction as an attitude. It is both a general attitude that a person has towards his overall job and a set of specific attitude that a worker has towards his overall job and a set of specific attitude that a worker has towards a particular component of a job such as pay or working conditions (Albanese 2001, 27). Locke (1999) describes job satisfaction as the overall feeling of contentment. This has risen from the worker as a response to the total job satisfaction. He pointed that job satisfaction is hard to describe and visualise. Jenner (1994) in his research proved that employee’s job satisfaction or morale can be increased to eliminate absenteeism, reduce turnover, and ultimately raising productivity. Satisfaction is the general attitude of the employee towards the job and it includes five components: attitude toward work group, general working conditions, attitude towards the organisation, monetary benefit and attitude towards supervision and it is connected with the employee mindset regarding the work itself (Fajana 2002). In fact, employee job satisfaction is directly linked with customer satisfaction. Higher customer satisfaction could be generated by increasing job satisfaction among service personnel (Rogers, Clow, & Kash, 1994).

Literature Review

Jitendra Kumar Singh &Dr. Mini Jain (Dec. 2013) in the study “A study of employees’ job satisfaction and its impact on their performance” identified the factors which influence the job satisfaction of employees, the impact of employees’ job satisfaction on their performance.

And the factors which improve the satisfaction level of employees. The study concluded that salary, incentives, working conditions, job security, and relationship with authority, promotion & career development, work group, leadership styles are the major parameters of job satisfaction. The study also revealed that these observing these parameters improves productivity, reduces absenteeism, employee turnover, less workplace deviance, better customer services and improved organizational citizenship behaviors.(OBCs)

S.Hamid & H.Anwar (August2013) in the research paper “Stress and Job Satisfaction Among Women Workers In Star Hotels Of Delhi; An Analysis”, stated that the degree of stress is highest in case of married female managers with children and lowest in case of unmarried female staff. The study also revealed that working women in Indian scenario still faces gender bias and continue to do softer jobs. The conclusion of the study revealed that all category

of female employees except the unmarried ones experiences low level of self esteem & low level of job satisfaction in star hotels of Delhi.

Imtiaz Muqbil (June 2011) in the research article “Study :Female Hotel staff face high stress, low job satisfaction” revealed that women comprises 40%-45% of star hotel workforce in Delhi but noticed that women are largely visible on non-managerial positions as opposed to managerial positions in star hotels in Delhi. The study indicates that severe schedules and tighter deadlines at hotel and home both are affecting on the health of married women workers. They are becoming prone to restlessness and insomnia. The major reason identified in the study for these problems is household pressure.

Suzanne K. Murrmann & Gyumin Lee (2009) in the research paper “Moderating effects of gender and organizational level between role stress and job satisfaction among hotel employees” Findings show that the effect of role stress on job satisfaction is significantly stronger for female employees and supervisory employees than male employees and non-supervisory employees.

Anuradha Karmarkar (2015) in her article “A Study on Career Shift of Women from Hotels to other Fields” stated that women in hotel study are less satisfied with their jobs and make a career shift from hotel industry to other fields due to two main reasons long working hours and problems in managing work life balance.

Lan Li, Roberta Wang Leung₂ (2001) in their research “Female managers in Asian hotels: profile and career challenges”, examines barriers that may prevent middle-level female managers from moving up to the executive positions. The findings suggested that female managers in Singapore hotels have “given up” some family life in order to get ahead. Whereas strong credentials and skills have proven to be important in female advancement into middle-level management, they have not helped them to attain executive positions. An interesting finding is that the barriers to advancement for female managers are due to neither corporate practices nor policies, but rather seem to be a function of cultural and societal sanctions.

V.Patwardhan, S.Mayya & H.G.Joshi (July 2016) in their study identified five factors that are perceived to affect the career advancement of women managers in five star hotels. These factors included: glass ceiling, work environment, developmental discrepancies, gender equality and cultural Discouragement, the findings indicated that women managers are experiencing job demands to a greater extent than male managers and those women managers are learning more from their experiences.

Dr. Mousa Masadeh(2013): It was found that female employees did not get promoted to senior levels due to four factors: 1) the belief that women once married would not function as well as their male counterparts; 2) in hotels, promotions could be associated with transfer of assignment to another hotel chain, and there is a belief that married females are not as mobile as males; 3) usually female employees have to work much more than males to be as effective; and lastly, 4) the presence of cultural barriers that prevent women from advancing their careers

Muchazondida Mkono (2012) investigated the career progression challenges of females in hotels and identified that work life challenge is a critical aspect in hospitality workplaces at all levels & for both males and females however work life challenge as a major hindrance towards career advancement of females as they carry virtually all of the domestic responsibilities. Women also felt that they were viewed as maternal home-makers (for example chambermaids, breakfast waitresses), or as sex objects (for example receptionists, and sales and marketing staff).

Koshy C.J & Anupama K.(2015) In “A study on preference of women as employees than men in hospitality sector” described that women are more preferred in the hospitality jobs due to their soft skills and situation handling qualities. It also revealed the fact that despite of more women preference in hospitality sectors they tend to restrict their career levels up to point due to majorly work life challenges.

Table 1 Hotel/restaurant employees who are women by region (%) Region

Region	Regional Average (%)
Latin America 58.5	58.5
Caribbean 55.4	55.4
Africa 47.0	47.0
Oceania 46.8	46.8
Asia 35.4	35.4
Average 48.62	48.62

Source: ILO Database.

The International Labour Office (ILO) highlighted the challenges faced by women in the HCT workplace when it noted that “A divergence between qualifications and workplace reality is observable for women, who make up between 60 and 70 per cent of the labour force. Unskilled or semi-skilled women tend to work in the most vulnerable jobs, where they are more likely to experience poor working conditions, inequality of opportunity and treatment, violence, exploitation, stress and sexual harassment”. This assessment is supported by a

number of complementary sources, notably the United Nations World Tourism Organization (UNWTO) in a report which highlights both the opportunities and challenges which face women with respect to employment in tourism . This understanding needs to focus on the employment opportunities that HCT offers to women who, in many countries, represent a majority of workers in the sector but, at the same time, find themselves significantly under-represented in higher paid and managerial positions

Table 2 Average Number of Employees Per Hotel (Permanent/ Contract/ Full Time/ Part Time) in seven major cities of Indian hotel industry staffing 2016-17 (FHRAI Report.)

Composition	Bangaluru	Chennai	Goa	Kolkata	Mumbai	New Delhi	Pune
Managers							
Male	41.6	12.8	21.4	8.7	9.6	10.3	6.5
Female	9.7	1.5	4.8	2.5	2.0	2.9	1.0
Supervisor							
Male	57.8	16.3	28.0	11.2	14.9	14.3	10.2
Female	11.8	1.9	5.4	1.6	1.9	2.3	1.8
Staff							
Male	208.6	81.3	122.1	61.5	63.8	46.3	42.9
Female	37.6	13.1	15.1	12.6	5.2	3.8	5.5

The above report of FHRAI 2016-17 shows that the female participation is quite very less in all the levels as compared to their male counterparts. Females are observed very less at managerial posts

Objectives of Study

- 1.To determine the challenges faced by female employees in the hotel industry.
2. To identify the impact of selected factors on job satisfaction (Work –Life Balance & HR Policies)

Research Methodology

Type of Research: The type of research used is descriptive..

Sample Size: The sample size of 50 female employees from various star category hotels of Delhi, NCR, Rajasthan, Utrakhand, and Himachal Pradesh are included.

Sample Selection: The employees have been selected randomly, irrespective of their age, Department, experience or designation. The sample organizations chosen by convenience sampling were Oberoi Group of Hotels, JP Group of Hotels, Hyatt Regency, Radisson Hotel, The Park Hotel.

Design of the Questionnaire: A 5point likert scale questionnaire has been di-

vided into 2 main parameters on the basis of study objectives .The two parameters were Work Life Balance and HR Policies of the Hotels. The Work –life balance Parameter included mainly the questions related to Family Life, Personal life, health, Martial Relationships, Social life. The HR related questions included about work Culture, Safety & Security, Training, Communication, Female Oriented HR Policies, Leaves ,work flexibility, and Work Environment.

Hypothesis

H1: Female job satisfaction in hotel industry is directly affected by Work Life Balances..

H2: HR Policies directly affects the female job satisfaction in Hotel Industry.

Findings

Parameter 1- Work Life Balance & Job Satisfaction

- Unmarried new entrants in the industry expressed high level of job satisfaction in Hotel industry.
- Married women with young aged child/children largely felt an imbalance work life schedules that ultimately adversely affects to their job satisfaction in hotel industry.
- 48% Married women responded that unable to cope with work-life balance in hotel industry they do give a thought to switch the industry.
- 72% of married women do feel an adverse effect on their martial life household related obligations, family time management due to high stress jobs of hotels
- 50% responded that personal and professional commitments do affect the WLB.
- 42% responded that imbalance in work life adversely affect their health.
- 93% responded that work life balance directly affects their job satisfaction.

Conclusion – H1 is accepted.

Parameter 2- Hr Policies & Job Satisfaction

- The highly affecting HR Policy for female job satisfaction in hotel industry appears to be Safety & Security. Oberoi Hotel female staff felt most satisfied with the safety & security policies of the organization.
- Company Accommodation is an another positively affecting factor for job satisfaction of female employees. Oberoi Hotels & JP Group Hotel staff responded it as one of the major cause for their job satisfaction.
- Requirement of Childcare facilities within the organization accounted

for 68% in job satisfaction.

- On job transport facilities for pick up & drop impacts a positive effect on satisfaction level of female employees.
- Female oriented organizational policies (like female grievance mechanism ,equality of work , equal opportunity for growth & flexi working schedules) contributed as major parameters of female job satisfaction .

Conclusion – H2 is accepted.

Challenges Affecting Female Job Satisfaction in Hotels

Working conditions in HCT are often challenging. According to Eurofound, much of the work in hotels and restaurants is of a exhausting nature and may involve long periods of standing, a lot of walking , carrying (heavy) loads, repetitive movements, working in painful positions and walking up/down stairs. There is thus a heavy workload coupled with high levels of stress resulting from time pressure, work deadlines and constant customer contact. Furthermore, constant contact with water and cleansing products is a key risk. To this must be added the significant risk factor of violence and harassment from customers, colleagues or management.

Gender Discrimination

One of the biggest challenges women face is how to be tough (in male- dominated industry) without being difficult”. Sex and gender discrimination is clearly seen in the hotel sector. Traditional gender-based labor divisions are the obstacles that can be found in the career development of women. An additional negative aspect to women’s work in hotels is that they are subject to high levels of sexual harassment from both guests and peers due to their low status and low-educational levels (Poulston, 2008).

Work Life Balance

- Women experience greater difficulties than men when it comes to balancing work and private life.
- Family and care responsibilities are still not equally shared. The task of looking after dependent family members is largely borne by women. Far more women than men choose to take parental leave. This fact, together with the lack of facilities for child care and elder care, means that women are often forced to exit the industry .
- Consequently, women have more career interruptions or work shorter hours than men. This can impact negatively on their career development and promotion prospects in hotel industry.

Equality of Opportunity and Treatment -According to Jordan's study, employers also believe that women are attracted to working in this sector because of the perceived glamour of tourism and travel. These two perceptions, women being positioned as the marketing image for selling tourist destinations and services.

Lack of Family Support and Environment

Many studies have reported that the biggest barriers to career advancement among women are beyond their personal control. Lack of proper family support is another issue that women suffer from. At times women need different source of inspiration, motivation and support from family only then they may be able to juggle their career, family and personal obligations successfully. Absence of proper support, cooperation, and back up for women by their own family member leads to unpleasant job condition.

Conclusion

On the whole, when we take into account the job satisfaction of working women, it is found that women in the hotel industry are much preferred due to their great soft skills, high patience levels to handle all type of on job situations and their own added value with the understanding of Human nature however it is also found that despite of the excellent job requirements in the hotel industry women faces work pressure that results to their job change from this rising industry. The job dissatisfaction is primarily seen with married women having children, The responsibilities of family and children at most times forces the good employees to leave their job or to switch over to other industries in search of peace ,work life balance and job satisfaction. In this regard following recommendations are suggested to retain the female employees in the hotel industry.

Suggestions & Recommendations

- Employer organizations must provide a safe working environment to their women employees by providing safe pickup and dropping services during late hours.
- It would be highly recommended if hotels make it provide company accommodation for female employees where needed.
- Hotels should form grievance cell and complaint committee to address all kind of female problems by also providing psychological assistance. It would help the organizations to understand the female employees problems related to work life balance & appropriate measures could be adopted to take the way out.

- A friendly working environment, special healthcare facilities, flexible work hours, women-friendly policies and support among the team members could keep employees highly motivated.
- Hotels should focus on women access to extended maternity leave, flexible working hours, and option to take a short-term break in careers so as to balance & perform the work life responsibilities effectively.
- Hotels must impart a zero tolerance policy for sexual harassment may it be by staff or guests. It must be clearly stated as misconduct under the service rules and immediate actions should be initiated for any such complains.
- Crèche facility could be an addition perk & incentive for female employees and can act an effective tool in the retention of outstanding employees. Mothers should be allowed to visit the crèche and stipulated time duration during the shift hours can be allowed to fulfill motherhood responsibilities.
- Providing equality of work, equality of job opportunities and non bias approach towards female employees' career growth.
- Last but not least realizing the female employees in the hotels as an important organizational asset rather than just a glamorous product to attract business.

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Apprising Fusion in the Cuisine of Uttarakhand Using Local Ingredients

Chapter 19

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The alluring and striking state of Uttarakhand is always considered as one of the premier destinations for exploring by National and International tourists. Tourists play a very important role in the overall development of a state and country. They might create new opportunities for employment and also help in spreading the diversity of culture and tradition of the region. Cuisine and food is a mode of attracting tourists through hospitality and cordiality. The food served in a traditional manner or with innovation and fusion may become a prime resource in alluring the national as well as international tourists. This study focuses specially on the study of innumerable varieties of food and recipes which may or may not be available comprehensively. The study will be based on primary as well as secondary data collected through focus interviews, discussions, unstructured questionnaire, research papers, magazines, journals, books, internet and also. As observed, Uttarakhand tourism has a rapid growth due to its scenic beauty and pilgrim attractions but the food tourism is highly being ignored regardless of the region's ethnic harvest and group of rare herbs and warm spices which are highly nutritive, therapeutic and remarkably delicious.

Keywords: *Uttarakhand, Food Tourism, Tourists, Fusion food, Recipes, Ingredients*

Introduction

Brief Profile of the Study Area:

Uttarakhand is located at the lap of the Himalayan mountain ranges. It became the 27th state of India on November 9, 2000. It is bordered with China (Tibet) in the north, Nepal in the east & inter-state boundaries with neighboring states Haryana, Himachal Pradesh in the west & Uttar Pradesh in the south. Uttarakhand has assorted topographical geographies as of snow-topped mountains and tropical woodlands.

The state had enormous progression in capital investments due to a favorable industrial policy and generous tax benefits. Therefore, Uttarakhand is one of the fastest growing states in India. The state's GSDP increased at a compound annual growth rate (CAGR) of 11.16 per cent between FY 12-18. Uttarakhand has almost all agro-geo climatic zones, which provide commercial opportunities for floriculture and horticulture. The state has 175 rare species of medicinal and aromatic plants. (IBEF, 2018).

Aiming towards the gastronomy of Uttarakhand, it is believed that the residents are the progenies of Indo-Aryans and Indo-Iranians and therefore they have a diverse food culture which flourished for many decades in the state, and it is based on the usage of native indigenous harvests that are grown in the terrestrial area.

Uttarakhand has an implausible assemblage of memorable and lip smacking food items. Being situated on the peaks the regional ingredients here are generally free of any type of adulteration, mixing or impurities and henceforth the delicacies are delightful and amazingly memorable. The food prepared here is full with realistic savors and each dish stays unique on its taste without the spices overshadowing the authentic taste.

The food in all the regions of Uttarakhand (Uttaranchal) remains simple, basic fare. Whatever is locally grown is consumed, which are now being deemed as superfoods. (food.ndtv.com. April 24, 2018).

The food preparation involves the major use of *wood fired chulah* in an *iron wok*. *Kansa* a type Bell metal with approximately 4:1 ratio of copper to tin is preferred for serving the authentic food as it is considered to enhance intellect and boost immunity. The wet pastes, masalas and chutneys are prepared using a grindstone or commonly called *Sil Batta*.

Objectives

- To know about the local ingredients and recipes of the region.
- To explore the fusion effect in the recipes of Uttarakhand cuisine.

Significance of the study

The purpose of food tourism and fusion food is to communicate and buoy up food, cuisine and culture enthusiasts and also provide the tourist an opportunity to reconnoiter the area and get acquainted with the local food, the preparation techniques also some food history.

Review Literature

Ranta (2015), stated that food culture is in what way a food is prepared and the eating custom followed by a society. In 2012, Mak et. al. discussed that the collaboration and blend of different cultures may result in creation of a new food culture, that unites the traditional components also. It is a culture to sustain modern gastronomy and gastronomy has developed as a mode of cultural tourism (Scarpato, 2002). Gastronomy is a characteristic or distinctive part of the tourism and hospitality industry majorly used as a marketing tool for appealing those fascinated towards “pseudo gastronomy”.

Food is a vital element for rousing tourists to visit and become familiar with the tradition and culture of a place. (Bessi re, 1998). Fusion is generally merging, unifying, melting and bringing together the different types of ingredients. It is the amalgamation of culture, methods, traditions and unification of various indigenous ingredients of different regions in a single place. At the same time, the said concept has also the meaning of “globalization of food and cuisine” (Kırım, 2005). Fusion cuisine may be described as an outcome of the modification and advancement in cuisine, upsurge in refugee or migrant influences, propagation in usage of different ingredients and resources in cooking, reduction of transportation, intensification in imports and a product of the curiosity of nature inherent in man (Akg l, 2012). Fusion cuisine targets on creating new-fangled cuisines, novel or different dishes and new sense of taste by fusing diverse food conceptions of various cuisines (Uyar and Zengin, 2015). However, fusion cuisine should be functional deprived of hurting the tradition and ingredients used in the food. Consequently, fusion cuisine is termed as the creativeness and innovative show of stimulating and interesting dishes using diverse cooking techniques and also dissimilar resources without bellowing the par of tradition (Nissley, 2010). Numerous social vicissitudes produced by technological developments, urbanization and industrialization are observed in our age. Equivalent to these vicissitudes, there are variations in our traditional

feeding habits and cuisine culture. These variations are also revealed on sense of taste and presentation methods and initiate new cuisine practices in rising gastronomy (Sariođlan, 2013; Kivela and Crotts, 2008).

Methodology

The study is based on primary as well as secondary data. The primary data was collected through personal interviews, unstructured questionnaire and meetings with locale residents, Chefs and hospitality educators, food entrepreneurs etc. For the traditional food and local knowledge the adult ladies of the villages were contacted. The fusion food recipes knowledge was gained by personally visiting the local fairs and festivals. Also the hospitality institutions were visited for knowing their input towards regional cuisine development.

The secondary data was collected through research papers, magazines, journals, books, internet and also through focus interviews.

Ethnic and Traditional Cuisine and Recipes

“Ethnic Food” is a term which is challenging to describe as it has a dissimilar significance, importance and meaning for every individual (National Restaurant Association, 1995).

Uttarakhand food is very simple yet distinct and impressive with lots of nourishment. It is mostly cooked over burning wood or charcoal, which bestows them with additional nutritional as well as medicinal qualities.

When we talk about the most ethnic cuisine of Uttarakhand, few scrumptious dishes which are made from the locally grown ingredients are shown in the different tables below as per the food course and category:

Table 1: Traditional staple food recipes

S. No.	Local name of recipes	Common/English names
	Chaulai ka bhaat	Amaranth
	Kuttu ki roti	Buckwheat
	Madua/Jhangora ka bhat	Barnyard millet
	Madira/Jhangora ki roti	Barnyard millet flour
	Madua ki roti	Finger millet flour
	Lesuwa roti	Finger millet and wheat flour
	Kauni ka bhat	Dehusked Foxtail millet

	Kauni ki roti	Dehusked Foxtail millet
	Ginjada (Madira)	Dehusked Barnyard millet and black soybean (bhat)
	Ginjada (Kauni)	Dehusked Foxtail millet and black soybean (bhat)
	Meetha bhat	Rice and jaggery
	Golthia	Wheat, ghee, jaggery
	Chhachhiya/ Palau, Palyo	Rice, curd
	Chhola roti/Chhoi/Chhabua	Wheat flour, jaggery and ghee
	Mash ki bedu roti	Wheat flour, black gram
	Gahat ki bedu roti	Wheat flour, horse gram
	Lobia ki bedu roti	Wheat flour, cowpea
	Gurush ki bedu roti	Wheat flour, rice bean
	Joula/Bhatia/ Bhatt ka Joula	Rice, black soybean (bhat)
	Methi ke bejon ki sabzi	Fenugreek seeds sabzi
	Bhang aur gaderi ki sabzi	Gaderi (<i>Colocasia sp.</i>), sabzi
	Aalu sarson ki sabzi	Potato, mustard seeds
	Ugal ka saag	Buckwheat tender twigs
	Ganpappar, chalmora ka saag	Wild <i>Colocasia</i> tender leaves, chalmora (<i>Oxalis sp.</i>)
	Masur dal ki sabzi	Lentil, onion, mustard oil
	Pinalu ka gunuwa	<i>Colocasia</i> leaves, lentil or gram flour (besan)
	Masur ki chilada	Lentil, vegetable oil
	Bedu ki saani	Matured bedu fruits, mustard oil
	Lahsun ki sabzi	Garlic
	Aalu methi ke bejon	Potato, fenugreek seeds ki sabzi
	Laggad	Deep fried puri stuffed with spiced mashed aloo.
	Badeel	A diamond shaped deep-fried, chana daal mixture served hot with garlic or coriander chutney.
	Sana Hua Nimbu	Made from- radish, curd, big size lemons or grapefruit and hemp seeds.

Source: Revised after Mehta et. al., 2010

Table 2: Traditional Non vegetarian dishes

S. No.	Local name of recipes	Preparation
1	Luainsh	A dish made out of Goat's Blood. The Blood is disinfected and heated over flame till it coagulates and cubes are made. It is then tempered with onion, garlic and coriander.
2	Khad Pinda	Is meat marinated with local ingredients like bhang ke beej, wrapped in leaves, buried in a pit of fire & slow cooked.
3	Bhutua	A dish made from Goat's intestine prepared in mustard oil with onions and local spices.
4	Bater Surua/ Quail Curry	A black color dish generally cooked in an Iron Wok with ingredients such as onion, garlic, ginger and tomatoes, tempered using cow ghee.
5	Mutton Kachmoli	Typically a whole meat marinated with mustard oil cooked over a fire till half cooked.
6	Bhunni	Very unique dish Made from goat's liver, stomach, intestines and blood.
7	Pahari meat	Typically all the ingredients used in the dish are put together with meat and cooked in slow flame on chulha

Table 3: Traditional sweet dishes

S. No.	Local name of recipes	Common/English names
1	Chulai ki kheer	Amaranth seeds, milk
2	Chulai ka halwa	Amaranth seeds coconut
3	Ogal/phaphar ka alwa	Buckwheat
4	Madira/ Jhangora ki kheer	Barnyard millet (dehusked seed, Milk)
5	Kauni ki kheer	Foxtail millet (dehusked seed, milk)
6	Madua ki badi	Finger millet flour, jagri
7	Madira/Jhangora ka halwa	Barnyard millet (dehusked seed)
8	Chamchuda	Rice
9	Puwe	Wheat flour
10	Makki kachhabua	Green maize seeds
11	Arsa	Rice flour wuith jiggery syrup
12	Leta/Lapsi	Wheat flour, milk
13	Methi ke laddu	Fenugreek seeds, besan
14	Kaddu ka halwa	Matured pumpkin, cheese, cashew nuts

15	Singal	Rice and Udal roots
16	Til Ka Pin	Sesame seed
17	Kanaka	Wheat and Milk
18	Gehun ki khu- mani	Wheat, milk
19	Makki ki khu- mani	Maize, milk
20	Pua	Sweet dumplings of semolina
21	Saai	Roasted semolina mixed with curd and banana
22	Roat	A traditional pa- hari sweet made with wheat flour and jaggery.
23	Baal Mithai	A very popular sweet of Uttarakhand, decorated with sugar balls and has roasted khoya stuffing inside.
24	Singodi	Unique sweet dish, wrapped with oak leaves and infused by condensed milk.

Source: Revised after Mehta et. al., 2010

Table 4: Traditional Recipe from Pulses

S. No.	Local name of recipes	Common/English names
1	Gahat ke dubke	Horsegram
2	Bhat ke dubake	Soaked and grinded Black seeded soybean
3	Urad ka chaise	Blackgram
4	Chutkani	Black seeded soybean
5	Lobia ka Chaisa	Cowpeas
6	Gahat ki daal	Horsegram and heeng
7	Ras	Extract of various regional whole pulses cooked with regional spices, thickened with rice flour

8	Jholi	Thin consistency kadi with grated cucumber or diced radish
9	Chane ke dubke	Soaked and grinded chickpea
10	Til ki khichdi, garhwali khichdi, Tilantha or tilothu	Made of black sesame seeds, rice and black gram
11	Bhatt ki dal	Roasted balck seeded soyabean

Source: Revised after Mehta et. al., 2010

Table 5: Traditional food from wild plants

S. No.	Local name of recipes	Common/English names
1	Bichhu ka saag	Twigs and soft leaves of <i>Urtica spp.</i> , heeng
2	Lingura ki sabzi	<i>Lingura</i> fern folded leaves
3	Kothiyur ki sabzi	Kathiyur fern folded tender
4	Bedu ki sabzi	Wild figs tender fruits
5	Timila ki sabzi	<i>Ficus auriculata</i> tender fruits
6	Gwaral ki sabzi	Tender flower bud of <i>Bauhimia</i> sp
7	Jhankara ka saag	Wild buckwheat tender twigs and leaves, coriander seeds
8	Semal ki sabzi	Semal tender fruits
9	Pania ka saag	Paniaghas, coriander seeds
10	Rambans ki sabzi	Rambans tender shoot
11	Jarag ka saag	Jarag twigs (<i>Phytolacca sp.</i>), coriander seeds, chilli capsules
12	Gandpapar ka saag	Ganpapar's folded leaves, coriander or fenugreek seeds
13	Birali kand ki sabzi	Birali kand yams
14	Genthi ki sabzi	Genthi yams (roots)
15	Tarur ki sabzi	Tarun aerial root yams and aerial bulbs
16	Sakina ke phoolon ka saag	Sakina tender flower buds
17	Kairua ka saag	Tender shoots of kairuwa (<i>Asparagus spp.</i>)
18	Banar ka saag	Banar pods
19	Ala ki subzi	Ala (<i>Girardiana sp.</i>) inflorescence
20	Bankh ki sabzi	Bankh tubers
21	Ganjad ki sabzi	Ganjadi roots
22	Bathua ki sabzi	Tender twigs of bathua (<i>Chenopodium sp.</i>)
23	Sonjal ka saag	Sonjal's tender twigs
24	Buransh ke phoolon ki sabzi	Tender flower buds
25	Rugi ki sabzi	Tubers of Rugi
26	Hanw ka saag	Tender stem and leaves
27	Ghargud ki sabzi	Ghargud

Source: Mehta et. al., 2010

Table 6: Traditional Soup

S. No.	Local name of recipes	Common/English names
1	Mooli ka kappa/kafuli	Radish roots, rice
2	Mooli ke patton ka kappa/kafuli	Radish leaves, rice
3	Chaulai ka kapa/kafuli	Twigs and leave of amaranth
4	Lai ka kapa/kafuli	Tender leaves of <i>lai</i> (<i>Brassica</i> sp.), coriander seeds
5	Palak ka kapa/kafuli	Tender twings of spinach, rice
6	Bathua ka kapa/kafuli	Tender bathua (<i>Chenopodium</i>) twigs, rice
7	Torai ka kapa/kafuli	Sponge and ridge gourd <i>Torai</i> fruits, rice
8	Lauki ka kapa/kafuli	Bottle gourd fruit, rice
9.	Bichu ya Sisun ka kappa	Tender leaves of nettle plant
10	Tamatar ka kaapa	Blanched tomatoes, pureed and cooked with little rice or wheat flour

Source: Revised after Mehta et. al., 2010

Table 7: Traditional Raitas

S. No.	Local name of recipes	Common/English names
1	Mooli ka raita	Radish, curd, rai
2	Gwaral ka raita	Tender flower buds of <i>Bauhinia</i> , curd, rai
3	Kakri ka raita	Cucumber, curd, rai
4	Timila ka raita	Tender fruit of timila, curd, rai
5	Lauki ka raita	Bottle gourd fruits, curd, rai
6	Kaddu ka raita	Boiled and mashed pumpkin, curd, pahadi namak, rai or cumin

Source: Revised after Mehta et. al., 2010

Table 8: Traditional Badiyas/Mungodi – Sundried Dumplings

S. No.	Local name of recipes	Common/English names
1	Pahadi Kakadi ki badi	Matured cucumber, blackgram, rice
2	Mooli ki badi	Radish, blackgram, rice
3	Bhuja/Kaddu ki badi	Wax gourd, blackgram, rice
4	Pinalu ki badi	<i>Colocasia</i> yams, blackgram, rice
5	Pinalu ke danthal/ Naalbadi ki badi	<i>Colocasia</i> petioles, horsegram, rice
6	Mash ke mungodi	Black gram, coriander, cumin, turmeric, chillies

7	Lobia ke mungodi	Cowpea, coriander, turmeric, chillies
8	Lauki ki badi	Grated bottle gourd with black pepper inside
9	Gahat ki badi	Boiled horsegram

Source: Revised after Mehta et. al., 2010

Table 9: Traditional Pakories/Fritters

S. No.	Local name of recipes	Common/English names
1	Gwaral ki pakori	Tender flower buds of <i>Bauhinia</i> , besan (gram flour)
2	Jarag ki pakori	Tender leaves of <i>Phytolacca</i> , besan (gram flour)
3	Kaddu/ Kumru phool ki pakori	Male and female flower of pumpkin, gram flour
4	Badi/Pakori	Urad dal soaked and grinded
5	Aloo dal pakori	Boiled potatoes with boiled regional mixed dal

Source: Revised after Mehta et. al., 2010

Table 9: Traditional Sukse/khwaire (dehydrated vegetables)

S. No.	Local name of recipes	Common/English names
1	Kaddu ke khwaire	Pumpkin fruits
2	Lafhoo/Mooli ke khwaire	Radish grated and sundried
3	Phoolgobhi ke khwaire	Cauliflower, tomato
4	Sarson ki dhusi	Sarson tender twigs and leaves
5	Arabi ke khwaire	<i>Colocasia</i> rhizomes
6	Arabi ke sukhe dhanthal	<i>Colocasia</i> petiols, coriander or fenugreek seeds
7	Alu ke khwaire	Potato, onion
8.	Ramkarele/Kakod ke khwaire	Small size not so bitter in taste unlike bitter gourds
9.	Phasi or sukhsa	Wild Goat sundried

Source: Revised after Mehta et. al., 2010

Table 10: Traditional Chutneys/Dips/Cold sauce

S. No.	Local name of recipes	Common/English names
1	Alsi ki chutney	Linseed, lemon/mango powder
2	Bhang ki chutney	Hemp seeds, sauce
3	Bhangeera ki chutney	Perilla seeds, sauce

4	Bhatt ki chutney	Black seeded soybean (bhat), sauce
5	Til ki chutney	Sesame seeds, sauce
6	Darim ki chutney	Wild pomegranate dry seeds
7	Chalmora ke chutney	Chalmora leaves
8	Kilmora ke chutney	<i>Berberis</i> flower bud
9	Nimbu ke saani	Lemon, curd, jagri, hemp seeds
10	Chukh ke chutney	Sea buck thorn fruits, perilla seeds, hemp seeds
11	Timur/Timru ki chutney	Schezwan pepper with sesame seeds and tomato
12	Pahari laal Kaddu ki chutney	Blanched pumpkin grinded with hemp seeds
13	Chulu ki chutney	Chulu or pahari khubani with mint, onion, garlic, gineger, chillies & salt.

Source: Revised after Mehta et. al., 2010

Table 11: Traditional Pisyu Loon/Handmade flavored salts

S. No.	Local name of recipes	Common/English names
1	Alsi ka namak	Roasted Linseed, cumin, salt
2	Bhang ka namak	Hemp seeds, maurya (local garlic flavoured herb), cumin
3	Bhangeera ka namak	Perilla seeds, red chillies, garlic, cumin
4	Yellow Lakhori chilly salt	Yellow chilly, pepper garlic
5	Til ka namak	Sesame seeds, sauce
7	Daina namak	Rai seeds, cumin, salt, chilli

In Uttarakhand, salts are sometimes used as substitute of vegetables. Many times during busy hours, people take their meal with salts. For this purpose, local communities have prepare salts, blended with roasted seeds of linseed, hemp, mustard, garlic cloves and apricot nuts, coriander, cumin and chillies and turmeric.

Fusion:

As per the economic times dated 18 June 2017 chef Pratik sadhu of Masque restaurant in Mumbai introduced local wild berries of Uttarakhand in his recipes. He used '*Hemp seeds*' in cheese and served it with '*Hisalu*' broth. He even pickled the berries and served in his restaurant fusioned with saffron sauce. The restaurant will even cook the fusion of these ingredients at Edinburgh food studio U.K which will be the first restaurant of its kind from India to a research

based food hub. *Menon (2017)*

As per Sunil Kumar, Director F&B in J.W. Marriot, Mussoorie articulates that ‘**timru**’ is used to season the fish, which gives it a tongue tickling taste. Local fern called ‘**amelda**’ is also used to make a tangy chutney. Kumar and Pangtey (2017), states that fern like ‘**Kothiyur**’ and ‘**Lingura**’ can be used extensively in making salads, vegetables, saags by using different methods of cooking like boiling, blanching, frying and even steaming. **Avantika Bhuyan (2017)**

Sandeep Sawhney, Member Uttarakhand Development Board did some brilliant innovations by making *kheer* with **Gahat** (Horse gram), **Khandali soup** and **Jhangora pudding**.

Author and food historian *Rushina Munshaw Ghidiyal* created, ‘*Culinary Sojourn of Garhwal*’, for the J.W. Marriott, Mussorie Walnut Grove Resort and Spa, says that, “The marriage of local ingredients with contemporary flavor can produce some excellent results”.

Roasted *amelda* (local herb) *infused chicken thighs*, *char burnt stinging nettle & pine nut kebabs*, *kafuli* (local spinach) and walnut stuffed Gucci mushrooms and clove smoked grilled Himalyan trout with *pahari spinach* and nuts, *Balmithai gateaux* with local berry compote and *jhangora and dates pudding* are some of the fusion experiments done.

Mussoorie based food consultant, Mr. Ashok Manhendroo baked Christmas Pie using *Madua with jaggery, rum and dates*.

Jhangora and Mandua, the local grains are giving appeal amongst youngsters and tourists in Mussorie. Similarly in Almora, *Chaulai Granula Bars* are made by fusion of *Chaulai & Chocolate*. Similarly *Mandua Brownies* are also a part of fusion.

Restaurants in Mussorie are even experimenting fusions of Garhwali dishes like *The Café de Tavern* located at Mall Road of Mussorie is also gaining popularity with its fusioned dishes like *Jhangora Risotto* which goes well with garlic bread, *Pizza made with mandua*, *Kandali/Bicchhu patty wrapped in pita bread* and regular local *pahari brown rice*. The General Manager of Café told TOI that the guests are highly appreciating this fusion.

Punjab born food consultant and blogger *Anshu Pande* shared that after marrying a pahari she tried experimenting and giving the local food a flavorful twist. Her *Mandua biscuits* with *Jaggery and butter*, *Pumpkin pie*, *Mandua*

twisters, pancakes, granula bars made of Chaulai etc. are a big hit.

Hotel Saffron Leaf, Dehradun includes the signature dish in their menu like *Halwa made with jhangora which is stuffed in Choliya roti*, it is then tempered with *reduced burans & malta juice*. *Chef Firoz Ahmed Qureshi* of the restaurant believes in innovation and tries to capture the guest attention by the fusion and innovation.

The *Haritima Restaurant in Dehradun, Uttarakhand* serves traditional food to the guest with fusion of ingredients & spices giving the food a scrumptious twist. The *Shaheed-i-Kaphal* is the moniker beverage of the outlet. Kaphal is a wild berry of the state. The drink is prepared by adding lime and chili to the berry. Another mouthwatering drink prepared in the restaurant is *Smokey Chilled Buransh* where smoked lemon peel enhances the taste of Buransh. *Kathi Rolls prepared with Mandua* are also a delight to the guests. Visitors also love the highly nutritious *Navrangi Kebab* which is prepared by a smooth paste of pahari dals stuffed with crunchy nuts, served over caramelized cabbage. *Bhanga Methi* is yet another treat to the guests where hemp milk is flavored with fenugreek.

When interviewed Mr. Uttam Lingwal, Chairman of Swastik Hotel, (a theme hotel) Pauri Garhwal, he was very enthusiastic and feeling proud in telling about serving Pahari cuisine to their guests. He even spoke about lot of innovation and blending done in his hotel. The hotel often serves ethnic *stuffed paranthas* of pahari cuisine which are given a fusion by preparing them *in tandoors*. He is also of the opinion that pahari cuisine tastes better when cooked in chulhas.

During the Mussorie Winter Carnival 2017, *Sandeep Sahni and Rajat Kapoor*; Chefs at Café de Tavern presented the Uttarakhand fusioned food delicacies like *Bhatwani soup, Gathwani soup, Rai ke saag, Gahat ka Shorba, and Kandali/Bicchu ka saag etc.* Visitors felt that the *Kandali soup and Mandua pizza* were the icing on the cake for the day.

Bharat Parv 2018 also witnessed the taste of Uttarakhand cuisine where Garh Bhoj an ethnic restaurant of Uttarakhand has marked its presence and showcased the Uttarakhand local ingredients with lots of fusion for eg. *Presenting Pizzas from Mandua and Jhangora, making kebabs from local leafy vegetables, tikke from gahat, gulab jamun from mandua* etc.

An institute in the vicinity of Corbett named Renaissance college of Hotel Management did innovations with the local pahadi ingredients many a times. The author was the Director of that college and co-author was the teacher there.

The guest from outside used to be called and served with the delicacy which always seemed appreciated by them. *Salad from pahadi muli mixed with bhangeera, Bhang and Grapefruit (chakotra), Kandali soup, hemp seeds mayonnaise and its refreshing herbal tea* were some of the different innovations done. In 2014 a culinary competition organized by Banarsi Dass Chandi wala, Renaissance won the second prize representing pahadi cuisine.

Dr. Jagdeep Khanna, Principal IHM Dehradun also shared that there institute always teaches their students about the Uttarakhand cuisine as a part of their ethnic cuisine curriculum. Lots of innovation and fusion recipes were made which are more or less similar to what has been discussed earlier.

The health benefits and distinct flavor of the ingredients is attracting the tourists from world-wide destinations. One of the highest catergorized hotel of Nainital- The Manu Maharani, has also adopted few authentic recipes and tried few lip-smacking fusion recipes with the local ingredients. Chef Soban Singh Bisht, Sr. C.D.P. Continental, Manu Maharani shared that the guests are loving their hotel delicacies like *Pahadi Neembu ka Surva, Gethi (Potato Yam) kebab, Kharode ka Surva, Gaderi Shison Saag, Dona Kukhud, Phadi Aloo ke Chutney Ball. The innovative dessert recipes like Gaddu Singori, Mandue ki Barfi, Pahadi Aloo ki Jalebi (which was also presented in Winter Carnival – 2017), Bhutte ka Cake, Jhangore ki phirni* give a cracking combination to the main course. For the *Winter Carnival – 2016*, also Manu Maharani presented the fusion of dishes and ingredients and won first prize for the same. The highlights of the event were *Mandua Jalebi, Shishun ke pakode, Shishun ka Shikar, Mandua brownie and cookies.*

Conclusion

The purpose of this research was to present the authentic and ethnic ingredients of the region with a more plausible and comprehensible outlook. This work was to investigate and study the degree of customer satisfaction through traditional facets in fusion style of cooking and to provide information about the authentic and ethnic food ingredients which are not yet touched or tasted by most of the visitors. Consequences of this research will be to allow the existing and forthcoming entrepreneurs to produce the authentic ethnic food in a much desired tourists expectations and taste dominance so that the visitors not only feel, see and know the indigenious ingredients of the region but can enjoy new taste and change with the same taste buds. It may be served and prepared initially in the way that most patrons' expect. Correspondingly, the results of this research may encourage other research scholars and local inhabitants to carry forward this work and bring it to the limelight in front of the nation. The Hospitality

programs currently running in various Hospitality institutions may also include the cuisine in their curriculum.

Fusion cuisine education should focus on developing skills of cuisine combination and creativity. The study will enhance the creativity and innovations of local chefs and entrepreneurs who are in food business. Not only will it give variety in the taste, texture, menu but will also emerge as a big source of revenue generation but will also share a major portion in the state's economy. Due to the emergent demand of the local ingredients, it may also be a stepping stone in stopping the migration of the local people and also bringing the residents of ghost villages back to their native places.

Fusion cuisine may act as a catalyst in popularizing food culture, which can benefit the world to recognize the significance of food and various ingredients in different parts of the region. Food is very important as it denotes culture. However fusion is a great concept but it is significant to know the traditional food and recipes also, since it been transferred from one generation to the next. The preparation of various traditional dishes is generally according to the type of climatic conditions, economic conditions, soil and territorial area with medicinal values. The recipes may also help to fight and cure various diseases.

However fusion cuisine is ideal for the coming generation who seek for variations and diversification in all characteristics. It will increase the chances of trying food of various regions and may give great option in varieties.

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Varanasi: Restoring the Glory of Spiritual Capital of India

Chapter 20

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Introduction

Varanasi city is situated on the banks of holy River Ganga in the North Indian State of Uttar Pradesh. It is situated about 325 kms far away from the State capital Lucknow, 125 kms from Allahabad and around 700 kms. from the National capital New Delhi. Worldwide, Varanasi is well identified as the City of Temples, City of Ghats, City of Lanes, City of Culture, City of Lights and City of Kunds. It is also identified as Banaras or Kashi. Varanasi name is derived from the two sacred Rivers Varuna and Assi, which flow in the Kashi and the main city is situated in mid of the both sacred Rivers. Varanasi houses large number of temples in its every corner and it is assumed that 23,000 temples are scattered in the entire city. The most renowned temples of Varanasi city are Kashi Vishwanath Temple (one of the Jyotirlinga of India), Tulsi Manas Temple, Sankatmochan Temple, Durga Kund Temple and Birla Temple or New Kashi Vishwanath Temple built by royal Birla family. Another important attraction are 84 pucca Ghats, which are named after some renowned poets, writers and emperors of Varanasi. Bharat Mata Temple, which is located inside the campus of Mahatma Gandhi Kashi Vidyapith University, it is a relief map made by carving white marble. Further, two observatories, one is well identified as Jantar Mantar, which was constructed by great King of Jaipur named Jai Singh in the 18th century AD and another one is located in Sampurnanand Sanskrit University's campus, which is used by the students of Jyotish Department to understand the movement and exact location of the different planets. Varanasi is the only city in India, where River Ganga flows towards North direction. Varanasi is one

among the four most sacred places of Buddhism Religion because it is believed that after attaining the enlightenment under a sacred Bodhi Tree at Bodhgaya, Lord Buddha moved towards Sarnath, where, he delivered his first sermon to his first five disciples. Great Indian poet GoswamiTulsidas wrote Ramcharit-Manas at different places of Varanasi. Here, domestic tourists visit for religious purposes whereas international tourists travel to see Ghats, Ganga Aarti, Bharat Mata Temple and Sarnath. Besides the availability of tangible tourism attractions some intangible tourist attractions also draw the attention of large number of tourists i.e. Ramnagar's Ramlila, Ganga Mahotsav, DevDeepawali, Annakut, PanchKoshiParikrama, AkshayaTritiya, Nag Nathaiya, Hanuman Jayanti, Buddha Mahotsav/Buddha Purnima, Bharat Milap, Dhruwad Mela. In the present article an attempt is made to understand the efforts and initiatives done by the present Government in order to increase the basic amenities of the city.

Objectives:

Following are the important objectives of the present study:

- To identify the new projects launched by the Central and State Governments.
- To know the new developments in city.

New Projects and Developments in city:

Every year, Varanasi city welcomes about sixty five lakh international and domestic tourists but before 2014, worldwide, Varanasi city was identified for its dirty and unavailability of good roads, poor sanitation, rough traffic system, public toilets, good public transport system, twenty-four hrs. Uninterrupted supply of electricity etc. but Varanasi city always has a wide variety of tourist attractions and the only requirement was to provide proper infrastructure in the city. Due to the non-availability of good amenities, tourists were feeling motivated to travel again and to encourage others to visit this holy city but after the inclusion of Varanasi city under the smart city project, it has been observed that in the recent years good quality of infrastructure in the heritage city of Varanasi are being created, which are not only benefiting to the daily visitors but at the same time also to the host community of the city. The total estimated cost of the Varanasi smart city proposal is Rs 2,520 crore, which will be spent on the rejuvenation of Ghats, infrastructure and e-governance. For the area development, there will be an estimated budget of Rs 1,659 crore and for pan-city solutions there is a budget of Rs 618 crore. As per guidelines, the duration of the Smart City Mission is five years, from 2015 to 2020. Till today, out of 132 projects 16

projects have been successfully completed. Details of some projects are highlighted below:

Installation of traffic lights:

On 24th August 2018, traffic signal lights were installed at all the important crossways of Varanasi city. Such traffic signal lights were installed to control the traffic related issues of the city. As a result, today, we can see the better and well managed traffic in city. People are happily following traffic related rules. Now, traffic related problems are very rare at important points of the city. The better traffic system of the city is not only saving precious time of the locals and tourists but at the same time also decreasing many health related complications. Along with the traffic signal lights good quality of loud speakers are also installed, which aware general public about the traffic related rules.

Construction of Public Toilets:

At all important tourist points and public places of the city today, one can find the availability of neat and clean public toilets, which are not only assisting the general public or daily visitors but at the same time helping to keep clean the city of temples. Today, 361 community toilets are situated in the city out of which 235 are also mapped on the Google app. To take feedback of users feedback machines are also installed at more than 17 public toilets.

Good conditioned of Roads:

Earlier, roads of the heritage city were packed with dust. It was very difficult for an individual to go on roads without using the good quality of masks. It was all because of the lack of proper coordination of the different public departments. Poor conditioned roads were discouraging tourists to repeat their travel to the holy city but today, all roads of the city are in good condition and flying dust is not an issue for the local public.

Renovation of Manduadih Station as World Class Railway Station:

Varanasi city has four Railway Stations, which connect this sacred city with other parts of the country. These railway stations are named as Varanasi Junction, City Railway Station, Kashi Railway Station and Manduadih Railway Station. Varanasi Junction Railway Station is the largest and busiest railway stations of the Purvanchal Region of Uttar Pradesh State and each day it handles 250 passenger trains and around 3,60,000 passengers. In the same city, Manduadih Railway station amenities are par with the international standards and looks more like an airport. Earlier, it was just an ordinary station but today, it is equipped

with all modern amenities and beauties. Beautiful parks and colourful fountains also grace the beauty of the Manduadih Railway Station. Now, Railway department is planning to change the name of this Railway station as Banaras Railway Station.

Babatpur Varanasi Road on NH-56:

Under the Bharatmalaprogramme NHAI has constructed Babatpur-Varanasi NH56 road, which connects Varanasi city to the LalbadaurShashtri International airport, Babatpur. It has reduced the travel time at least half than previous time. This road not only includes good quality of roads but also a flyover at Harhua and a rail overbridge at Tarna. To increase the beauty of the roads good quality of trees have been planted in mid of the four lane road.

Inauguration of two River Bridges:

On 22 Sept. 2017, Present Prime Minister of India inaugurated and transferred two most awaited River bridges to the citizens of Varanasi city. One River bridge connects Samneghatto Ramnagar and other Bridge linksBaluaghat to Chandauli District of Uttar Prades. Samneghat to Ramnagar Bridge helps tourists to reach Ramnagar within 15 minutes from BHU. Both bridges were the long awaited projects, which foundation stone was laid fourteen years ago.

New Passenger Trains launched from the city:

Vande Bharat Express or Train 18,example of Make in India launched between Varanasi Junction to New Delhi Railway Station. It was designed and built by Integral Coach Factory (ICF) Chennai. The train was launched on 15 February 2019 and another train ran on 22 January 2016 between Varanasi Junction to New Delhi and is named after Pt. Madan Mohan MalviyaJi.

Kashi Vishwanath Corridor:

The present Prime Minister of India Mr. NarendraModi's dream project 'Kashi Vishwanath Corridor' will be inaugurated this year. There will be a 300 metres long route which will assist pilgrims to reach directly from the Ganga Ghatsto Kashi Vishwanath Temple. Earlier, it took long time through narrow and congested roads to reach here. The project aims to build world class facilities for pilgrims in and around the temple.

Ganga and Ganga Ghats:

Today, if one visits to Ganga Ghats, he will only encounter with clean River Ganga and Ganga Ghats. Good quality and designer lights also enlarge the charm and glamor of the Ganga Ghats. Major Ganga Aartis are held on Dashashwamegh Ghat and Assi Ghat and more than a dozen Ghats also organize such Ganga Aartis. To attract large number of tourists some small cruise ships are also operated by the Government which facilitate tourists to see all the important Ghats from the mid of the River Ganga.

Connecting Roads from Major cities to Varanasi:

Varanasi-Lucknow NH-56, Varanasi-Azamgarh NH-233, Gorakhpur-Varanasi NH-29 and Ayodhya-Varanasi highway projects are under construction, which will help tourists to reach Varanasi in short duration. Earlier, due to poor conditioned roads and heavy traffic, it was difficult to reach the city of temples in less than 7-8 hours

24 hrs. Uninterrupted Electricity:

Varanasi is the international tourist destination that everyday attracts thousands of international and domestic tourists but in spite of having such kind of consequence of the city, earlier it was not getting good supply of the electricity. It was the big issue of the city. Hotel owners were disappointed and tourist attractions were missing good no. of tourists in the evening time but it has been observed that after Mr. Narendra Modi became the MP of Varanasi not only Varanasi but now the entire state is getting 24 hrs. electricity as a result tourist's inflow is also increased in the city.

Light Metro Rail Project:

According to the new Detailed Project Report (DPR) submitted by 'Rail India Technical and Economic Service' (RITES), the first route of the light Metro will be from BHU to BHEL, while the second route from BHU to Kashi via Beniyabagh. In the earlier report given for the metro mentioned that the second route was from Sarnath, which has now been separated. In the earlier report, the route of the Metro was 29 km. which is reduced to 25 kms. Now the route from BHU to BHEL will be elevated, whereas somewhere in the route of the Kashi, an underground corridor will be built. Some salient features of new metro rail project are given below:

- A single train will carry maximum 04 coaches.
- Total cost of the project will be about 7,000 crores.

- Total length of metro route will be 24.5 kilometres

Cable Car Project:

Soon, Varanasi will be the first city of the country that will operate Ropeway as its public transport system. The first proposed route of the ropeway would be Shivpur to Sigra and Lanka while the second route would be from Kuccheri to Lahurabir, Maidagin and Gudauliya. The third route would be from Lahartara to Banaras Hindu University. Ropeway system of transport is very cheaper than the Metro Rail Projects because the construction of one kilometre for the metro is 350 crore but the rope-way and the cable car is only about Rs. 50 crore. It will also suit to the busy and congested roads of Varanasi.

Making Varanasi Wireless Project:

Varanasi got electricity eighty-six years back but the city was facing big challenges from its overhead power cables due to the project now overhead cables are buried in the ground. The project covered the total area of 16 sq. kms. This project has not only benefited to the 50,000 consumers but also to the daily visitors.

Conclusion

In the concluding lines, we can say that a tourist attraction is incomplete without having proper amenities. Good roads, railway stations, public toilets, 24 hrs. electricity etc. are the mandatory things, which directly affects the tourist's stay and inflow. Today, we find that the city of temples is equipped with all basic international level amenities. Some projects have already been completed or soon will be finished by the different public departments. Central and State Governments are giving full support, encouragement and sufficient budgets in restoring the glory of Heritage city Varanasi and now, it is the moral duty of the citizens of Varanasi city to preserve and give full support in preserving the new developments and tourist attractions of the city.

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Why Hotel Industry is Shrinking From its Social Reasonability?

Chapter 21

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Hospitality Industry is one of the oldest industries in the world. There are documentary evidence of its existence before the birth of Christ. As the name implies the purpose of the industry is to provide warm and friendly welcome to all regardless of status of the person. The origin of the industry was humble and developed from the need to take care of pilgrims/travellers. All these required food & beverage, shelter for self and their mount. During the early times the hospitality was funded by the State, Religious Institutions or Wealthy land owners as charity & the facilities provided moderate. With the passage of time, travelling became convenient and people started travelling in groups for company and security from highway thief & robbers. They were a menace and often

joined the travelers & were even tipped off by the lodgers. Ethics ie. honest/ good caring was at a low.

The leap in the growth took place during Industrial Revolution with growth in economy. New lodging houses came into existence and the travelers started demanding better convenience & facilities. With growth in economy, new hospitality players came forward either as individual enterprises or chain hotels. Growth in competition turned advantageous for travelers with assurance of better facilities and safety, security and privacy.

This led to the state forming strict laws & security measures along the highways also fixing social responsibility on the lodge owner to take care of person and belonging of the traveler.

Entry of new players and the Govt formulating laws to control the industry, to open up their record on matters of tariff, food, hygiene, foreign exchange foreign tourist, taxes etc. ensures the patrons of safety, security of self and belongings hygiene, food, other facilities.

The Hospitality Industry has a big responsibility on its shoulders as they represent the hospitable side of the country to the world along with other hospitality sectors Good service & behavior towards the foreign guest will help in a positive image of the country in the eyes of people from other countries. This industry employs a large labour force compared to other industries in terms of capital invested. This industry is also major contributor of GDP not only in developing countries like India, Nepal, Thailand, Maldives but also in developed countries like Italy, Spain, France, Switzerland. Besides this it is the major contributor in foreign exchange earning for its country. Ethics ie. being honest, good & caring in its endeavors is always expected from all hospitality players. They are expected to be fair, honest and law abiding in all their dealing with the guest and staff, be responsible towards the society and the country.

Hotel Industry has always been accused of not adopting to social ethics, from accusation of robbing wealthy travelers during the early times, tax evasion wrong pricing of menu, wrong marketing of the products, hidden expenses imposed on guest, wrong information/ the accusation list in long they were following.

Fast food is a major causes of obesity and related disease among the young generation. On the other side there are ethical issue where the hospitality industry is often accused of exploiting its labour force long working hours, under employment, low salary, slow promotion undue division of service charge exploitation

of apprentices and trainees etc.

If we look from the point of view of the industries there many reasons which compel/help them to act in the way discussed above.

1. Share Holder's pressure on the company director's to earn profit on their investment.
2. No moral responsibility on the director's unlike individual entity where the owner personally supervised the hotel's operation.
3. Heavy taxes on food and room tariff in many countries.
4. Patrons have limited knowledge of what they are or should be provided.
5. Absence of union in the sector allows the industry to exploit its workers in term of pay, over time, promotion etc.
6. Abundance of trainees and apprentices who are willing to work on a low wages/stipend to learn the trade.
7. Absence of motivation from Govt agencies of industries work
8. Absence or deficiency/manipulation of law allows industries to use wrong business tactics to earn profit.
9. Patrons preference towards certain food items, exotic delicacies tends the provider to use unethical products such as shark fins, octopus blood, pink veal.
10. Little support to the industry induces them to flout rules in order to earn profit or break even.

It is important that the industry players understand the heavy responsibility thrust on them by the society. They represent the country in the eyes of foreign guest. Their performance can harm/promote the reputation of their country. Even within their own county they will be truly hospitable only when they take care not only of their guest but also their employee and are law abiding in all their endeavors.

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A case study to implementing Green Management initiatives by Hotel Industry and Government in Delhi /NCR

Chapter 22

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Introduction

Environmental pollution is one of the biggest issues of the decade and ranks high among people's priorities for the 21st century in the Delhi/ NCR. Pollution refers to the contamination of the earth's environment with material that interfere with human health, quality of life or the natural functioning of the ecosystem. Global warming, the destruction of ozone layer, acid rain, deforestation, overpopulation, and toxic waste are all global issues which require an appropriate global response. There are a range of environmental problems and issues like air pollution, water pollution, noise pollution, waste disposal, radioactivity, pesticides, deforestation, etc.

The present generation has understood the importance of saving our resources and preserving our environment through sustainable development. Even the policy makers from different governments (State and central) and industrialists are making efforts towards this direction. It has been observed that hospitality industry is one of the leading influencers of environmental damage. As a result, it has become important for the hotel industry to encourage environmentally responsible practices. Hospitality industry is required to be more environmentally sensitive and responsible. The five star hotels in Delhi NCR has vast potential of adopting environmental friendly sustainable growth strategies in several ways.

Objective of the paper

- The objective of this Research paper is to highlight Environmental pollution is one of the biggest issues in 21st century.
- The aim of the research paper is recent various green practices and initiative followed by hotels in Delhi/ NCR to reducing the harmful effects on environment.
- An Ecotel aim at being eco-friendly and succeeding to a certain extent.

Methodology

This paper is simply based on observation, feedback from hospitality's Employees. The data has been gathered from various sources Hotel Employees, published reports of Government of India, personal experience and information from different websites and magazines.

Motivation for the study

Currently, the world is facing Global warming, the destruction of ozone layer, acid rain, deforestation, overpopulation, and toxic waste are all global issues Hotels, as part of the tourism/ hospitality industry, exert a significant impact on the environment. While the scope and range of the impact that hotels exert on the environment suggest an urgent need to address and try to solve this problem. So that we can sustain our environment.

Eco-friendly trends in Delhi /NCR hotels

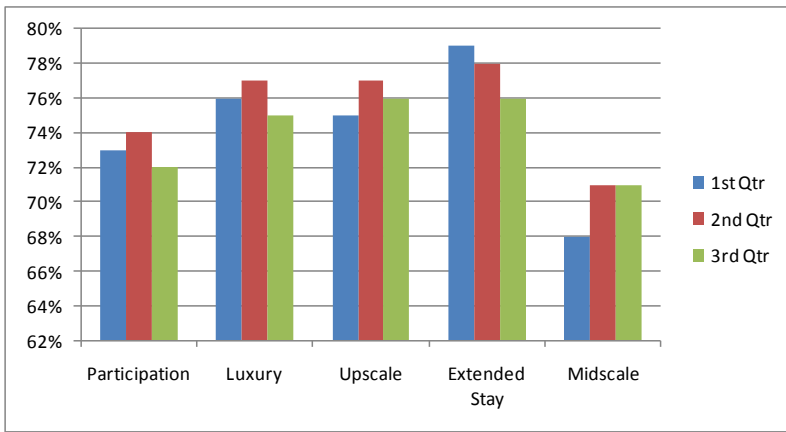
Within the hotel sector, the areas of concern for the environment include pollution through solid and liquid waste, high energy consumption and the increasing release of greenhouse gases that cause changes in the atmosphere. Consequently, practices such as recycling of waste, waste management, supplying clean air, energy and water conservation, environmental health, adopting a purchasing policy and environmental education are being considered in various hotels in mitigation of the negative impacts on the environment. Quite a number of best practices are undertaken in the hotel sector in this regard. This will render the sector more sustainable and environmentally friendly. Given that 85% of leisure travellers consider themselves environmentally conscious, that is, 'green'. Various recent trends which should be followed by Delhi/NCR hotels.

- Offering 100 percent recycled writing pads
- Purchasing pens and food-wares made from biodegradable and recycled content.
- Making recycling containers more accessible in meeting rooms.
- Placing water service in pitchers or coolers in meeting rooms instead of

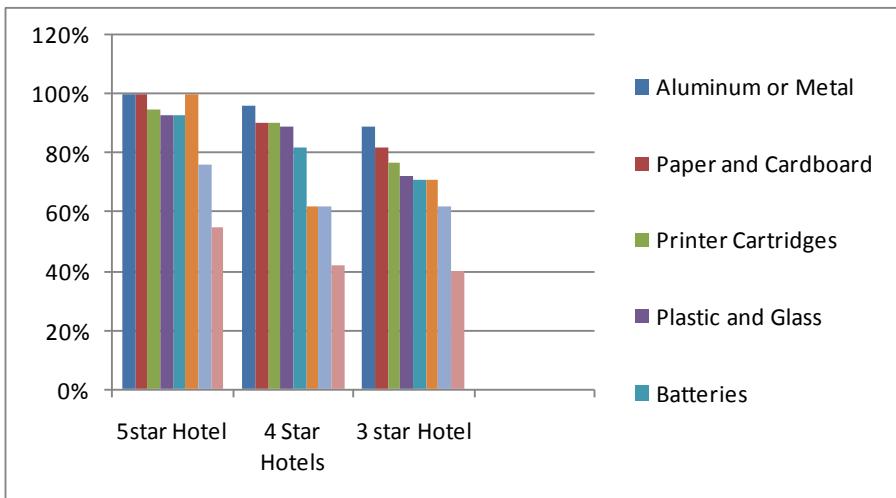
plastic bottles

- Offering organic and sustainable food and beverages such as Fair-Trade tea.
- Removing linens from banquet buffet tables.
- Encourage guest to be Green.
- Retrofitting existing hotels to meet LEED standards.

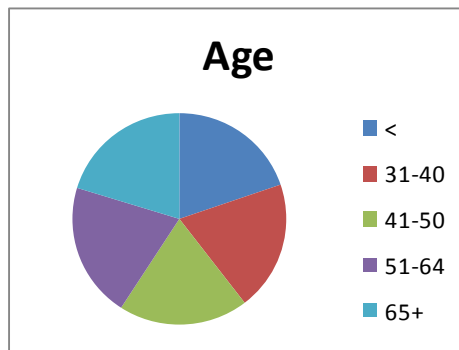
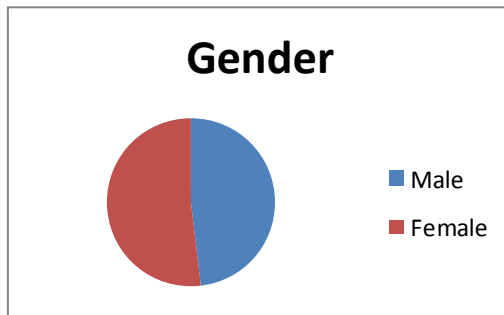
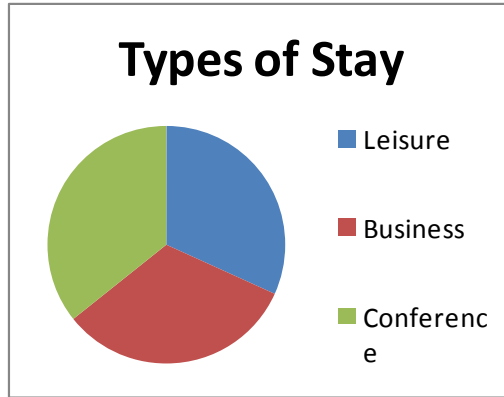
Guest Participation in sustainability programs by Hotel chain scale (2017) in Delhi/NCR



Recycling and Reuse Programs of selected hotels in Delhi/ NCR



Guest participation in sustainability programs by Guest Segment



Demands from governments or regulators require hotels to implement green practices. Green practices are ways to use products and methods that would not negatively impact on the environment through pollution or by the depletion of natural resources. These green practices include sustainable management of water, energy conservation; solid waste management, ensuring air quality, environmental purchasing, community awareness.

Reasons for implementing green management initiatives

- First of all, Green management initiatives are to save resources/ energy and therefore reduce costs.
- Prevention of damage to the environment, hence ensuring a sustainable environment for future use.
- To encourage adherence to environmental friendliness.
- Motivated by green management initiatives for marketing purposes, thus ensuring a competitive advantage and satisfying the needs of its guest.

A cross-cutting and connecting program which is followed by few hotels in Delhi /NCR

One of the international group of hotel concept if guests spend more than one night in the hotels, they encourage the guest to reuse their towels. This way, hotel can save money because hotel's will have fewer towels to wash. Then reinvest 50% of the money to save by planting trees in the hotels' host countries. Accor Group of Hotel's goal now is to develop agroforestry projects, i.e. to plant trees around or among crops or pastureland.

The two advantages for local communities and small farmers.

- Ecological: trees restore landscapes scarred by intensive farming, nurture biodiversity, enrich the soil, regulate the microclimate, etc.
- Economic: trees improve crop yields and harvest quality, while providing farmers with additional resources (they can sell timber, biomass, fruit, etc.).

For Accor Group: one way of reducing our environmental footprint.

- The fewer towels they have to wash, the less energy, detergent and water we use.
- Planting trees that absorb CO₂ when they grow offsets a portion of our carbon footprint.
- Supporting agroforestry also encourages a transition towards more responsible farming. It is one way of offsetting the impacts on water and biodiversity from the food we serve in our hotels.

For guests and employees: an opportunity to make a difference.

- Over half of guests are willing to reuse their towels if we reinvest the savings in trees. They see Plant for the Planet as an opportunity to make a tangible contribution to local development and more sustainable tourism.
- Accor employees are proud to be on-board. To them, encouraging cus-

tomers to reuse their towels is also a very down-to-earth way of benefiting their local communities.

Plant for the Planet, in other words, is a tangible expression of our vision of positive hospitality that speaks to all our stakeholders. And it helps to put Accor Group in a class by itself.

Accor launches new eco-friendly program

Accor, one of the world's leading hotel operators, has announced plans to launch Planet 21, a unique sustainable development program involving all its hotels and customers.

With 40,000 new rooms created every year, Accor intends to combine development with growth that respects the environment and local communities through this program, said a company official.

Planet 21 consists of 21 commitments and the same number of quantified goals adopted by Accor looking to 2015, including: employees training in the prevention of diseases in 95 per cent of hotels, the promotion of balanced dishes in 80 per cent of establishments, the use of eco-labeled products in 85 per cent of hotels or the reduction in water and energy use of respectively 15 per cent and 10 per cent in owned and leased hotels.

Announcing the launch, Denis Hennequin, chairman and CEO of Accor, said, 'The name is taken from Agenda 21, a program of goals signed in Rio in 1992, and reminds us of the urgent concern to be addressed in the 21st century: the need to change our methods of production and consumption to preserve human beings and eco-systems.'

'At a time when the group is embarking on a phase of brisk expansion, with the aim of becoming the global reference in hotel industry, we are reaffirming our choice of responsible growth capable of generating shared value for all,' he stated.

'With the Planet 21 program, we are putting sustainable hospitality at the core of the Group's strategy, development and innovation. I am convinced that sustainable development will lead us towards a new business model.'

'Planet 21 gives us a fantastic driver of competitiveness for our brands, attractiveness for our customers and partners and loyalty for our employees,' said Hennequin.

Since 1994, when it created an Environment department, the Group has

adopted numerous solutions to contribute to the development of local communities and reduce water and energy consumption and the environmental footprint of its hotels.

With Planet 21, Accor is reaffirming its determination to put sustainable development at the heart of its activities.

‘To achieve the 21 commitments made by the Group, one thing is primordial: involving our customers in order to move ahead even faster and multiply our results.

Conclusion

Hospitality sector is facing an increasing burden of solid waste as well as too much use of energy and water. Against this background, this study was conducted to examine issues relating to environmentally-friendly practices of hotels in these five star hotels in Delhi/NCR. It has become imperative that hotels take action to mitigate their negative impact on the environment. Concerning the availability of green management policy, the study revealed that while the hotels that participated in the study generally have no green management policies, they have implemented some green initiatives. Green management initiatives implemented in hotels range from energy saving, use of solar energy, maintaining a paperless environment through a no-print policy, saving water by using towels more than once before laundering, reuse of soap bottles and waste management. Some green management initiatives have been implemented in all the hotels. It is recommended, as a result of this study, that hotels develop green management policies to guide the implementation of environmentally-friendly practices.

To Study the Innovations and New Approaches in Adventure Tourism in India and How Industry can understand the Consumers and Shape their Marketing Communication

Chapter 23

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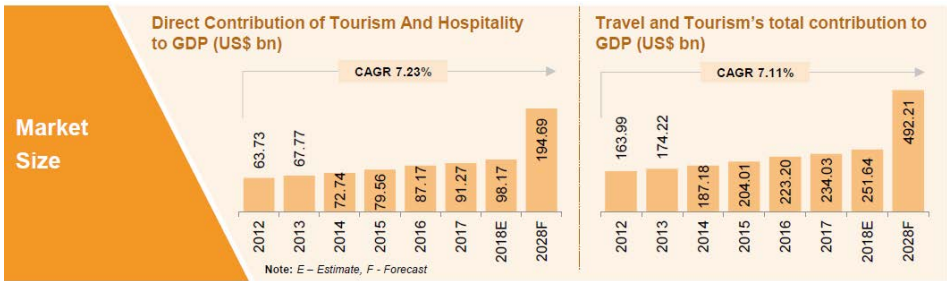
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Introduction

The word India is associated with temple rings and the evening prayers of the mosque; the Gurbani of a Gurudwara and the Sunday service at the church at the same time. India has always been known for its scenic beauty, attracting lots of tourists from across the world. Travel and Tourism is slowly becoming a part of the Indian culture. The amalgamation of all the states contributing to the tourism and offering something new to its visitors is adding up to the revenues of the industry. India as a whole offers a lot to the visitors in the form of mountains, seas, plains, valleys, deserts, corals etc. is attracting more international tourists than ever before.

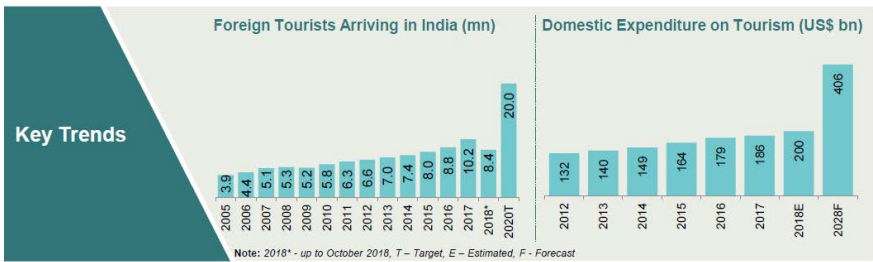
The total contribution by travel and tourism sector to India's GDP is expected to increase from Rs 15, 24,000 crore (US\$ 234.03 billion) in 2017 to Rs 32, 05,000 crore (US\$ 492.21 billion) in 2028. According to WTTC, India ranked 3rd among 185 countries in terms of travel & tourism's total contribution to GDP in 2018. Travel and tourism are the third largest foreign exchange earner for India. During 2018, FEEs from tourism increased 4.70 per cent year-on-year to US\$ 28.59 billion. FEEs for the duration January to April is US\$ 9.85 billion. Foreign Tourist Arrivals (FTAs) increased 5.20 per cent year-on-year to 10.56 million in the same period. International Tourists arrival is expected to reach 30.5 billion by 2028. Foreign tourist arrivals for medical

purpose increased from 427,014 in 2016 to 495,056 in 2017(P). During 2018, arrivals through e-tourist visa increased 39.60 per cent year-on-year to 2.37 million. During May 2019, arrivals through e-tourist visa increased by 21.70 per cent year-on-year to 1.23 million.



Source: <https://www.ibef.org/industry/tourism-hospitality-india/infographic>

During January-April 2019, Foreign Tourist Arrivals (FTAs) were 39,35,293 with the growth of 1.9 per cent. Under the SwadehDarshan and Prashad scheme various projects has been sanctioned of worth Rs 550 crore (US\$ 78.70 million). As of 2017-18, 81.1 million people are employed in the tourism sector in India which was 12.38 per cent of total employment in the country. The Government of India has set a target of 20 million foreign tourist arrivals (FTAs) by 2020 and double the foreign exchange earnings as well.

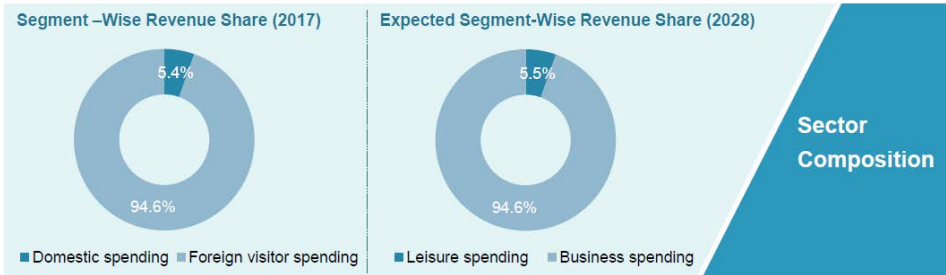


Source: <https://www.ibef.org/industry/tourism-hospitality-india/infographic>

The launch of several branding and marketing initiatives by the Government of India such as ‘Incredible India!’ and ‘Athiti Devo Bhava’ has provided a focused impetus to growth. The Indian government has also released a fresh category of visa - the medical visa or M visa, to encourage medical tourism in the country. Incredible India 2.0 campaign was launched in September 2017. In September 2018, the Indian government launched the ‘Incredible India Mobile App’ to assist the traveller to India and showcase major experiences for travelling. The Government of India is working to achieve one per cent share in

world's international tourist arrivals by 2020 and two per cent share by 2025.

In October 2018, Statue of Sardar Vallabhbhai Patel, also known as 'Statue of Unity', was inaugurated as a tourist attraction. It is the tallest statue in the World standing at a height of 182 metre. It is expected to boost the tourism sector in the country and put India on the world tourism map. In February 2019, the visiting hours has been increased by two more hours and has been equipped with e-bike tours.



Source: <https://www.ibef.org/industry/tourism-hospitality-india/infographic>

The Government has also been making serious efforts to boost investments in tourism sector. In the hotel and tourism sector, 100 per cent FDI is allowed through the automatic route. A five-year tax holiday has been offered for 2, 3 and 4 star category hotels located around UNESCO World Heritage sites (except Delhi and Mumbai). Total FDI received by Indian hotel & tourism sector was US\$ 12.35 billion between April 2000 and March 2019.

With so many people flocking the Indian shores for exploring the natural beauty of the country, government has started pitching the idea of cause in tourism in India. Due to this reason, the country known once for beaches and hill stations is now known for a variety of experiences it offers. Tourism in India is no longer about going to a certain location; however, it has evolved to include the activities one undertakes while being on a tour. Because of such a mindset and how a particular tourist would like to spend his or her holidays, tourism was further structured into a variety of new offerings. The most important and widely undertaken by the tourists from all over the world are namely:

1. Adventure Tourism
2. Wildlife Tourism
3. Pilgrimage Tourism
4. Eco Tourism
5. Cultural Tourism

6. Wellness Tourism
7. Business Tourism

In conclusion, with an array of opportunities that tourism offers for any traveller from India or abroad is endless. With the advent of the online tour guides and tour planners, it is even easier for the traveller to know more about such opportunities. State governments are leaving no stone unturned in order to promote the unique selling propositions of their states in order to attract tourism. Examples include the campaigns of states like Gujarat, Kerala, Maharashtra and Madhya Pradesh have been very successful in terms of attracting the attention of the tourists. Destinations such as Jammu & Kashmir, Goa, Himachal Pradesh, Rajasthan and Uttarakhand are no longer the torch bearers of tourism in India as the other parts of the country are appearing on the national tourism map of India. With so much to offer, brands and corporates are trying to grab a pie of this market.

India as a country doesn't have an outdoor culture. For Indians, going out on pilgrimages with parents is termed as outdoor. This is changing and a secondary point to the fact that nearly 70% of the people are active on outdoor related websites, share and like outdoor related pics. More and more people are taking time out from their busy schedules and taking up tours to the remote parts of the country. The outing is no longer family bound and alone trips are on the rise. People are taking more and more to the vacations especially young adults in the age group 20-39 years take time out from their busy schedules to make sure that they travel at least once or twice every year.

A look into the Indian market reveals that the youth of the country is also getting a hold of adventure activities in addition to the changing vacationing pattern. An average Indian is foreign to idea of having special adventure gear and clothing. There is a need to educate the masses about the adventure gear and clothing. The target group needs to understand that a pair of sports shoes and trousers would not help them in an activity and there is a need to buy special equipments for the same. An increase in the demographic dividend of the country is an added advantage for the brands like Wildcraft, Timberland, Eddie Bauer etc. that entered into the country to tap this segment. There is an increased need of adventure gear and clothing accessories for the newly found habit among the youth of the country. The brands need to address this gap and must install a behavior of having specialized gear and clothing. With such a fresh market in offering it is really important to understand the customer psyche in order to cater them completely. In order to do so it is very important to understand why people take up adventure activities and sports and what are the important factors a customer have in mind when he or she buys adventure gear

and clothing. A mix of these variables can help us in understanding the factors that can serve when a brand wants to shape its marketing communication. This research paper will act as a roadmap to allow the brands to talk to the customer in their own terms and serve them in a better way.

Literature Review

Adventure Tourism In India

Adventure comes from the word ‘ad venio’ which means whatever comes. The major factors impacting the choice are: perceived risk and exploration. It evokes the emotions of being bold and powerful in the person. Many literatures have centered the definition of adventure tourism on adventure recreation which encompasses the factors like risk and competence. While the factor of risk and uncertainty might be pulling consumers towards adventure tourism, however, there is no denying that consumer awareness and public liability are making adventure tourism more outcome oriented rather than exploration activity which they earlier used to be (Dickson & Dolnicar, 2004). However, if risk is not a part of adventure activities the satisfaction levels will drop. Hence, it needs to be a perfect combination of perceived, desired and real levels of risk and uncertainty (Dickson & Dolnicar, 2004).

With rising levels of disposable income, many emerging economies have shown fast growth over recent years, especially in markets in Asia, Central Eastern Europe, the Middle East and Africa. Adventure tourism is one of the fastest growing segment in the tourism industry with the growth rate of nearly 500% in the last decade. Adventure tourism involves venturing into remote areas, undertaking risky activities like mountain climbing, trekking, jungle safaris, motorcycling etc. A decade ago, in India, rappelling and river rafting were synonymous to adventure sports, however the sector is growing at a serious pace and attracting a lot of customers. Due to a great parity in climate and topology, India offers an adobe for adventure travel seekers. Be it air, land or sea; adventure tourism opportunities in India has no boundaries.

With India offering such a huge market potential, the companies that are catering to this market segment are looking at a huge business potential. As the number of travellers increase, so will the demand for the clothing and gear for the trip. Now-a-days the tourists do not have much time although they will have a lot of money. These people will admire the adventure documentaries broadcasted on the TV for the wilderness and the environment. They would never understand the costs, equipment etc. that make such a tour possible. Hence, the markets of such people who nurture a desire and money to undertake such tour but neither they have time nor the expertise. Additionally there is also the set of

people who have the experience and resources but not much time to go on tours (Buckley, 2003).

Need For Taking Up Adventure Tourism

Adventure tourism is one of the fastest growing sectors of the tourism sector, attracting high value customers, supporting local economies, and encouraging sustainable practices. Thus, the continued growth of this sector creates net positive impacts not only for tourism, but also for destination economies, their people, and their environment.

Adventure tourism has been growing steadily ever since, however, it has not received as much attention as it should from the academic scholars. The sparse research that has been done in this area has not been able to understand the motivational factors that play part in people undertaking adventure tourism. It becomes imperative to answer the questions like what motivates someone to go for adventure activities as the studies often exclude the motivations part of humans that makes them participate in such activities (Schneider & Vogt, 2012). If the research is being conducted in this direction, it will be easier for the companies to shape up the marketing communications in order to tap the segment. A variety of motives that have often been linked to the participants (Ewert, A Conceptual Framework of Motivations for Participating in High Risk Adventure Travel Activities, 2007) are as follows:

1. To be challenged physically and emotionally.
2. To break the monotony of the life and do something totally out of the box.
3. To test one's endurance.
4. To develop the sense of accomplishment in oneself.
5. To meet new people and develop new connections.
6. To be seen as a daredevil and to generate a sense of respect among friends.

Cult Brands And Its Relevance

Brands have a defining influence in the life of its customers and it is more than what the customers would like to accept. This is one precise reason why brands want to build a brand which is magnetic in the eyes of the customers. Brands are like magnetic spheres and the brands with the most magnetic attributes and at the core of this magnetic force will attract the most number of customers. If these brands are stronger than the competition then the customers will not only buy these products but will endorse them too. These brands have a huge brand following and customer loyalty.

These loyalists buy the products even though the products would come for a premium and still wouldn't complain about the brand. In the world of great products, there are a lot of brands but a few cult brands. While great brands work really hard to make their presence felt to the customers, cult brands breaks the clutter defy the standard norms in marketing and brand communication with ease. Cult Brands have a huge role to play when it comes to adventure tourism for the fact that cult brands create a sense of ownership in the adventure tourists. These brands acquire this cult status by building great products that become the part of the costumer's or tribe's emotion (Communications, n.d.). However, slowly these brands are moving beyond just emotions. They are trying to evoke such strong emotions into the tribe, as much as the tribes now see these brands as religion.

Cult brands build a culture around the usage and consumption pattern of their products. Slowly, the status these brands acquire in the minds and hearts of the consumer are such that the consumers want to use the products and be a part of these brand family and hence generating a sense of belongingness. These brands are known more for their features and the companies employ a great deal of resources to maintain these features. For example: The thumping sound of a Royal Enfield engine or a simple user interface and ease of use of any Apple product. These brands generate a cult which later turn into brand evangelist who spread a positive word of mouth, which becomes a free marketing tool for the parent brand (Communications, n.d.).

Such a cult status is yet to come for the adventure gear and clothing brands like Wildcraft and Quechua etc. as the market is yet growing and the brands have to sync their offerings with what the customers are looking at in order to achieve the cult following for the brand.

Role of Brand Communities

Brand Communities are people with similar mindset and traits. Members in any brand community are loyalists of the brand to a point that the brand is an extension of them. These people have a shared level of consciousness, share rituals and traditions and have a sense of responsibility towards the brand. These people identify themselves with a particular brand and share experiences about the brand either on an online forum or in a face to face conversation. The most intrinsic connection between members of a brand community is that of shared consciousness (Komaromi, 2003).

It is not a pre-requisite for a brand to be a big name to have a community around it. Even the smallest of brands have garnered huge communities around themselves. The important factors to build a community are (Kalman, 2009).

The major implications that brand communities have on the brand are:

1. Being the identified consumers of the brand, brand community becomes the best promoter that a brand can have. These members promote the brand and the brand building activities in the public forum, without the parent brand spending much money.
2. Since these communities are proponent of the brand, marketers should treat them as members of the brand rather than customers (Kalman, 2009). Once brands do that, they develop a sense of ownership in the heart and mind of the tribe following the brand and allow the brand to obtain brand evangelists and brand proponents.

In order to make sure that the brand evangelists stay with the brand, the brands must feed relevant content to the brand community members. This will help the brand in the following ways:

1. The amount of time the consumers spend with brand increases.
2. The brand message should such that the customers advocate the brand to other people
3. Create an ecosystem which tracks the interests of the members of the community over a period of time.

Knowledge Gap

Adventure tourism industry has not been able to garner a lot of attention from the academicians as it should. This industry is a heavy consumer of a certain category of products like bikes, travel gear, travel equipment etc. After analyzing the available literature, it has been identified that not much guidelines and research has been done in order to understand the motivators, attitudes and beliefs of someone who is taking up adventure tourism. This handicaps the brands entering into this market as they do not have much to take advantage from in terms of the positioning and branding strategies. There is a huge market potential waiting to be tapped. The research will be around identifying the factors responsible for motivating people to take up adventure tourism and how brands can use these motivators in shaping the marketing communications to tap this fast growing consumer segment. Understanding these motivators is often difficult because of the demographic difference that lies across the country.

In order to understand how these 3 factors i.e. Motivations behind taking up adventure trips, what makes up the cult brand and the importance of brand communities; impact the consumer attitudes and beliefs about the adventure trips, a structured study is needed and that will be the objective of this research.

The research paper will be answering the following questions:

1. The age group that prevalently take up adventure tourism and adventure activities in India?
2. What are the major motivational factors that lead to someone taking up adventure tourism?
3. Brand Recall in the adventure gear and clothing category and what are the factors that are important in the mind of the consumers when they look to buy adventure gear and clothing?

Based on the answers to the questions above, factors will be identified which can be used by the brands in this space to shape marketing communications and interact with the needs and the aspirations of the adventure travel enthusiasts.

Research Objectives

1. Why Adventure tourism is on the rise and what motivates people to take up adventure tourism?
2. What are the brands playing in this domain are doing in order to tap the customers in this segment which is growing at a good pace?
3. How marketing communications in the area of adventure tourism should evolve to target this fast growth industry?
4. What are the major factors for someone who buys adventure gear and clothing products?

Research Methodology

This study will be a mixed approach. It will be both qualitative and quantitative in nature.

Qualitative Study

The study revolves around understanding the motivations of an adventure traveller and the reason to buy any adventure gear and clothing equipments for their travel. For this purpose, variables were identified from secondary study. This was followed by a survey questionnaire which is a mix of Likert scale, multiple choice and single choice and close ended questions. The survey was a screening questionnaire which eliminated the respondents based on a few screening questions in order to avoid unwanted responses.

Quantitative And Statistical Study

Using the Quantitative Study, the identified variables from the qualitative study

and the survey are put through statistical tests. The following relations were studied, which are discussed in a greater detail in the following points:

1. Relationship between age and the willingness to undertake adventure activities. Using this test, it is determined if there is a correlation between the age of a person and the likelihood of that person to undertake adventure trips. It will showcase whether or not age plays a bearing role on a person's choice to go for adventure trips
2. Relationship between age and the ways of preparing for the tours. There are various ways in which people prepare themselves for a trip. After undertaking a secondary study a set of ways were identified which are prevalent among frequent travellers and backpackers. The factors include researching online, consulting family and friends, visiting a travel agent, subscribing to travel related magazines and purchasing a travel guide book. This test has been used to identify the impact of age on the way people look to prepare for their trips.
3. The next test is a factor analysis in order to understand the correlation between the motivation factors and group them in various buckets. With the help of factor analysis it will be understood whether or not there are grouping among the identified motivation variables that influence the choice of taking up adventure tours and adventure activities.
4. Relationship between age of an adventure travel enthusiast and the main to purchase the adventure gear and clothing equipment. Using this test, it will be identified whether age plays any role on the purchase factors when adventure clothing and gear are purchased.

Sampling And Sample Description

The purpose of the study is to identify the primary factors that motivate the people to participate in adventure related activities. The primary target group of the study is the age group between 20-39 years as the acceptance and autonomy to take risks comes easier to this particular set of individuals. The sample of the survey created for the purpose of answering the research objectives of the study comprise of students from management colleges and young adults who are willing to spend money on the adventure travel related outings. The college students who were chosen to fill the survey are from a private management institute situated in Uttarakhand.

The respondents of the survey are in the age range from 20-39 years and there is a healthy mix of male and females respondents. The respondents for the age group 30-39 have been identified from various corporate organization. These people are from diverse background including Management, IT and En-

gineering. The respondents had to undergo a screener survey. The survey made sure that the respondents are serious adventure activity enthusiasts by terminating the survey if the respondents answered with no to questions which were related to the likelihood of undertaking adventure activities.

The method of identifying the sample here is stratified random sampling which is based on the age of the respondent. Stratified here means multiple age brackets or strata were created in order to filter the respondents in clearly defined age brackets. Once the population is stratified based on the age group, the technique is simple random sampling as any respondent falling in that strata can respond to the survey. In simple random sampling, anyone can respond to the survey with the probability of the selection of every individual from the population is exactly the same and hence each has a fair chance of responding to the survey.

Dependent And Independent Variables

Following is the brief explanation of the independent and dependent variables:

1. **Age:** The age of the respondents who filled the survey was majorly in the age range 20-39 years. The age was again segregated into 2 separate brackets: 20-29 years and 30-39 years. The other age groups were also the part of the survey but the respondents were not willing to take up adventure activities due to family commitments.
2. **Likelihood** of participating in adventure activities is an independent variable. The respondents have an option of saying a Yes or No. If a respondent responds this question with a No, the survey is programmed to be terminated and one cannot attend to the questions that follow. Yes is coded as 1 and No as 0 in order to make this variable ready for statistical analysis.
3. The way in which one prepares for adventure trips is an independent variable. The values here have been arrived at after a thorough secondary research. The most frequent values are: researching online, consult family, consult friends, consult magazine and newspaper, visit a travel agent and purchase a guidebook. The question in the survey is 5 point array where 1 is the most important and 5 is least important. The respondents were asked to rate the 5 ways mentioned from 1 to 5.
4. The motivator that makes someone participate is an important variable in itself. The data is captured using a multiple choice selection. If a particular reason resonates with an individual's motivation reasons, the respondent will respond as a yes or else it can be termed as no. The important reasons that have been identified are as follows:

1. To develop new skills
2. To make new friends
3. For the image
4. For novelty
5. For physical fitness
6. For the challenges
7. For the competition
8. To experience the nature
9. For fun and enjoyment
10. Feeling of self-esteem
11. Requested of others
12. To socialize
13. To take risks
14. For excitement
15. To experience a sense of achievement

These variables can either be selected or not based on an individual's motivation. If a particular reason is selected then it is termed as yes or 1 and if not it is termed as no or 0 in the responses of the survey.

The major criterion when selecting adventure gear or clothing has been identified with the help of secondary study. The data is captured using a multiple choice selection. If a particular reason resonates with an individual's motivation reasons, the respondent will respond as a yes or else it can be termed as no. The important parameters that impact an individual's purchase of clothing and gear are:

1. Comfort
2. Brand name
3. Durability
4. Minimal cost
5. Build quality
6. Environment friendly material

These variables can either be selected or not based on an individual's criteria and. If a particular reason is selected then it is termed as yes or 1 and if not it is termed as no or 0 in the responses of the survey.

Findings and Analysis

1. In order to explore the relation between age and intention to participate in adventure activities, a chi square test was conducted. The null hypothesis and alternate hypothesis, respectively, in this case were:
 - a) H0: Participation in adventure activities is impacted by the age of the participant.
 - b) H1: No relation between age of a participant and his willingness to participate in any adventure activity.

The Chi Square came out to be significant with chi square value of 0.703. Hence the null hypothesis was accepted. The findings of the relationship between age and willingness to participate in adventure activities is that age has a bearing on participation and as the respondents age increased, the willingness to participate in the adventure activity decreases.

A factor analysis was conducted on the 15 motivation factors which were arrived at with the help of secondary research. Using factor analysis, these factors were segregated into 3 major factors. Each having variables with high values of correlation. The factors namely Personal Attributes, Social Attributes and Satisfaction attributes have very low correlation and therefore in further statistical tests, these 3 factors will be used. The following three factors have been arrived at with the help of factor analysis:

Personal Attributes	Social Attributes	Satisfaction Attributes
To develop skills	To make friends	For the competition
For physical fitness	For the image	To experience the nature
For the challenges	For novelty	For Fun and Enjoyment
To take risks	Feeling of self-esteem	For excitement
To experience a sense of achievement	To Socialize	

The nomenclature of the factors has been done with the help of secondary research.

The relationship between age and the motivation factors has been studied with the help of chi square test. The factors are mapped with the age and the impact of age on these variables can be obtained. Each factor was tested with age as a dependent variable with the help of a basic hypothesis that a particular variable

change with age. The variables for which the statistical tests got significant values, the hypothesis tests were accepted and for the rest the tests were rejected which means that the variables do not alter with age. Based on the statistical analysis ran with the help of chi square tests, the variables have been segregated into following brackets: factors which vary with age, factors that do not depend with age and the factors that do not have any conclusive results.

Depends on age	Depends on age	Depends on age
Feeling of self-esteem	To develop skills	For the image
To take risks	To make friends	For novelty
To experience a sense of achievement	For physical fitness	For the competition
	For the challenges	For Fun and Enjoyment
	To experience the nature	
	requested of others	
	To socialise	
	For excitement	

The next relation studied was between age and the ways in which participants prepare themselves for a trip. A t-test was ran with an alpha value of 0.05. The t- test was conducted between with age and the factors like researching online, consulting friends and family and Purchasing Guidebooks. The null hypothesis H0 considered were as follows:

1. There is no relationship between age and researching online.
2. There is no relationship between age and the consulting family.
3. There is no relationship between age and consulting friends.
4. There is no relationship between age and the consult newspaper and magazines.
5. There is no relationship between age and visiting a travel agent.

The alternate hypothesis H1 is as follows:

1. There is a relationship between age and researching online.
2. There is a relationship between age and the consulting family.
3. There is a relationship between age and consulting friends.
4. There is a relationship between age and the consult newspaper and magazines.

5. There is a relationship between age and visiting a travel agent.

The statistical test used here was t-test and results obtained as a result of performing the test are as follows:

1. The null hypothesis that there is no relationship between age and researching online for preparing for the tours. The p value for the test came out to be 0.0201 for the alpha value 0.05. This showcases that the null hypothesis is accepted. The test suggests that there is no relationship between age and researching online for the adventure travel trip. Hence, irrespective of age, people search for information on the internet about the tours they undertake.
2. The null hypothesis is that there is no relationship between age and consulting family while preparing for the tours. The p value for the test came out to be 0.38 for the alpha value 0.05. This showcases that the null hypothesis is rejected and alternate hypothesis is accepted. The test suggests that there is a relationship between age and the habit of consulting families before signing for adventure trips. Hence, as the age of person changes, he tends to consult his/her family before taking up any adventure trips. In order to understand this phenomena, frequency test was ran and it was found that nearly 60% of respondents in the age group 30-39 years consult their families before setting out for trips which is higher when compared to the age group 21-29 years.
3. The null hypothesis is that there is no relationship between age and consulting friends while preparing for the tours. The p value for the test came out to be 0.179 for the alpha value 0.05. This showcases that the null hypothesis is rejected and alternate hypothesis is accepted. The test suggests that there is a relationship between age and the habit of consulting with friends before signing for adventure trips. Hence, as the age of person changes, he tends to consult his/her friends before taking up any adventure trips. In order to understand this phenomena, frequency test was ran and it was found that the age group 20-29 consult their friends more often before signing up for such trips.
4. The null hypothesis is that there is no relationship between age and consulting newspaper and magazines while preparing for the tours. The p value for the test came out to be 0.023 for the alpha value 0.05. This showcases that the null hypothesis is accepted. The test suggests that there is no relationship between age and the habit of consulting various newspaper and magazine before signing for adventure trips. Hence, as the age of person changes, there is no significant impact on the habit of seeking information through magazines and newspapers. In order to

understand this phenomena, frequency test was ran and it was found that the participants in the age group 20-29 and 30-39 not really look forward to seeking information from magazines and newspapers.

5. The null hypothesis is that there is no relationship between age and visiting a travel agent while preparing for the tours. The p value for the test came out to be 0.044 for the alpha value 0.05. This showcases that the null hypothesis is accepted. The test suggests that there is no relationship between age and the habit of visiting a travel agent before signing for adventure trips. Hence, as the age of person changes, there is no significant impact on the habit of consulting and visiting a travel agent before such trips. In order to understand this phenomena, frequency test was ran and it was found that the participants in the age group 20-29 and 30-39 not really consider visiting a travel agent in order to make preparations for adventure trips.
 6. The null hypothesis is that there is no relationship between age and purchasing a guide book while preparing for the tours. The p value for the test came out to be 0.018 for the alpha value 0.05. This showcases that the null hypothesis is accepted. The test suggests that there is no relationship between age and the habit of purchasing a tour guide before signing for adventure trips. Hence, as the age of person changes, there is no significant impact on the habit of purchasing a tour guide before such trips. In order to understand this phenomena, frequency test was ran and it was found that the participants in the age group 20-29 and 30-39 consider buying a tour guide a better option than to visit a travel agent.
5. The next statistical test is to understand the relationship between age and the factors considered while buying adventure gear and clothing has been studied. The null hypotheses H_0 in this case are as follows:
1. There is no relationship between age and need for comfort.
 2. There is no relationship between age and the brand name.
 3. There is no relationship between age and need for durability.
 4. There is no relationship between age and the Minimal Cost.
 5. There is no relationship between age and need for better build quality.
 6. There is no relationship between age and the need for environmental friendly material

The alternate hypothesis for the relationship between age and the factors considered while buying adventure gear and clothing are as follows:

1. There is a relationship between age and need for comfort.
2. There is a relationship between age and the brand name.
3. There is a relationship between age and need for durability.
4. There is a relationship between age and the Minimal Cost.
5. There is a relationship between age and need for better build quality.
6. There is a relationship between age and the need for environmental friendly material.

The statistical test used to understand the relationship between age of the respondent and the factors considered while purchasing the adventure gear and clothing is a Chi Square test. The results of the test are as follows:

1. The null hypothesis for the relation between age and comfort has been accepted. The p value comes out to be 0.35 whereas the alpha value considered is 0.05, which falls in the acceptance region. This result shows that the age has no bearing on the need for comfort in adventure gear and clothing.
2. The null hypothesis for the relation between age and brand name has been rejected. The p value comes out to be 0.403 whereas the alpha value considered is 0.05, which falls in the rejection region. This result shows that the age has a bearing on the selection of a brand name in adventure gear and clothing.
3. The null hypothesis for the relation between age and durability has been accepted. The p value comes out to be 0.0062 whereas the alpha value considered is 0.05, which falls in the acceptance region. This result shows that the age has a bearing on the need for durability in adventure gear and clothing.
4. The null hypothesis for the relation between age and minimal cost has been rejected. The p value comes out to be 0.0894 whereas the alpha value considered is 0.05, which falls in the rejection region. This result shows that the age has no bearing on the cost one has to pay for adventure gear and clothing.
5. The null hypothesis for the relation between age and build quality has been rejected. The p value comes out to be 0.510 whereas the alpha value

considered is 0.05, which falls in the rejection region. This result shows that the age has no bearing on the build quality of the adventure gear and clothing.

6. The null hypothesis for the relation between age and environmental friendly material has been accepted. The p value comes out to be 0.0208 whereas the alpha value considered is 0.05, which falls in the acceptance region. This result shows that the age has a bearing on the adventure gear and clothing being made of environmentally friendly material.

Conclusions

An average Indian adventure traveller is a person who is in the age range of 20-39 years. They are a healthy mix of married and unmarried individuals. They undertake trips at least once in 3 months or once in 6 months. They dedicate this time to themselves and go on to explore the beautiful landscapes across the length and breadth of the country and at the same time look to get an experience of the adventure that these places have to offer. The length of these trips extends to a minimum of 2-3 days and a maximum of 4-5 days. The preferred companion for the respondents is their friends which were followed by their family which shows a clear departure of the holidaying habits of the Indians. More and more people are spending time with their friends when they set foot for outdoor activity related holidays. As a part of the survey, respondents were asked to rate the preferences for the factors which top their priority when they plan to participate in any adventure based activity. Based on the frequency and percentage tests being done on the results reveal that destination is the topmost priority with 36% of the respondents selecting destination as the most important factor. This is followed by budget as the next important parameter, followed by timings selected for a particular travel destination, followed by the opinions of friends and family respectively.

The major motivators that prompt someone taking up adventure travel are: excitement, to experience the nature, for fun and enjoyment, for facing challenges and to experience a sense of achievement. When someone participate in any of the adventure trips, preparing for the trip is very important. The responses indicate that seeking information by researching online and purchasing a guidebook to the place being visited are the most common choices across the age group.

In addition to these, respondents in the age group 20-29 years seek advice from friends whereas the respondents in the age group 30-39 years seek advice from family before participating in any adventure endeavour. Among the adventure seeking travel enthusiasts the most common known brands are

Wildcraft, Quechua, High Sierra and Timberland. The most important parameter in consideration for purchasing adventure gear and clothing are comfort, durability and the build quality.

However, in the age group 20-29 years, brand name also holds a slight significance, however the same doesn't hold true for the age group 30-39 years. As the Indian adventure market is growing leaps and bounds, it is important for the brands operating in this domain to market them to the customer base and shape the marketing communication in order to be in consideration set of the consumers of adventure gear and clothing products. Based on the statistical analysis and the results thus obtained, following are the important cues for the brands in adventure gear and clothing segment which could help them shape their marketing communications in an effective way:

1. The primary target group in the adventure travel market are the people in the age group of 20-29 years.
2. People mostly prepare themselves for traveling by researching the tour plan online and purchasing a guide book for the destination. This gives important cues for the brands to be active on social media where most of the people look to read up about the destination of their travel.
3. The most important motivational factors for someone who is taking up adventure travel are: excitement, to experience the nature, for fun and enjoyment, for facing challenges and to experience a sense of achievement.
4. The major criteria for buying adventure clothing and gear are: comfort, durability and the build quality.

Based on the above mentioned major insights from the research; it is clear that brands could look at the motivators and the reasons for the purchase and prepare their marketing communications in this direction. These parameters are arrived at based on statistical analysis of the consumer data and thus could be worked upon. Another important take away is that the brands need to be socially active as the participants tend to go on the internet to prepare themselves for the trips.

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Measuring Customer's
Satisfaction Level In Hotel
Industry: Content Analysis Study

Chapter
24

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Introduction

The main focus of the topic is whether; high quality service really encourages and satisfies guests to convert them as a repetitive customer to the same hotel or not. The service quality is assessed and analysed, it also helps in assessing whether poor service quality leads to substantial low satisfaction level, further giving rise in discouraging guests from being a repetitive customer or not. These type of assumptions are widely discussed in numerous forums and beliefs are drawn with all the guest's feedback; provided the hotel offers quality service to gain guest satisfaction and, in return guest loyalty is sought with minimal effort. The economic condition of India is opening up its horizons with government's new strategy which is on the track of growth and continues in contributing with

the world's economy. In-fact major advantages of conducting business analysis with and in India, especially in Bhubaneswar is all due to market size and product types. Firstly, the prime focus of the present government is on various initiative and one of the major start-up is "Make in India" proposal is quite appealing, boosting Indian skills to project to International market. This has lead in maneuvering variety of jobs pertaining to Hospitality sector in India and from far off from seas to India. Bringing the present topic in the wake of transit travelers, business travelers, MICE management, sports tourism and vacationers keeping in view World-cup Hockey tournament held in Bhubaneswar in November 2018. To be specific, India was the ninth largest civil aviation market in the world in 2014. As per government's disclosure Indian Subcontinent is projected to be the third largest aviation market globally by 2020. India's aviation market at present caters to 117 million domestic travelers and catered to around 43 million international passengers in 2014, which is now seeing a steady rise. Over the next decade the market is expected to reach around 337 million domestic and 84 million international passenger's arrival.

New Scenario

The latest Indian tourism and hospitality scenario shows that it is presently emerging as a key driver for all most all services industries in India. The hotel sector in India is paving its way for further growth and development due to rapid modernization and also due to the existing life-style is creating a new niche for itself. But, in recent past as experienced by many, economic slowdown was due to certain unavoidable circumstances like: terrorism and change in climatic conditions have resulted in low occupancy and reduced average room rates for some hotels across cities in the country. Still, hotel sector in India is expected to show a steady progress overcoming many huddles as compared to global hotel growth. At this juncture of time, global hospitality conditions seem to be much favorable for both new and old investors. In spite of these conditions some flaws pertaining to political condition was posing hinderance which is now being tried to be solved. Infact, Indian hospitality sector is being considered as a key player in the nation's growth.

Futuristic Market of Hospitality Sector in India

Indian economy has opened new horizons and is emerging as a prime partner in the path of nations' growth. It continues to integrate with the world economy and thus; the advantages of conducting trade with and within India are found to be more conducive in nature. This infact has lead to auto-maneuvering of variety of job opportunities in India. In the wake of businessmen, transit passengers, MICE management and holiday goers are now feeling this nation to be handier economical. A new trend; Medical Tourism is attracting more and more

International travellers to this beautiful subcontinent. India is currently considered as 3rd largest domestic civil aviation market in the world (Adapt: <https://www.ibef.org/industry/indian-aviation.aspx>). A steady growth of India’s aviation sector from 9th position in 2014 to 3rd Position in 2018 globally reveals the positive sign of development. Infact, India’s aviation industry catered to almost 117 million domestic and 43 million international passengers in the year 2014, but keeping the market condition and its approach in view, it is clear that by next decade it has the capability to reach upto 337 million domestic travellers and 84 million international passengers.

Initiatives taken by Government

If to be seen the support of the government of India and especially the Ministry of Tourism (MoT) has contributed significantly in the growth of the industry by providing various policies and measures. One is tax incentives and infra-structural support such as-Promotional method for rural tourism by Ministry of Tourism in collaboration with the United Nations Development Programme. Secondly, the availability of Medical Visa for tourists coming into the country for medical treatment is also another factor to draw foreign attention and 100 percent FDI is allowed through automatic route in hotel and tourism sector. Thirdly, the Insurance and visa-on -arrival for the tourists from select countries like Finland, Japan and New Zealand, Capital subsidy programmes is really helping many to our country.

Hotels in Bhubaneswar- At a Glance

Bhubaneswar known as the “Ekamra Kshetra” or the abode of the lord is ornamented with many temples dated back to several thousand years. The city is an amalgamation of ancient heritage with modern life style. The modern life style demands various activities which are adorned with luxury and comforts. Keeping the luxury and comforts in view many hotels are available in and around the city of Bhubaneswar which ranges from 3star category to 5 star categories of hotels. The below mentioned table shall give a glance of the city’s existing hotel.

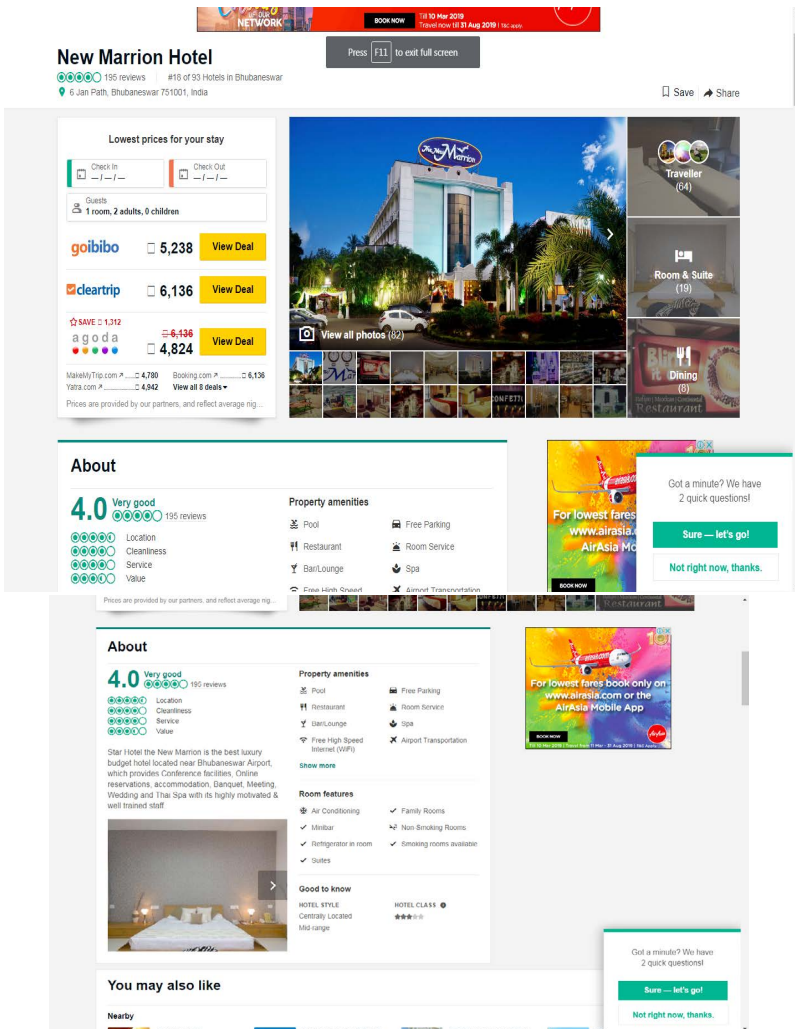
SI No.	Hotel Name	Rating	Address
01.	The New Marrion Hotel	3 Star	6th,JanPath, Bhubaneswar, Odisha
02.	Kalinga Ashok Hotel	3 Star	Gautam Nagar, Bhubaneswar, Odisha 751014
03.	Ginger Hotels	3 Star	Opposite Nalco Headquarters, Jaydev Vihar Bhubaneswar, Odisha 751013

04.	Seetal Hotel Bhubaneswar	3 Star	Nh-5, VaniVihar Square Bhubaneswar, Odisha 751022
05.	Royal Midtown Bhubaneswar	3 Star	52-53, Janpath, Bhubaneswar, Odisha.
06.	Swosti Hotel Bhubaneswar	3 Star	103 Unit-3, Janpath, Bhubaneswar Odisha, 751001
07.	Empires Hotel, Bhubaneswar	3 Star	5-B, Saheed Nagar, Bhubaneswar, Odisha 751007
08.	The Presidency	3 Star	1471/A, Nayapalli, Bhubaneswar, Odisha,751015
09.	Hotel Excellency, Bhubaneswar	4 Star	Ashok Nagar, Unit - 2, Near Bhubaneswar Railway station, Bhubaneswar, Odisha, 751009
10.	Hotel Sandy's Tower	4 Star	Plot No. P-1 & P-1/A, Jaydev Vihar, Bhubaneswar, Odisha 751013
11.	Hotel Swosti Grand	4 Star	Unit 3, 103 Janpath, Kharabela Nagar, Near Railway Station, Bhubaneswar, Odisha 751001
12.	Hotel Grand Central, Bhubaneswar	4 Star	Old Station Road, Bhubaneswar, Odisha 751006
13.	MAYFAIR Convention, Bhubaneswar	4 Star	Mayfair Road, Jaydev Vihar, Bhubaneswar, Odisha 751013
14.	Fortune Park Sishmo	4 Star	86/A-1, Gautam Nagar, Bhubaneswar, Odisha 751014
15.	Hotel Pal Heights	4 Star	J-7, Jaydev Vihar Rd, Block N5, Jaydev Vihar, Bhubaneswar, Odisha 751013
16.	The Crown	4 Star	A1/(a), IRC Village, Nayapalli, Bhubaneswar, Odisha 751015
17.	La Franklin Hotel	4 Star	Plot # 328/1110, Rasulgarh Square, N.H- 5, Bhubaneswar, Odisha 751010
18.	The New Marrion	4 Star	6, Janpath, Bhubaneswar, Odisha 751001
19.	Hotel Hindustan International	4 Star	A-112, Shriya Talkies Street, Unit - 3, Kharvel Nagar, Janpath, Bhubaneswar, Odisha 751001

Online Hotels' Review from Bhubaneswar City

The most convenient and most relaxing way to post a feed back in this age of android technology have taken the sample collection or review collections to a new heights. Many a hotel list can be searched on the web-page giving more insight to our expectation level from that hotel and the perceived result, which

is generally posted after the clients have undergone a stay. The online process of posting the reviews have been able to narrate the personal experience of the guests who have even mentioned minute details of their stay and how the stay was converted to an luxury. Here in this paper I have tried out to focus on some of the datas collected from online review, from different hotels in Bhubaneswar. Hotels like: New Marrion, at Janpath Bhubaneswar, opposite to Ram-Mandir square and is ideally located as per transportation is concerned. Any localite can give a general feedback about the service and about the hotel location. But the real taste is geared-up from the feedback report given by any outsider who have visited the temple city-Bhubaneswar, and have stayed with the hotel for a comfort. Here I have checked some of the online review which I shall be mentioning below as per my research work done.



Overall rating provided to the hotel

About Location **Reviews & more** 5,238 [View Deal](#)

195 Reviews 82 Photos 4 Q&A 56 Room tips

Reviews 50 [Write a review](#)

Traveler rating

<input type="checkbox"/> Excellent	39
<input type="checkbox"/> Good	96
<input type="checkbox"/> Average	42
<input type="checkbox"/> Poor	4
<input type="checkbox"/> Terrible	12

Time of year

<input type="checkbox"/> Mar-May	
<input type="checkbox"/> Jun-Aug	
<input type="checkbox"/> Sep-Nov	
<input type="checkbox"/> Dec-Feb	

Traveler type

<input type="checkbox"/> Families	
<input type="checkbox"/> Couples	
<input type="checkbox"/> Solo	
<input type="checkbox"/> Business	
<input type="checkbox"/> Friends	

Language

<input type="checkbox"/> All languages (115)	
<input checked="" type="checkbox"/> English (196)	
<input type="checkbox"/> French (4)	
<input type="checkbox"/> German (3)	
<input type="checkbox"/> Italian (7)	

Popular mentions

[All reviews](#) [mirch masala](#) [value for money](#) [swimming pool](#) [railway station](#) [beautiful temple](#) [the heart of the city](#)

[decent business hotel](#) [hotel located](#) [decent breakfast](#) [lod tv](#) [walkable distance](#) [indian restaurant](#) [higher side](#)

[pleasant stay](#) [shower area](#) [tea maker](#) [room service](#) [rooms are nice](#) [parking space](#) [couple of nights](#)

Search reviews

Andrew B wrote a review Jan 2019
#Melbourne, Australia • 14 contributions • 4 helpful votes

Outstanding

"A very professionally run hotel, the new Manon hotel sets a very high standard indeed. From the efficient check in staff, friendly porter, helpful restaurant staff to the security guy who found me a nearby auto Rickshaw (and help push start it because the battery was flat)..."

Date of stay: January 2019

[Helpful](#) [Report](#) [Share](#)

Response from Jyotsna, Front Office Manager at New Manon Hotel
Responded 14 Jan 2019

Dear Guest, Thank you very much for your feedback. It was indeed our pleasure to have you stay with us. We look forward to welcoming you again. We will by update our self to meet your expectations. Thanking you. Sincerely yours,



About Location **Reviews & more** 5,238 [View Deal](#)

Search reviews

Andrew B wrote a review Jan 2019
#Melbourne, Australia • 14 contributions • 4 helpful votes

Outstanding

"A very professionally run hotel, the new Manon hotel sets a very high standard indeed. From the efficient check in staff, friendly porter, helpful restaurant staff to the security guy who found me a nearby auto Rickshaw (and help push start it because the battery was flat)..."

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[Helpful](#) [Report](#) [Share](#)

Response from Jyotsna, Front Office Manager at New Manon Hotel
Responded 14 Jan 2019

Dear Guest, Thank you very much for your feedback. It was indeed our pleasure to have you stay with us. We look forward to welcoming you again. We will by update our self to meet your expectations. Thanking you. Sincerely yours,

Debagrad wrote a review Jan 2019
#Bhubaneswar, India • 6 contributions • 6 helpful votes

Buffet lunch in mirch masala

"One of the finest dining with my family in marrion ...the mirch masala restaurant in this offering great dishes within a affordable price. I just loved the buffet lunch here. It priced around Rs750 per head ...guys I must suggest all of you try at least once ...the ambience..."

Date of stay: December 2018

[Helpful](#) [Report](#) [Share](#)



About Location **Reviews & more** 5,238 [View Deal](#)

Read more

BelgumAndre wrote a review Jan 2019
#Grootegede, Belgium • 96 contributions • 88 helpful votes

One of the hotels that cater for foreigners

"Decent breakfast and clean rooms. Sometimes noisy because of parties and other festivities. Friendly Staff. Several travel agencies use the hotel as a start or finish of a tour. Restaurant of good quality with a choice of dishes. Little out of town, but several shopping..."

Date of stay: November 2018

[Helpful](#) [Report](#) [Share](#)

Response from Jyotsna, Front Office manager at New Manon Hotel
Responded 21 Jan 2019

Dear Guest, Sorry for late response and wish you happy New Year... many many thanks for you beautiful comments... We are the only hotel who is centrally located and anywhere you can go for shopping or anything it will walk able distance or with in 20 K.M., with safety. We are known as best food in the city.

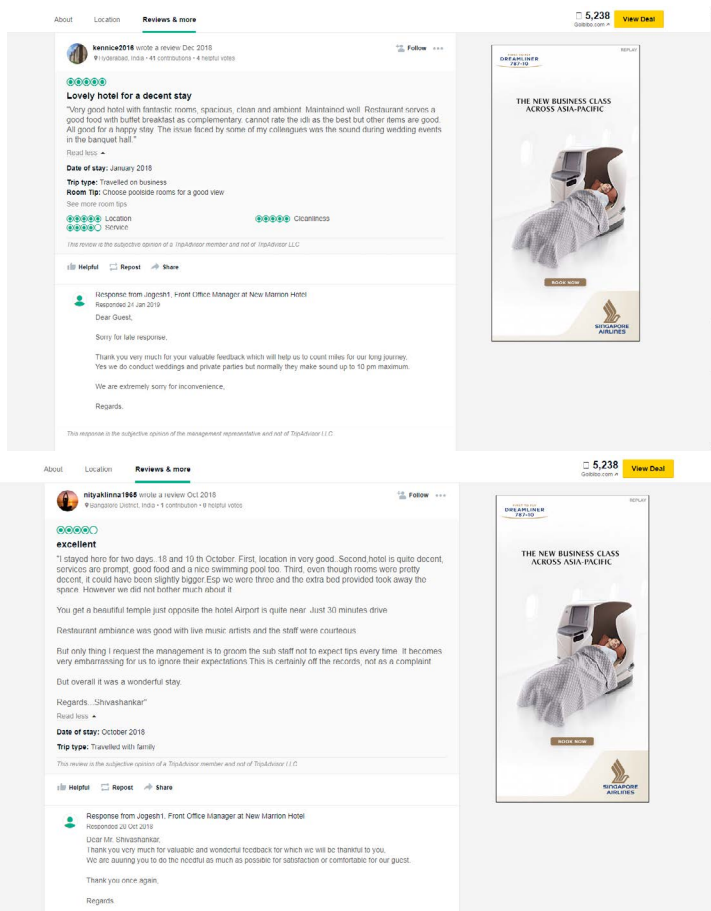
hannic2018 wrote a review Dec 2018
#Lucknow, India • 41 contributions • 4 helpful votes

Lovely hotel for a decent stay

"Very good hotel with fantastic rooms, spacious, clean and ambient. Maintained well. Restaurant serves a good food with buffet breakfast as complementary. cannot rate the idli as the best but other items are good. All good for a happy stay. The issue faced by some of my..."

Date of stay: January 2019





Reviews from 2018 & 2019 on New Marrion, Bhubaneswar

The above mentioned screen shots are from Tripadvisor feedback form. This gives us a brief insight on the client's perception after availing service at this particular place. Similarly, other hotels do have their feedback leading many unknown traveler to get their first hand information. The above mentioned survey screen shot was incorporated as a sample study and also indicates that various factors related to hotel service quality, location, ambience, staff's cooperation, yearning nature of the manager and many more aspects can be assessed by a single button press. Many other hotels can be accessed by this single window where guest's comments nor feedback is provided and this indeed makes it literally possible for any hotel to reform or add on a a fresh new feather to its cap.

2. Dimensions of Customer Satisfaction

Even though investigation on the satisfaction level of the customer, with respect to services provided are relevant, the insight is mainly regarding the loyalty of the customer. Infact, huge knowledge can be derived by studying the satisfaction level of the customer which is segregated into under various dimensions; and especially in a hotel industry where the customer behavior shifts as customer loyalty which is a major concern. (Rust and Zahorik, 1993). But, in most cases, some of the customer satisfaction dimensions related to guest satisfaction and may be more or less essential as antecedents of the repeated, purchasing behavior and customer loyalty pattern as compared to others. There are some common dimensions of customer satisfaction as per the service components are concerned and they are namely:

1. Service quality,
2. Product quality,
3. Pricing factor,
4. Time
5. Location.

Many, researchers in fact suggested that the “People Factor” (i.e., Service Quality), in terms of

- Tangibility
- Assurance
- Reliability
- Responsiveness
- Empathetic factor

plays a major role, (Zeithaml et al., 1994), this may be assessed to be as the most salient features in determining complete satisfaction level in service industry (Ganesh et al, 2000; Yüksel and Yüksel, 2002). The argument mostly related to the importance of the “people factor” is further adorned by the services-marketing literature, which; truly emphasizes the tangibility aspect of the services and pure advancement in service which encounters in the course of service, and are more prominent as interpersonal interactions (Czepiel, 1990). The course of action, as related to other societal conglomeration, and the so called adhesiveness between hotel representatives and the guest is weighed more. This is a junction, where the guest makes final judgment about his/her satisfaction level rather, and giving false statement. (Crosby, Evans, and Cowles; 1990) It is also found that the quality of the relationship between the hotel representative

and the guest determines the probability of continued interchange (i.e., loyalty) between those parties in the future. These findings and studies seem to suggest that, having an interpersonal relationship with someone in any organization can lead a customer to be more committed and even loyal, to that organization for that matter. Therefore, we in this study, we have tried to focus not only on the effects of overall satisfaction, but also on those effects creating loyalty with the people factor and satisfaction level keeping hotel ambience as one of the major factor.

To know more about the customer point of view and hotel facilities, the best way is the Photo-elicitation method. Photo-elicitation is a type of technique which can be used to collect datas along with picture taken by the surveyor, thus giving more authentic information on data collection.

Photo- elicitation

In this process, it gives a brief insight about the use of photo-elicitation technique which can be used as an essential tool for measuring guest's propensity in recommending a particular hotel or its service for that matter. This method has been very useful and is capable of describing hotel's interior look, as well as is helpful in drawing attention of the customer in visualizing and analyzing the decoration and staffs activity, if not fully but partially, giving an idea on how it performs amidst the august gathering of guest by their satisfaction/dissatisfaction level. The photo-elicitation method was initially described by *Collier 1967*. In the infancy stage, this technique was used to do research related activities in: education, community health, anthropology, psychology and also in sociology (*Carlsson, 2001; Harper, 2002*). The Photo-elicitation process includes photographs into a researcher's interview; thereby bringing images to the center of the research agenda (*Harper, 23 2002*). By using this is the process it redefines the most essential relationships of research work through reduction of the asymmetry factors between the researchers and the participants; because the interview mainly focuses on the photographs or images rather than on the participant's using only letters (*Carlsson, 2001; Harper, 2002*). The photo-elicitation can be described as a collaborative process wherein the researcher become a listener and as the participant interprets the photographs and explains the details for the researcher, the work flow become easy. This process invites research participants to take the leading role in the interview and make full use of their expertise. But, there are other aspects of this process and that is, the process too involves in collaboration even at a higher level wherein the research participants make the photographs by themselves (*Van Der Does, Edelaar, Gooskens, Liefting & Van Mierlo, 1992*). *Harper (2002)* postulated that the use of photo- elicitation method is essential because; images generally gives us

much deeper elements of the human experiences rather than just words alone. (Collier and Collier, 1986) suggested that photographs, when used in the interview process, it “sharpens the memory and gives the interviewer an immediate character of a realistic reconstruction” and that “photographs are charged with psychological and highly emotional elements and symbols comes in the path”. The content extracted from and projected onto the photographs are truly emotional that feeds the researcher with a greater understanding of the participant’s experiences rather than the spoken or written word alone (Carlsson, 2001). In fact photograph preserves special moment created along a series of timeline, and these photographs are keys to refresh past realities and experiences. (Cronin, 1998). Walker and Kimball- Moulton (1989) explained that photography is about the time and in that “the act of photography anticipates the future by ripping the appearances of a moment out of its time, creating a tangible image for the future of what will be the past”. Photographs are a perfect reflection of the photographer’s point of view without being biases, and truly sought experiences captured through lenses. Both the photographer and the viewer of photographs construct a meaningful bond because; both the factors bring their social position, behavioral trait, personal history and past experiences to interpret with the research activity. (Harper, 2000). In addition to that the meaning of photography can also change when viewed in different contexts (Carlsson, 2001). In connection to this, (Cronin 1998) suggested that “the function of photographs is to create and maintain the basic meaning, and move towards fulfilling the required end which is an interpretative approach in the course of research. Especially in the field of research activity which majorly concentrates more on the meaning created around photography is most desired. (Prosser 1998) have observed that the status of image-based research has been dis-proportionately low as compared to word-based research. This has resulted in image-based research which has been under-valued and under-applied. (Harper 1998) repeated the statement with the sentiments and suggestions of photo- elicitation technique as an under-utilized process with an endless potential. If given this potential a correct direction, this study shall begat the participant’s photographs to create a long lasting relationship between the research and the researcher; and also shall be useful in sharing the narrative of the experiences, and to delve into the meanings of both the photographs and the experiences.

Literature Review

Literature review gives us the collection of major components which are very much in use by many researchers. Collecting the previous studies gives us guidance about the process of the study. Many inferences can be drawn from this literature review and can beget the actual need of that hour. When a literature review is done it means that the associated materials are verified and the plinth

is laid for a good structural frame work known as research paper. Here in this study of measuring the client's satisfaction literature review are also collected which gave a detailed insight to the research and for better understanding and for developing a clear-cut concept, literature review is segregated and explained in three major parts, they are:

Service Quality

Customer Satisfaction

Evaluations through Emojis and use of smart communication.

This segregation helps in understanding the matter which is related to Service quality and related aspects providing customer satisfaction and perception towards the hospitality service especially hotel sector. Finally, the use of emojis and smart communication for evaluation process.

Service Quality

A hospitality service has in-fact, gained a special status in both national and international market. The services offered by hospitality and tourism industry are responsible for the increase in services related to hotel industry, which is responsible for growth of Gross Domestic Product (GDP). Even similar studies have resulted, keeping the quality and even quantity of the service intact in different backgrounds and with its impact on both direct and indirect related variables keep changing as per demand (*Cronin, Brady, and Hult 2000; Ko et al., 2011*). The major attention of the researchers and practitioners has been drawn, and it has a great impact on customer's loyalty and business profitability along with business persistence (Seth et al., 2005). Infact, several studies have been purely analysed and conceptualized, with stated definition and dimensions clearly mentioned. The impact of service quality on customer satisfaction, behavioral intention, the brand loyalty and other related variables are clearly stated (Ak-baba, 2006; Ladhari, 2008; Olorunniwo and Hsu (2006); Malhotra et al., 2005) While they still call for other factors in order to offer a deep understanding of these essential factors, it becomes even more essential to understand the core concept of the service sector and process to go for a constant and highly qualitative service in this sector. Another major component along with the distinctive characteristic of the hospitality industry is reliability and retention. Hotel industry is a labor-intensive sector where the interaction between the employees and the service provider is very much intense; in such case, hotels' - quality is created from the past experience and guest's feedback system; which can be drawn during the service delivery process. Infact a series of studies have been conducted, but still there seems to be a lack of consensus about the definition of service quality. Zeithaml (1988) has defined service quality as the custom-

ers' assessment for a particular product and overall superiority and experience, while Kotler and Armstrong (2011) has defined it as a composed service characteristics of various reflected factors in the ability to fulfill the stated and implied needs. Based on these various concepts of the service quality of the industry, there are few models in the literature that have been used to measure the quality of the services. Gronroos (1984) infact have stated that the technical and functional aspects are the most essential elements of assessing and measuring the service. He has truly identified three major dimensions of service quality: Technical Quality, Functional Quality and Image Factor. Technical quality is related to the quality of product or service that the customer receives from the interaction with the industry/service provider and has an important part in evaluating the service quality. The Functional quality is related to the way in which the services are delivered, while the Image factor is built up by both Technical and Functional quality. Parasuraman et al. (1985) has proposed that Service Quality (SQ) is function oriented and is the difference between the Expectation Level (EL) and Perception Level (PL) of the customer towards the service, and can be stated as, $SQ=EL-PL$. Based on the gap analysis and on the 5 dimensions of the quality, they have developed the gap model called SERVQUAL (Parasuraman et al. 1988). After series of literature reviews on the SERVQUAL scale it was confined to five most essential dimensions namely: *Reliability, Responsiveness, Tangibles, Assurance and Empathy*. Initially it was composed of 21 items. This model has been prevalent in several studies wherein different dimensions have proved to be more important than others. In some of the dimensions the resultant is set to be all the five and in others there were less than 5 dimensions of service quality. Cronin and Taylor (1992) have stated that it is not necessary to measure the expectation level of the guests, because in the process of formation of perceptions and the expectation level, service plays an essential role. They proposed that it is absolutely not necessary to measure both expectations and perceptions of the items on a SERVQUAL scale; instead they used to measure the perceptions of the service quality. This model is purely based on the guest's perception-value measurement which is also called SERVPERF. In the past recent years, numerous studies have been conducted to assess the superiority of the two scales, still there is a lack of general consensus which as to suffix one-another in a better scaling. The items that are highly used to check the correctness of the service quality using SERVPERF model are infact the same as the SERVQUAL scale. The scale model "SERVPERF" is considered to be more effective and it is due to the number of items to be measured (perceptions only) and it is found that it explains better and even a greater variance in service quality can be measured through the use of a single-item scale along with reduces the number of items. (Cronin and Taylor, 1992; Dabholkar et al., 2000). That is the reason; SERVPERF scale has attracted considerable support over time. In-

fact, studies of the hospitality industry have shown that qualities of services are significant criteria to deliver superior experience (Akbaba, 2006; Wu and Ko, 2013). The hotels that offer good service quality can improve their profitability level (Oh and Parks, 1997; Seth et al., 2005) and retain their customers. It is therefore conferred to be an elixir to other behaviour variables, as repeat purchase and brand loyalty (Wilkins et al., 2007; Zehir et al., 2011). Pizam, A., & Ellis, T. (1999). Customer satisfaction and its measurement in hospitality enterprises. *International journal of contemporary hospitality management*, 11(7), 326-339. This research paper mainly explains, the concept and analysis and its importance in service sector generally in hospitality and tourism services to particular. Han, H., & Ryu, K. (2009). The roles of the physical environment, price perception, and customer satisfaction in determining customer loyalty in the restaurant industry. *Journal of hospitality & tourism research*, 33(4), 487-510. This work was cited in this literature review just because the customer perception towards a hotel keeps changing based on three major factor and the three major components of the physical environment (*i.e., décor and artifacts, spatial layout, and ambient conditions. price perception, customer satisfaction, and customer loyalty in the restaurant industry comes to guest's mind only after initial satisfaction is achieved.*

Customer satisfaction

Customer satisfaction is considered to be a major factor of the hospitality sector as it is a general procedure to keep the marketing process and word of mouth in a complete alignment process. There are many studies that reveal that during the process over last few decades, as per the research work and hospitality practitioners that have inevitably tried to assess the service quality and its relation with major significant variables of customer behavior. As customer satisfaction is a prime factor in generating business aligned with one after another. Some of them have found that service quality may have a long lasting effect on customer satisfaction and other behavioral variables (Cronin et al., 2000; Yavas et al., 2004). Customer satisfaction is an element that creates and maintains long term relationships with customers and with the way of developing a persistent relationship, which we call as customer retentation. Customers are more likely to take up the same product or services from the same brand, which they are fully satisfied and rely on that with full confidence, and thereby ignoring those brands from their expectations where the desired requirement is not met properly. The consistency level of the customer persists for a particular brand or service based on the type and propensity. Oliver (1980) based on his theory of customer satisfaction and on the evaluation process of their expectations and the perceptions about any product or services used is quite lucrative in nature.

As a result of this comparison three major variations in situations may occur; and what companies want, becomes positive disconfirmation by the customer. When the perceptions about any product/service are higher than the expectations, then the target is duly achieved. Industry and service provider needs to be more focused on their services they deliver. For that matter to create the right kind of customer- expectations and also for having a positive disconfirmations or satisfaction we as a seller take the necessary steps for guests ease. Infact, studies have revealed that many items, helps in measuring customer satisfaction (Pizam et al., 2016), others (eg. Assaker et al., 2011) have used only a single measure for the tourists' satisfaction that implies overall satisfaction, and a better measure for a perfect futuristic approach which can be helpful for purchase/service intentions on a later stage. Other researchers (Hu et al., 2009, 115) have clearly stated that customer satisfaction is an effective reaction process responding to a single or prolonged set of service encounters. Customer satisfaction is a very important factor for creating or reinforcing customer-loyalty pattern and in this process along with a long-term relationship between the duo service provider and the customer develops a mutual agreement to continue the association in future business process. Therefore, a truly satisfied customer may be a special messenger or a brand ambassador to spread positive word of mouth to many making the advertisement process less-hectic. In contrary a poorly satisfied customer may bring havoc to a business and also to a service provider. Therefore, keeping the customer persistency as focal point of view or concern, Customer satisfaction should be well-channelized. The three physical and environmental factor begets a strong influence on how customers' perceived price quoted by the hotel, which is known as price-perception model, that in-turn helps in increasing customer satisfaction level whether directly/indirectly and also influences the customer loyalty. Décorom and use of artifacts in hotel premises were some of the most significant factors of price perception model. Furthermore, both price-perception and customer-satisfaction played significant roles in the research model. This paper provides potential ways for the Lobby, Rooms and Restaurants to increase customer loyalty by improving their understanding of the roles of physical environment, price perception, and customer satisfaction. This paper is analyzed by total sample of 279 surveys, which was used to assess an overall fit of the proposed model. The hypotheses test by using a structural equation helped the process. The three physical and environmental factor begets a strong influence on how customers' perceived price quoted by the hotel, which is known as price-perception model, that in-turn helps in increasing customer satisfaction level whether directly/indirectly and also influences the customer loyalty. Décorom and use of artifacts in hotel premises were some of the most significant factors of price perception model. Furthermore, both price-perception and customer-satisfaction played signifi-

cant roles in the research model. This paper provides potential ways for the Lobby, Rooms and Restaurants to increase customer loyalty by improving their understanding of the roles of physical environment, price perception, and customer satisfaction. Capiez, A., & Kaya, A. (2004). Yield management and performance in the hotel industry. *Journal of Travel & Tourism Marketing*, 16(4), 21-31. Impact of customer satisfaction due to the service quality possesses a direct impact on Yield Management practices and vice-versa. Thus the hotel performance is being assessed by its yield and number of clients which is being mentioned in this paper. Significantly, sample survey of hotel guests' also have shown that, the client satisfaction is purely relative and is not only focused to the traditional measures of qualitative aspect, but it also helps in practicing the Yield Management and thus the resultant "satisfaction" variables are positively related to the performance of the hotel industry.

Bai, B., Law, R., & Wen, I. (2008). The impact of website quality on customer satisfaction and purchase intentions: Evidence from Chinese online visitors. *International journal of hospitality management*, 27(3), 391-402. The study was empirically tested and methods were developed, which are purely based on conceptual model, those are responsible for posing impact of the website visited for preliminary investigation and also studying the qualitative aspect on the customer's perception. The study also describes the satisfaction levels both pre and post purchase by any consumer. The paper very well describes various kinds of purchase intentions made by customer.

Guo, Y., Barnes, S. J., & Jia, Q. (2017). Mining meaning from online ratings and reviews: Tourist satisfaction analysis using latent dirichlet allocation. *Tourism Management*, 59, 467-483. Major highlights of this study were to give a detail insight to the extraction of various dimensions of the visitor's satisfaction from online hotel reviews. It also helps in describing the latest use of the "Dirichlet analysis" on big data to identify the voice of the customer, along with identification of 19 controllable dimensions for hotel and customer preface. The study is very much focused in establishing heterogenic complexity that was found amongst different visitor of various demographic segments. Key dimensions according to hotel star rating were also identified in this paper giving more insight to the on-going study.

Hlee, S., Lee, H., & Koo, C. (2018). Hospitality and tourism online review research: A systematic analysis and heuristic-systematic model. *Sustainability*, 10(4), 1141. This study explains in brief about the ongoing research by minutely investigating the content-related characteristics of hospitality and tourism online reviews (HTORs) keeping various market segments. There erupted

two research questions which were also addressed by the authors in the full paper, based on the available literature analysis. The author or the researchers have used the Heuristic-Systematic Model (HSM) to summarize and classify the characteristics affecting consumer perception in previous HTOR studies.

Evaluations through Emojis and use of smart communication.

The interpersonal communication needs to connect in more improvised method and this has been inspired by its latest innovation and evolution of smart communications' like: media and their standards. With the rise of smart phones, hotels are rapidly shifting consumer's service perception, which can outreach previous transactions that had taken place during a guest's stay. All these are now taking place over android set which are either tweeted or tagged in a social media sites, or on and online consumer review which are posted on any e-commerce sites (Benmark & Singer, 2012; Cairns, 2016; Digital Marketer Report, 2013; Elrhoul, 2015; Huang, 2015). Electronic word of mouth (eWOM) explains much positive aspect and at times has negative impact, which is generally created by a consumer and wrong posting without assuming or without going to an in-depth of the matter. (Lee, Rodgers & Kim, 2009). Similarly, previous studies on eWOM and researches has focused on the impact of online consumer reviews (OCRs) on purchasing or service availing intent, consumer's participation, brand relationships, customer satisfaction, and willingness to pay (Einwiller & Steilen, 2015; Tsao & Hsieh, 2015; Wang, Cunningham, & Eastin, 2015). Positive and negative assessment by consumer can be reviewed and can even influence the buying pattern on any individual's decisions. (Baek, Ahn, & Choi, 2012; Floh, Koller, & Zauner, 2013; Jabor & Zheung, 2014; Lee, Rodgers, & Kim, 2009; Tsao & Hsieh 2015; Walther, Liang, Ganster, Wohn, & Emington, 2012; Wang, Cunningham, & Eastin, 2015). For products and services related queries consumer now a day is actively using their mobile and internet connected devices for their surveys and they are considering to it as a scale to either purchase the product or avail the service. In this the acts helps to eliminate cognitive dissonance, cognitive effort, and anxiety on the purchasing decision by providing independent third party review of the product or service (López & Sicilia, 2014; Tsao & Hsieh 2015; Wang, Cunningham, & Eastin, 2015).

Emojis are facial representation of the customer satisfaction along with keeping the guests feedback within the range of his/her perception towards the product or service. There are many hotels that are usually lined up their show through emojis to make the feedback process fast and precise.

How satisfied are you with our services?

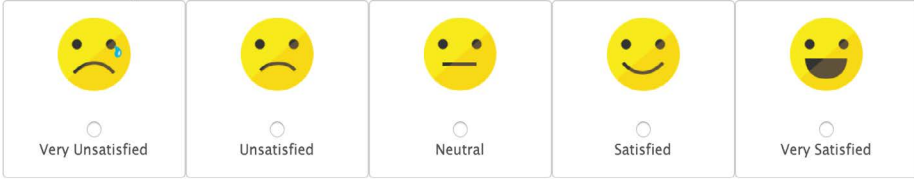


Fig: 3.1.3a



Fig: 3.1.3b

4. Methods for Measuring Customer Satisfaction

The main objective of any business should therefore be, to create happy customers, who are automatically retained back. Therefore, 90% of unhappy customers will never buy again (Liveworkstudio) from same the place. Perfect businesses are those, who do grow and flourish; with those that don't create a state of stagnate environment and do not perish with time. But the primary objective is poor presentation by companies'. This is partially, because customer satisfaction measurement is not as straightforward as perceived, there are many cases of biasness in the process; e.g. measuring the revenue streams or website visitors, making it hard to set up clear goals. There are however, some great methods, which are designed exactly for this purpose only.

4.1.1. Satisfaction Surveys

Guests' satisfaction survey can be termed as a standard approach for assimilating data about guests' happiness or in other term, measuring guest satisfaction level. It majorly consists of asking the customers' about their satisfaction level, with the product or service they have availed. This satisfaction level can be assumed only after collecting datas pertaining to their satisfaction level. There are

three useful variations are mentioned here:

- Surveys through In-App application
- Post-Service data collection
- Surveys using Electronic Mail
- Customer Satisfaction Score (CSAT)
- Net Promoter Score (NPS)

Surveys through In-App application

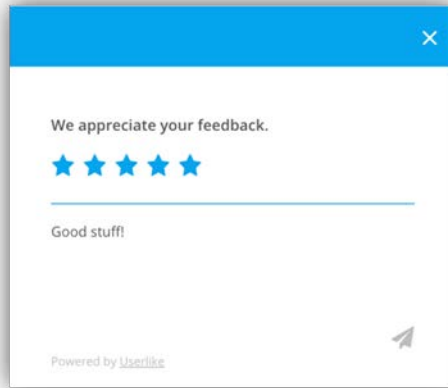
With the advent of android technology and rampant use of vivid application in the android-set is a useful tool in the survey process. This is one method through which, we can very much integrate a “subtle feedback bar” inside the website, with at-least two questions. It is one of the methods with highest response rates. The Surveys conducted through in-app surveys are especially very handy to measure some of the standard customer satisfaction metrics, like NPS or CES.



The best tool for measuring guest’s satisfaction level is through an in-app customer survey application like: Floq and SurveyMonkey. These two processes are quite accessible and can be shared in various apps like facebook and whatsapp to get the survey result. Infact, the applications like; SurveyMonkey has some great features that can be used for implementing an in-app survey through website series.

b. Post Service Data Collection

This kind of survey majorly focuses on the customer’s satisfaction with a specific service offered to him/her during the stay or travel. He or she receives the survey questionnaire just after the service is availed. Here the surveyor asks for the survey questionnaire right after the delivery and when it is still fresh in the mind of the customer. This can be easily done through email or through rating scale link in the mail. At times live-chat with a rating appears after the chat, which gives us a sense of accurate survey based on both discussion and consecutive rating. It can also be done over telephone. But, as every positive is associated with some minor error, because it takes more time from the customer to get the feedback, and may be if he/she is comfortable at that moment, sharing an unfiltered opinion at a glance or immediately.



c. Surveys using Electronic Mail

These kinds of survey methods are rarely suitable for self-appeasing. The cause is the in-depth in-sights about customer's satisfaction level cannot be assessed at first go. (Whether happy or Not?) An Electronic Mail survey, on the other hand, is not a bad idea for survey. Even though, they have a downside response rates (almost 10% - 15%, according to Survey Gizmo), they allow the customer to take their time in answering multiple questions, but at times due to lack of time and lack of interest too customer don't take the survey seriously; hence a reminder at times may be irritating to some consumer. The positive effect is that **Google forms** are an excellent free tool for this purpose.

d. Customer Satisfaction Score (CSAT)

This one is the standardized version of customer satisfaction metric system, where-in the service provider asks the customer to rate his/her satisfaction level as per the perception perceived incurred from the service provider, it may be product, or service. The CSAT score is then calculated to be the average rating of the customer responses. The scale is typically in the range between 1 to 3, 1 to 5, or 1 to 10. A larger range is not preferred, due to cultural differences in how people rate their satisfaction level. An article in Psychological Science, for example, showed that people are more individualistic in nature when it comes to calculate their experience and in many eastern individualistic countries people choose the most extreme sides more frequently than those in collective western countries. An American is more likely to rate a service as "amazing" or "terrible" than for example a Japanese, who will stick to "fine" or "not satisfactory." Such differences plays a vital role in calculating Satisfaction Score calculation and one needs to be aware of international customer base or location and geographical parameters.

e Net Promoter Score (NPS)

The Net Promoter Score (NPS) measures the likeliness of a customer referring you to someone. It is more a referral score collector which is probably the most popular way of measuring customer’s loyalty. Customer are asked how likely they are to be recommend on a scale from 1 to 10 for a particular service.

5. Explaining the term the CSAT, Customer Satisfaction Score:

Companies, who are mostly concentrated on product quality or service, usually didn’t know that the **customer satisfaction** does not depend only on one aspect but also focuses on **other stages** of the customer journey. For example, the initial enquiry on service or product, the ordering processes and finally the customer service that was achieved. Various studies have shown that a smooth buying experience can increase the overall satisfaction and loyalty of customers and can therefore result in them spending more money on the company’s offers in the long run.

Calculating the Customer Satisfaction Score is taking the average rating of one’s company which is based on the customers’ survey responses. The numeric scales and then the average score can easily be calculated *by dividing the sum of all scores by their number*. The simpler system suggests by providing the answers like **“Satisfied”**, **“Neutral”**, **“Dissatisfied”** and **“Extremely Dissatisfied”**. The best part is that the calculation of the score related to customer satisfaction is easy to perform and one can easily find and calculate the CSAT and hence forth be explained as:

$$\text{CSAT (Average)} = \frac{\text{Sum of all score values}}{\text{Number of all scores}}$$

$$\text{CSAT (Percentage)} = \frac{\text{Number of all positive Scores}}{\text{Number of All Scores}} \times 100$$

Benefits of the CSAT:

The CSAT survey is a simple method to understand the satisfaction level of customers with any product and service. Eg: The purchasing process or service assessment by any customer. Generally, it is very much feasible to implement and provide an easy understanding about the customer’s opinion and possible problems faced by the customer. The design and the rating can easily be adapted and targeted in any group. The time consumption in calculating CSAT is very less and can reinforce a positive impression by regularly updating the consumer about the possible innovations or either change the way of selling based on consumer feedback. In entire customer life-cycle, numerous key moments are

taken into consideration and can be used at various stages. Like for example: If a customer was dissatisfied for any reason with the product or with its service, then it is very much easy to determine, where exactly the problem might have occurred and how to take action in order to make the buying experience more enjoyable in the future course of service delivery. There are many examples from the industry that shows that CSAT surveys have helped in achieving a higher response rates than usual emails or survey in on-line application like Survey-Monkey application or with an integrated link.

5.2. Satisfaction Score (SATS)

This is one of the most standard ways of measuring customer satisfaction metric level. This is usually done by asking or interviewing the customer to rate his/her perception or satisfaction level which has occurred with the business, product, or service. The SATS score is also explained as average rating of the customer's responses. This scale is typically meant to organize which ranges between 1 – 3, 1 – 5, or 1 – 10. In fact in this method a larger range is not always a perfect one, due to cultural differences in how people rate their satisfaction. An article is purely a Psychological Science, showing how people select their country's hotel and choose the more extreme sides more frequently than those in other countries. For example, an American is more likely to rate a service as "amazing" or "terrible" than for example a Japanese, who will stick to "fine" or "not satisfactory". Such differences are important to be aware of with an international consumer base.

5.3. Positive and Negative aspects of Customer Satisfaction Score

There are few advantages and disadvantages, when it comes to the survey method to assess Customer Satisfaction.

Few advantages of SAT are:

- It is precise, intuitive, and simple.
- The rating scale may vary based on the context, giving us much flexibility for using that works the best for our viewers and respondents from star rating, emojis or numeric rating scales.
- High response rates because there are few questions.

Possible disadvantages of using the CSAT include:

- There are potential cultural biased respondents: (for E.g.: Americans are more likely to rate a service as “amazing” or “terrible” as compared to customer from far East, who are generally confined to “fine” or “not satisfactory.”)
- Possible ambiguity in what “good or a bad score” is mainly because of wide-spread benchmarking process where data’s across industries and companies reflects short-term sentiment.
- The term “Satisfaction” is a subjective word, and “satisfied” may mean different to different people.
- Customers in the “neutral” and “dissatisfied” categories often don’t fill out surveys, making the potential for ambiguous results.

6. Methodology of research that can be pursued

To assess the quality of the service and customer satisfaction in the hotel of Bhubaneswar a survey instrument or questionnaire can be developed. Keeping the literature review in view, one can design the process of interviewing. These items can be used as measuring parameters of the service quality and customer satisfaction in hotels. These may be developed starting from other studies, where they have proved to have a strong reliability and validity. Major 09 items can be used to measure the service quality which can sincerely be adopted from previous research works those were modified in the due-course of the study and were rewarded to fit the hotel sector context. These are mainly adapted from the study of Parasuraman et al. (1985). Whereas, 04 items are used to assess customer satisfaction level which are adopted from the study of Andreassen and Lindestad (1998), Caruana (2002), Olorunniwo and Hsu (2006). The items were reviewed by specialists, academics of marketing and tourism and the questionnaire was first tested by 20 hotel customers. In, five-point Likert scale, from **01-STRONGLY DISAGREE**, to **05- STRONGLY AGREE** was the general procedures that were used to measure the customer agreement/disagreement pertaining to customer service.

6.1. Areas presented below can generally be assessed during the survey method in hotels:

- 1 To assess whether the hotel is appealing to the guests.
- 2 To know whether the facilities of the hotel are upgraded keeping client’s needs
- 3 The hotel staffs provide quality and timely service with hospitality
- 4 Whether, the hotel generally offers a stable and quality service to the clients

- 5 Whether the hotel staff provides right kind of service with right service pattern.
- 6 The hotel staffs are helpful to their clients
- 7 The hotel staffs are courteous with behaviour
- 8 The hotel staffs are trustworthy
- 9 Personalized service is provided by the hotel staff
- 10 Overall, guest's satisfaction of the guest's services offered by the hotel
- 11 I am' satisfied with the decision to stay in this particular hotel

For the sake of study, we need to take the help of primary as well as secondary data and the primary source of the data *representation study* will majorly comprise a set of structured questionnaire, which shall be incorporated along with the other required manuscript required and are chosen randomly. The secondary information is gathered from *official publications, records, text books, magazines, journals, published materials from the internet resources*. Minimum of 100 respondents are to be considered for the study.

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Review of Literature of Prospects and Problems of Educational Tourism

Chapter 25

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INTRODUCTION

Tourism is recognized worldwide as an important source of employment generation, source of foreign exchange and economic growth. India is richly endowed with unique culture, nature, heritage, lively markets, traditional hospitality, and therefore has the tourism product in abundance. The only need is to offer it in an attractive manner to the consumer. Tourism industry in any country grows on the basis of competitiveness of facilities like infrastructure, accommodation, transport and recreation and therefore various stake holders' right from Central and State Governments to entrepreneurs and society play important role in this process.

Education and tourism move hand in hand. To acquire education, one can undergo many interesting methods like Joining educational institutions, Books & events etc. and one of such fun methods is tourism & travelling. When the individuals migrate to another region or city or country for the purpose of getting enrolled into educational institutions or training centres, for the purpose of acquiring education, then it is known as educational tourism. Educational tourism enables the individuals to not only acquire knowledge in terms of the programs or the purpose of study, but they are also able to explore the envi-

ronment, social-economic ambience and cultural contexts. Educational tourism may be of short term duration or long term and that is planned within the frame of students, tourists or the travelers need to acquire knowledge and information in terms of the programs of study, purpose of the travel and the duration and the mobility restrictions of such educational tours.

Educational Tourism refers to the emerging area of customized educational travel experiences which are designed to suit or fulfil the specific educational goals. Such touring and education cum pleasure trips facilitates top-class Glocal (Global & Local) and lifelong learning experiences to students/participants having some predefined learning objectives and significantly broaden the knowledge beyond the classroom. It's a combination of leisure trips and educational travel experiences with high quality learning along with elements of fun. It's a joyful learning journey or trip while travelling to different places that results into a whole lot of memorable experiences and great deal of learning with respect to the defined learning outcomes and Educational goals.

The increasing popularity of acquisition of knowledge and technical competencies from the world's best destinations has resulted in the emergence of Educational Tourism as a distinct tourism & travel sector worldwide. The growing interest and increasing trends of tourist and travelers to travel to different places & locations having some or the other associated learning experience hold additional attractions for the tourists. (Kumar, D. 2015)

1.5 Educational Tourism: Classification

Educational cruises, school trips, seminar vacations, study abroad experiences and self enhancement vacations are few examples of educational tourism. Although there is no clearly defined classification of education tourism, we can identify some of the major types of education tourism formats as follows:

1.1.1 Youth Travelling

- School excursions

- Educational tours & small trips
- Educational cruises
- Student exchange programs or youth exchange and other travel programs
- Summer Camps

1.1.2 “Study Abroad” Program/Higher Education Tourism

- International Study Programmes
- Student Exchange Programmes
- Self Enhancement vacations
- International research programs

1.1.3 Seminar & Workshop Travels

- Academic Seminar & Conferences
- Edu-tourism seminars
- Seminar Vacations
- Skill enhancement vacations

1.1.4 Study Tour

- Cultural and Heritage Study Tour
- Spiritual and Pilgrimage Study Tour
- Art of wellness study Tour
- Wildlife Discoveries Tour
- Adventure study Tour
- Language Study Tour

Review of literature

Quezada, R. L. (2004) in the study on, “Beyond Educational Tourism: Lessons Learned While Student Teaching Abroad” revealed several challenges

that student teacher has encountered while teaching abroad like adapting to the curriculum, lack of contact with peer, language barrier, etc. This study considered several key issues and suggested that school of education should consider when planning, developing, and providing prospective teachers with an exposure to international student teaching abroad beyond educational tourism.

Haukeland, J. Vistad O. I. Daugstad, K., & Degnes-Qdemark, H. G. (2013) in their working paper on, “**Educational Tourism and Interpretation**”, made an attempt to analyse the concepts of Educational tourism and interpretation in terms of nature based tourism or eco-tourism. The study shows that nature based educational tourism is useful to attract the tourists for their educational tours. A summary of the study suggests that education and interpretation are the basic tools to manage tourists and the implementation of a viable mechanism for appreciating tourists with a purpose of environmental education.

Goyal M. M. (2014) Studied, “**Educational Tourism: Analysing The Global Trends**” and revealed that financing facilities, immigration rules, cost of living and hostel facilities are some of the major concern for students who wants to study abroad. The author suggested some measure like building a tourism educational inventory, analysing the needs of the students and their aspiration to determine what can be done to attract them, providing flexible study option to inbound tourist coming with a purpose of study & learning and making efforts to provide foreign students hospitality in such a way that might facilitate enrolment of foreign students, and prolong their stay in India.

Sharma, A. (2015) Studied, “**Educational Tourism: strategy for sustainable tourism development with reference of Hadauti and Shekhawati Regions of Rajasthan India**” and revealed that lack of educational programs, awareness and promotional efforts are some of the reasons that the region under study is not able to attract the tourist towards them. The author impressed upon the adoption of the education tourism as one of the growth strategy for the sustainable development of sustainable education tourism and hence the Government should make it mandate for the Universities and educational in-

stitutions to organise educational tours in a year for encouraging education tourism.

Kumar, D. & Archana, K. (2015) In a scenario study on “Educational Tourism in India: Past, Present and Future” studied and analysed the present, past and future scenario of Educational tourism in India. The article revealed that India as a major tourist destination for educational purposes have promising future despite the presence of opaque picture of out-bound education in India. The author based on study suggested though the present scenario of educational tourism in India seems to be blurred, it has the potential to shine. The author further pointed out that India has abundant tourism resources which can be used as a support for educational tourism here.

Aliyeva, G. (2015) in his study, “Impacts of Educational Tourism On Local Community: The Case of Gazimagusa, North Cyprus” examined the impacts of educational tourism on local community of Gazimagusa, North Cyprus through the cultural exchange that took place between local and international students. The study demonstrated that local students were strongly affected by the cultural exchange that took place between themselves and international students. The study also demonstrated that local students were very positive about the presence of international students in their community and suggested that further research is required on the enabling and limiting factors posing challenges before the local residents.

Dembovska, I. Silicka, I. & Ľubkina, V. (2016) Studied, “Educational Tourism in The Training of Future Tourism Professionals”. The author analysed the educational tourism in the training of future tourism professional. The study revealed that the highest demand is for professional study tours. Most of the students would like to have further training in hotel and restaurant operations.

Wijayanti, A., Damanik, J. & Fandeli, C. (2017) Studied, “Analysis of Supply and Demand to Enhance Educational Tourism Experience in The Smart Park of Yogyakarta, Indonesia”. There are only two independent

variables involved in the analysis of the educational tourism experience in this study which are namely tourism demand and supply. The findings of the study revealed that tourism experience is still not so optimal and there is a gap between tourism demand and supply, hence, it is recommended that in order to design more attractions for the educational tourism, new ways has to be devised that can enhance the learning of the tourists.

Mcgladdery, C. A. & Lubbe, B. A. (2017) in a study on, “**Rethinking Educational Tourism: Proposing A New Model and Future Directions**”, suggested an alternative process-driven and conceptual model of educational tourism which is outcome-based. The study aimed at delineating the key perspectives and concepts in educational tourism and argued that educational tourism is one of the most under researched area in the literature. The findings revealed that this is just because of the lack of consensus regarding the scope & nature of educational tourism as a market segmentation and theoretical conceptualisation.

Maga, A. & Nicolau, P. (2018) in a study on, “**Conceptualizing Educational Tourism and The Educational Tourism Potential (Evidence from ASEAN Countries)**” made an attempt to conceptualise the notion of educational tourism, in relation with the conceptual framework of other types of tourism. The author developed a theoretical framework for classifying academic mobility types of the tourists within the framework of educational tourism. The Study explained the overall estimate of the potential of educational tourism in ASEAN countries as positive. These attracts most of the tourist showing positive dynamics of ETP indicators.

Mohan, M. (2018) in his report on “**All India Survey on Higher Education (AISHE)**” revealed that foreign students in India come from 166 different countries from across the globe. The top 10 countries constitute 63.4% of the total foreign students enrolled. In his survey, he further found that highest share of foreign students come from the neighbouring countries of which Nepal is 24.9% of the total, followed by, Afghanistan (9.5%), Sudan (4.8%), Bhutan constitutes (4.3%) and Nigeria (4.0%).

Research Gaps Identified

From the extensive review of literature, the researcher found that there is enough scope of research in the area of Educational tourism. Some of the significant observations are as under:

- 1.** Few of studies have been done on niche form of tourism like Medical tourism, Eco & sustainability, Heritage tourism, Agro-tourism, Rural tourism etc. Educational tourism is one of the area which is found neglected by the researchers particularly in the Indian context.
- 2.** As per researcher's best knowledge few studies have been carried out on the impacts of educational tourism on local community, present, past and future scenario of Educational tourism in India and strategy for sustainable tourism development. But none of study is carried out pertaining to the prospects and challenges of educational tourism.
- 3.** None of the studies has been done yet related to the challenges, operational & procedural problems and resource constraints being faced by the higher education institutions, domestic & foreign Students, tour operators and educational consultants engaged in educational tours and travels and students exchange programs.

Conclusion

After having a glance on research papers the researcher summarized that educational tourism have drawn the attention of researchers both in India and abroad. Educational tourism is found under-researched in the literature particularly in the context of India.

Out of the literatures reviewed, it has been observed by the researcher that almost every study has shown a lack of identifiable consensus about the nature & scope of educational tourism as a concept.

Limitations of the study

Certain limitations were identified in the study. Owing to the broad nature of the study, it was not possible to make substantial inferences between different institutions. The study does not cover any other form of tourism except Education. The study also focuses on educational tours and travel activities by higher

education institutions, tour operators, educational consultants and Govt. agencies only.

Future Scope of the Study

The study is theoretical in nature so future research should explore some practical implications. Measuring Educational Tourism performance in financial terms (investment profitability, sales profitability, and financial profitability), operational terms (sale volume, sale increase rate, market share, customer retention rate, product quality) and in terms of organizational efficiency may corroborate other milestones in this direction.

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Impact of Terrorism on Tourism Industry in India: A Critical Analysis with Special Reference to Jammu and Kashmir

Chapter 26

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“Terrorism may have temporarily hit tourism in this metaphorical battle between the two. But tourism will make a major contribution to the eventual defeat of terrorism and all other manifestations of fanaticism.”

-A.B. Vajpayee

Introduction

You cannot manage what you cannot measure...Equally, you cannot measure what you have not first adequately defined.¹² To define the word Tourism, we need to understand that tourism is the generic term to cover both demand and supply. Any use of tourism and visitor related terms has to recognise that tourism is, in essence, a technical concept measured by the available statistics of visitor movements and expenditure and estimates of the number of a wide range of visitor facilities.¹³ However,

12 A Newzaland Adage

13 Tourism Definitions. Retrieved from <https://pdfs.semanticscholar.org/7f64/>

*Tourism is defined as the activities of persons identified as visitors. A visitor is someone who is making a visit to a main destination outside his/her usual environment for less than a year for any main purpose [including] holidays, leisure and recreation, business, health, education or other purposes....This scope is much wider than the traditional perception of tourists, which included only those travelling for leisure.*¹⁴

Tourism and tourism industry in India play a crucial role in country's economy. It is the third largest foreign exchange earner in India, has started gaining prominence to the public agenda only in recent years.¹⁵ Prime Minister of India, *Shri. Atal Bihari Vajpayee* had stated that “*Tourism is a major phenomenon of economic growth in major parts of the world. Many countries have transformed their economies using the tourism potential to the fullest. Tourism has the potential to create different types of employment in various sectors – from the most specialized to the unskilled and what India needs is the generation of massive productive employment opportunities*”¹⁶

Tourism development in India started in the early sixties where the country was introduced to the world as “*a country of all seasons and all reasons*”. Since then, India's tourism resources have always been considered immense as the geographical features are also diverse, colourful and varied.¹⁷ Moreover, India is a centre of two ancient civilizations of the world called the Indus valley civilization, and the Aryan civilization,

93e3c6031e6540039c8079828fcaedae7bdc.pdf

14 UNWTO statistics Guidelines: 2010

15 Essays, UK. (November 2018). A History of Indian Tourism. Retrieved from <https://www.ukessays.com/essays/tourism/history-of-indian-tourism-tourism-essay.php?vref=1>

16 National Tourism Policy 2002 Retrieved from <http://tourism.gov.in/sites/default/files/policy/National%20Tourism%20Policy%202002.pdf>

17 Ibid.

which helped the country to attract more tourists from around the globe. However, tradition of tourism in India is quite old. It was an informal sector in ancient times and was indulged in by all classes of people. According to *Mark Twain*,¹⁸ “*India is one country that is endowed with an imperishable interest for alien prince and alien peasant, for the lettered and the ignorant, the wise and the fool, the rich and the poor, the bonded and the free – one land that all men desire to see and once seen, by even a glimpse, would not give the glimpse for all the shows of all the rest of the globe combined.*” The unity of India lies in its diversity – people bound together by centuries of common traditions, faith and philosophy.¹⁹

Indian tourism industry has recorded a phenomenal growth especially from 1990s in terms of both international and domestic tourists’ arrivals.²⁰ In order to get more boost, the Ministry of Indian Tourism has also launched a new programme called ‘*Athithi Devo Bhavah*’ which means ‘guest is god’. The inspiration behind this expression is to respect because; respect has always been an essential part of Indian soul.²¹ Since 2002, Foreign Tourist Arrival in India has increased by approximately 109 per cent. However, the domestic disturbances and terror events in India have induced a disproportionate growth in tourism demand. The global perception about India has changed to as ‘unsafe country to visit’.²² In recent years, though overall the rate of tourists has increased in the country as a whole, the tourism industry has suffered a significant loss in a few states due to unlawful terrorist activities. According to a report of

18 Ibid.

19 Pran Nath, Sushma 1993

20 Honnappa, Ramakrishna 2006

21 Ibid.

22 Sangeeta Gunaseekar, International Tourist Arrival in India: Impact of Mumbai 26/11 Terror Attack. *Foreign Trade Review*, 53(1) 12–28, 2018 Indian Institute of Foreign Trade, SAGE Publications, <http://ftr.sagepub.com>

Ministry of Tourism,²³ there has been a noteworthy dip in arrival of tourists, especially foreign tourists, in the state of Jammu and Kashmir in the year 2015 as compared to 2014.

Link between Terrorism and Tourism

International terrorism and tourism are paradoxically connected via their mutual characteristics such as both crossing national borders, both involve citizens of different countries, and they both utilize travel and communications technologies²⁴. The relationship between tourism and terrorism first gained international notoriety in 1972 during the Munich Olympic Games. The Palestinian attack on Israeli athletes left eleven people dead and introduced a global television audience of nearly 800 million viewers to terrorism²⁵. Since then, international tourists have been acutely aware of this relationship. Despite a series of terrorist incidents, since 9/11 the total number of people worldwide that have been killed by terrorists is about the same as the number of those who have drowned in bathtubs in the U.S. This suggests that tourist's fear of terrorism is not parallel to the low level of risk.²⁶ The mid-80s demonstrated tourist reactions to terrorism with a sharp decline for tourism in London due to the Irish Republican Army bombing campaign in England. Even though the threat of terrorism is very much real, due to the incredibly low chance of one being affected by a terrorist incident, the 'fear' of this threat is a reality for today tourists.²⁷ Though the risk is low, the threat for tourists from terrorism is very much real as tourists are very appealing to terrorists because

23 Impact of Terrorism on Tourism, Ministry of Tourism (25-July, 2016 17:32 IST). Retrieved from <https://pib.gov.in/newsite/mbErel.aspx?relid=147667>

24 Schlagheck, 1988; cited in Sonmez & Graefe, 1998b

25 Sonmez and Graefe 1998a

26 Bobbitt, 2008

27 David Mc. A Baker, The Effects of Terrorism on the Travel and Tourism Industry, International Journal of Religious Tourism and Pilgrimage, Volume 2 Issue 1 Tourism and Terrorism

they are soft targets and easily identifiable symbols of the enemy, whilst tourist destinations are perfect strategic targets to carry out attacks. Some may argue that we live in a secular post-modern age where we are bombarded with information and lack the ability to place terrorist events into their historical context. On the other hand, Foucault argues we live in a postmodern age of chaos where life defies rational thought. As a result, we cannot judge the real risk associated with tourism. This initiates a new form of experience for travellers in which there is a positive element to risk where tourists have the excitement of ‘danger’ from terrorism.²⁸

Terrorism: a curse on Tourism in Jammu and Kashmir

The world’s major conflicts from the years 1950 to 2000, have occurred in the most biologically diverse and threatened places on earth. A study conducted by a reputed science journal, ‘*Conservation Biology*’, points out 34 biodiversity regions in the world, ‘Kashmir Himalaya’ being one. Sheltering a rich repository of biodiversity, Jammu and Kashmir presently stands highly threatened owing to the ongoing conflict.²⁹ Similarly, Kashmir Valley is Globe’s most distinctive landmark. The magical beauty of lovely lake-dotted Valley, located at five thousand feet above sea, carpeted by snow, is no doubt a “*Paradise on Earth*”. The Great Himalayas and the *Pir Panjal*, surround the Valley from north and south respectively, different mountain passes provide only entrance and exist to this Valley.³⁰

However, this pristine image of Kashmir has been replaced by a much

28 Giddens & Pierson, 1998; Foucault, 1991

29 Impact of terrorism on Jammu & Kashmir’s ecology and economy, European Foundation for South Asian Studies. Retrieved from https://www.academia.edu/37303013/Impact_of_terrorism_on_Jammu_and_Kashmir's_ecology_and_economy

30 S. Sunderraman, Impact of Terrorism on Kashmir Valley Tourism, under guidance of Dr. G. Anjaneya Swamy, Ph.D, University of Pondicherry. Retrieved from <https://shodhganga.inflibnet.ac.in/handle/10603/5285>

more frightening one. India and Pakistan both claim ownership of Kashmir and this dispute has resulted in two major wars as well as thousands of deaths, human rights violations, and atrocious acts of aggression.³¹ Suicide bombings, attacks by militant groups and open fire by security forces are the main reasons for hostility. Civilians are killed on a daily basis. Every year, there are countless reported cases of torture, rape, deaths in custody, extrajudicial executions, and disappearances. Indiscriminate violence has marked the area since 1989.³² Incapable of military victory over India, to weaken the influence of India on Kashmir, Pakistan devised terrorism as a key strategy.³³ Frequent occurrences of terror incidents with varying intensity created an irreparable damage to tourism sector, as a result of which Kashmir Valley lost its unique position from the international as well as domestic tourist map.³⁴ The hostile situation has not only affected the lives of the people but has also affected the economy in the worst way possible. And tourism industry of the state, which was once known as its backbone, is now one of the victims of the turmoil.

The State of Jammu and Kashmir has experienced three wars since 1947 and has been in a “war-like” situation for close to three decades. Besides the loss of human lives, the conflict has led to the destruction of the territory’s ecological wealth.³⁵ Due to counter-terrorist strategies, military forces are forces have also set up camps in the forest areas which is disturbing the natural habitat of the wild animals and putting their lives in danger as well. The abrupt discarding of arms and ammunition on both sides of the Line of Control has also affected the state of the land resulting

31 Ajaz ul Islam, *Impact of Armed Conflict on Economy and Tourism: A Study of State of Jammu and Kashmir*. *IOSR Journal of Economics and Finance*, 4, Issue 6. (Jul-Aug. 2014), PP 55-60 www.iosrjournals.org

32 Ibid.

33 Karnad, 2001

34 Ibid.

35 Ibid.

in decline in soil fertility and thereby adversely impacting the agronomic production. Ever since 1989, more than 59 sq. miles out of 7810 sq. miles of forest cover has vanished in J & K. The Deforestation has divested the land of trees and exposing it to heavy rainfall leading to erosion of soil which eventually flows into rivers and lakes. Additionally, deforestation and mismanagement of water resources have also caused soil erosion, which cause frequent flash floods in the State. Around 8% of landmass of the region is prone to floods. In a span of 33 years from 1973 – 2006, 13 floods were experienced with frequency of occurrence of just 2.5 years and with an average annual damage of more than 15.6 million USD.³⁶ Due to this, the count of the tourists has fallen from millions to thousands during the peak of the turmoil. These sectors have become the survival mechanisms for the local people but are not flourishing.³⁷

Another aspect of the problem is Reluctance of businessmen to set up business in Kashmir valley. This has resulted in decline in the number of tourists count drastically which has ultimately affected the economy of the Jammu and Kashmir in a bad way. During the Pre-militancy era the favourite destination was the beautiful Kashmir valley, but with the eruption of violence the tourist lands were deserted and also the people who used to visit Shri Mata *Vaishno Devi* shrine and *Amarnath* also diminished.³⁸ The horticulture and handicraft industry has also suffered a great deal due to conflict situation. The state which was the favoured situation of the tourists till 90s has been deserted of the tourists for a very long time. Terrorism often causes cancellations and withdrawal of travel

36 Impact of terrorism on Jammu & Kashmir's ecology and economy, European Foundation for South Asian Studies. Retrieved from https://www.academia.edu/37303013/Impact_of_terrorism_on_Jammu_and_Kashmirs_ecology_and_economy

37 Ibid.

38 Ibid.

plans to certain destinations; though indicate the tourism industry as extremely indestructible³⁹. The negative news by most of the international and national news channels makes it unthinkable to the people around the world to visit Jammu and Kashmir, because the way they present the news makes Jammu and Kashmir the terrorist paradise.⁴⁰

The Present Scenario

The good news is that from last few months, after the eradication of Article -370, Jammu and Kashmir has witnessed increase in number of the tourists to *Vaishno Devi* shrine, in Jammu region and to Leh and Ladakh. Though the number of tourists to Srinagar has increased with the launch of the peace process, their specific targeting by the militants is still a major cause in decline in their numbers. In Kashmir, economy has been completely shattered due to ongoing turmoil. While earlier thousands of outsiders thronged to the city, now only hundreds visit the valley.⁴¹ And this conflict is still preventing people from utilizing this gift of the nature to the fullest.

The news channels and reports play a very important role, the way they make situation worse in Jammu and Kashmir no one else has contributed to that. They make the dead bodies speculative in their news channels like they are showing some sort of miraculous objects not keeping in view the psychological effects they have on people.⁴² In order to avoid this intentional or unintentional damage to the travel business in Jammu & Kashmir, and to keep a positive image alive media and officers of the travel industry must cooperate and closely work together. In addition, the

39 Chauhan & Khanna, 2009

40 Buckley and Klemm, 1993

41 Ibid.

42 Ashraf, 2008

local tourism industry could try to implement common marketing strategies such as incentive airline tickets or hotel rate discounts⁴³ to promote the destination and to limit the impact of militancy on this sector. In an attempt to gain a deeper inside view into the special relationship between terrorism and tourism many studies proposed that tourists might be the perfect victim for terrorism since they are sensed as representatives of their countries and therefore cause a much higher media coverage and international attention.⁴⁴ Consequentially, the involvement of the concerned countries of origin increases pressure on the actual targeted government and the worldwide publishing of the militants opinions makes travellers the best channel for militants to get the messages and demands across.⁴⁵

As reported by *The Hindu*⁴⁶ recently, *Gurbaxish Singh Kohli*, President, Hotel and Restaurant Association of Western India, said that the body, which represents the Hospitality and Tourism sector, welcomed the government's move to separate Kashmir from Ladakh because tourism contributes about 15 per cent to state GDP. He said, "*Despite Kashmir ticking all the right boxes as a Hospitality & Tourism magnet, the industry's presence and business in the state is dismal.*" Talking about the impact of the security situation in Kashmir and its impact on the sector, *Sharat Dhall*, Yatra.com said, "*The situation in Kashmir will have a short- to medium-term impact on the number of people travelling to the valley.*

43 Sonmez & Graefe, 1998

44 Impact of terrorism on Jammu & Kashmir's ecology and economy, European Foundation for South Asian Studies. Retrieved from https://www.academia.edu/37303013/Impact_of_terrorism_on_Jammu_and_Kashmirs_ecology_and_economy

45 Richter, 1983

46 J &K: Travel and tourism industry to get a boost, *The Hindu*, Published on August 06, 2019. Retrieved from <https://www.thehindubusinessline.com/economy/jk-travel-and-tourism-industry-to-get-a-boost/article28836958.ece#>

Many tourists and groups have cancelled their trip after the government issued an advisory last week. Travellers are now looking at alternate destinations like Manali, Shimla, Kerala, Connor, Ooty, Goa, Mclodganj, Kasauli among other hill stations.”

We feel that Tax incentives similar to those available in the North Eastern states, plus suspension of GST for five years, may attract business to J&K in a crucial situation like this. The region is rich in high-value handicrafts and carpets which can now be exploited to scale and for export as can horticulture and agribusiness. The biggest value can be added by an expansion in tourism and entertainment, for which the state has vast capacity.

Conclusion and Implications

According to **Sir Walter Roper Lawrence** *“From an English point of view the valley contains nearly everything which should make life enjoyable. There is sport varied and excellent, there is scenery for the artist and layman, mountains for the mountaineer, flowers for the botanist, a vast field for the geologist and magnificent ruins for the archaeologist”*⁴⁷ The land of such strategic location with rare concoction of mountains, lakes, forests, fertile land, tulip gardens, splendid blue skies and rich cultural heritage used to be flocked by tourists from times immemorial till peace of this land of unending glory was disrupted by the terror groups in early 1990’s, which led to loss of tourism revenue, creating an economic vacuum in the Valley.⁴⁸ The armed conflict has very severely affected the economy as well as the tourism sector which was the backbone of

47 The Valley of Kashmir (1895) -Travel Book by Sir Walter Roper Lawrence.
48 Impact of terrorism on Jammu & Kashmir’s ecology and economy, European Foundation for South Asian Studies. Retrieved from https://www.academia.edu/37303013/Impact_of_terrorism_on_Jammu_and_Kashmirs_ecology_and_economy

the economy of the state. The issue of terrorism needs to be addressed through both long – term and short - term approaches. It calls for a multi-dimensional approach. It requires efforts by tourism authorities both at state and central level. Along with, it tourist marketers, wholesalers, and independent travel agents both within the Kashmir Valley and at other tourism generating markets all over India needs to take steps. People must not forget that in the fight against terrorism we must not allow the amiable individuals to suffer. A suitable mix of military and non-military strategies is the need of the hour. A prolonged usage of military strategies has an adverse impact on people as well as on security force also. When all the people of India stand together along with security forces, express whole hearted concern for Jammu and Kashmir brothers and sisters, and show the support to them in the fight against terrorism by visiting them once in our lifetime, it will certainly tone down terrorism. As such, tourism is the major non-military approach as it has the power to bring people together, and initiate change in the minds of misguided people who adopted terrorism as their strategy to achieve the ill-founded goals.

The Emerging Role of Social Media Marketing in Entrepreneurial Success of Women Focusing on Indian Tourism and Hospitality Sector

Chapter 27

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Introduction

Emergence of women entrepreneurs has led to an engendered perspective in realm of entrepreneurship. Women entrepreneurship is closely intertwined with instrumental societal and economic benefits. Despite the fact that women constitute nearly half of the population in India, their participation in entrepreneurial activities remains severely limited.

Social media has made a huge impact on the tourism and hospitality industry. Now a days, consumers are also engaging with social networking sites to research trips, make informed decisions about their travels and share their personal experiences of a particular hotel, restaurant or airline. It means that internet advertising through social media applications is getting more value than print or TV media. Women entrepreneurs are using social media for the promotion of their products and services which enables the customer awareness and relationship managing tool. Therefore, it helps the people to take the right decisions related to the services provided by the tourism and hospitality industry.

In the present era, Women are claiming their rightful place as entrepreneurs. But the obstacles haven't been removed from their path. On the other hand, women is facing the various challenges – gender bias, lack of equal opportunities, pressure to juggle work and family – are alive and well. It's just that women have been getting better at doing what they do best and at cutting out the noise. Many entrepreneurs who took our survey said they needed no special treatment for being women. They demanded to be treated as equals. So, here's to all the women, whether

they hold jobs, or have opted out of the workforce for a while, are self-employed, or run their startups, whether they have inherited businesses, or are on a break. Social media have been widely adopted by travelers to search, organize, share, and annotate their travel stories and experiences through blogs and microblogs (e.g., Blogger and Twitter), online communities (e.g., Facebook, RenRen, and TripAdvisor), media sharing sites (e.g., Flickr and YouTube), social bookmarking sites (e.g., Delicious), social knowledge sharing sites (e.g., Wikitravel), and other tools in a collaborative way.

Despite the wide adoption of social media by both tourism consumers and suppliers in recent years (Chung & Buhalis, 2008; Leung, Lee, & Law, 2011), the successful practice of manipulating and managing social media still remains largely unknown to practitioners and scholars. Despite the progress made so far towards gender equality, many challenges persist. Policies best aimed at increasing women's employment generally, and in Travel & Tourism, are those that help ensure women have access to skills and talent development to enter the labour force and that sufficiently address inequalities in the workplace.

In view of the increasing importance of social media, the primary research question of the current study is "What have tourism and hospitality researchers previously done with regard to the use of social media?"

For example: Consumers engage with TripAdvisor in particular has had a wide-reaching effect on the industry. It has 50 million unique monthly visitors who are actively seeking out travel information and advice from the sources they trust the most: other tourists and holiday-makers. This style of user-generated content is seen by the online community as more credible and authentic and for many hotels, restaurants and visitor attractions, if they are not listed in the top five spots, they are losing out majorly to their competitors. With more than 200 million reviews and opinions posted on TripAdvisor to date, and more than 800 million active users on Facebook posting updates and sharing images, social media is dominating the industry.

Literature Review

Social media influencers represent "a new type of independent third-party endorser who shapes audience attitudes through blogs, tweets, and the use of other social media" (Freberg, Graham, McGaughey, & Freberg, 2011, p. 90). Recognized as opinion leaders, they are able to increase the influence of the information they receive and transmit to others (Jalilvand, 2017; Uzunoğlu & Kip, 2014). Studies in fields other than tourism, such as culture (Magno, 2017) and fashion (Halvorsen, Hoffmann, Coste-Manière, & Stankeviciute, 2013), have documented the increasing relevance of digital influencers and the mechanisms

through which they affect the formation of their followers' attitudes and decisions. Today Social media is an evolution of internet which was initially created as a channel or medium to exchange information between the users (Kietzmann, Hermkens, McCarthy, & Silvestre, 2011). This research note intends to advance knowledge on this issue in tourism.

The important catalysts for economic growth and development in India are female entrepreneurs. The female entrepreneurs are managing themselves as housewives to mompreneurs, Ghosh and Cheruvalath (2007). The study discussed many challenges faced by women entrepreneurs, for instance, low level of education and socio-cultural restrictions. The study also gave suggestions to improve entrepreneurship in women like accurate training, inculcating an entrepreneurial attitude in them, 'attribution augmenting', understanding their entrepreneurial inspiration, and, most significantly, removal of discerning social duties compulsory to them.

Emerging literature suggests that women can play a significant role in the larger entrepreneurship phenomenon and economic development (Sarfaraz et al., 2014). As a result, there is an insistent need to investigate various dimensions of women entrepreneurship. Entrepreneurs discover new sources of supply, markets, and technology and establish new and more effective forms of organization. They also create new opportunities and seize them with the willpower and energy essential to overcome the resistance that the social, cultural, political, and economic environments offer (Morrison et al., 2003).

According to the 2017-18 Global Entrepreneurship Monitor (GEM), the female entrepreneurship rate increased by 6.6% when comparing the same set of 50 countries that participated in the survey in 2016 and 2017. In comparison, the male rate increased by .7%. Previously, a 2017 GEM report focusing on women highlighted that female entrepreneurial activity increased by 10% globally from 2014 to 2016.

GEM Executive Director Mike Herrington, added that women entrepreneurs make a significant contribution toward the growth and wellbeing of their societies and offering them more targeted support will pay dividends for economic development in any country.

Across the world, Travel & Tourism has almost twice as many female employers than other sectors, proving that significant opportunities exist in the sector for women to run their own businesses. Latin America is a leader with more than half of tourism enterprises run by women, more than double the proportion in other sectors. Remarkably, in Panama and Nicaragua, more than 70% of

tourism business owners are women, compared to 20% in other sectors. Across Asia, the standout countries include Indonesia, Malaysia, the Philippines, and Thailand, where more than half of tourism enterprises are run by women.

Meanwhile, women's share in the sector's employment is in line with the overall economy in two of the world's largest T&T powerhouses, the USA (46.4% v. 46.9%) and China (43.6% v. 43.9%). This contrasts with India, Saudi Arabia and Turkey, where the female share of employment in tourism significantly trails that of the total economy, by 12.1%, 8.5% and 7.9%, respectively. (WTTC Report, March 2019).

Case Studies from the real life

In this paper two case studies related to tourism female entrepreneurs have been from Mumbai and other from Gurugram. Interviews were conducted with the female entrepreneurs to get the inputs on various strategies adopted by them to promote the business through social media. Interestingly the case studies brought up some interesting facts of the life to become an entrepreneur.

Case 1 :Travel is about going beyond the destination for the female by the female

Over the years it has been noticed that number of women travelling alone is increasing in search of new experience and journeys that are soul enriching. As much as the question of safety (among other things) has been raised as an issue, women only trips have emerged as the possible solution for this, becoming a popular alternative for women travellers everywhere.

Women-only travel offers women, an escape from the monotony and stress of work and daily chores at home. Travel, in itself, helps women unwind, relax and enjoy some 'me time' but making the journey in the company of other women travellers elevates it to something truly special. It helps create bonds, overcome fears and shatter inhibitions.

To overcome all these solutions, the Solo women trips have organized and are organizing so many trips and also promoting the tours through Facebook and WhatsApp. The main motive of solo women trips is to unite women explorers and execute exotic adventures and trips nationwide.

Case 2:Luxury in Pocket Trips for Women:MomzTravelcations

RG travel Group, originated in 2013, with a motive to provide pocket friendly trips for women and kids. The idea of starting this company, came from the mind of Rose Joseph and Geeta Malhotra. Rose has served in corporate as HR

Manager for 12 years ,Comfortably straddling her passion for travel ,she went on road to start a venture with a bunch of her friends. The purpose of sharing her passion for travel and providing women a social and Professional platform.

While Geeta served in hospitality industry before coming into the travel industry.She has a passion for travel and travelled a lot in different countries. She has always planned her and helped others with the travel plans. She loves children and you will feel like family when on trips with her.

But due to personal commitments Rose left the venture and Geeta is single handedly managing the operations taking the support of the social media.As of now the company is not having any personal website .Soon they will launch it to so that it can be in reach of the maximum people.Initially they are providing domestic packages The various packages for Goa, Kerala, Amritsar-Punjab ,Manali, Nainital and Rajasthan are being promoted for Women only.

Conclusion

In tourism and hospitality industry, the participation of women is increasing which is indicating immense potential for entrepreneurial development among them. Even the central ,state governments and non-government organizations are motivating and taking so many steps from financial assistance to psychological assistance for women entrepreneur.To solve the problems, social media technologies are helping women to grow as they don't have to come out of their homes regularly. The issue and problems can be solved with the help of social media. As social media is becoming a key to success which is free from external factors (daily commuting, meetings etc) for a woman.Entrepreneurial activity can result from necessity as well as opportunity as women are motivated by various push (market opportunities) and pull factors (negative displacements) depending on the various situations.Increased opportunities for women have provided them with skills which have resulted in arguably pursuing the goals beyond the economic gain.The above view point paper reveals that Women entrepreneurs will be better understood and encouraged by motivation, social and cultural background including family in tourism and hospitality industry.

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Introduction

An Overview of Restaurant Industry in India

The fast food industry in India has evolved with the changing lifestyles of the young Indian population. The sheer variety of gastronomic preferences across the regions, hereditary or acquired, has brought about different modules across the country. It may take some time for the local enterprise to mature to the level of international players in the field.

Many of the traditional dishes have been adapted to suit the emerging fast food outlets. The basic adaptation is to decrease the processing and serving time. For example, the typical meal which called for being served by an ever alert attendant is now offered as a Mini-Meal across the counter. In its traditional version, a plate or a banana leaf was first laid down on the floor or table. Several helpers then waited on the diner, doling out different dishes and refilling as they got over in the plate.

In the fast food version, a plate already arranged with a variety of cooked vegetables and curries along with a fixed quantity of rice and Indian flatbreads is handed out across the counter against a prepaid coupon. The curries and breads

vary depending on the region and local preferences. The higher priced ones may add a sweet to the combination. Refills are generally not offered.

The restaurant industry in India is comprised of both unorganized as well as organized sector. In India the restaurant industry is dominated by unorganized sector which is characterized by road side location and with no technical as well as accounting standards. The organized sector is characterized by quality control, organized supply chain, accounting transparency, multiple outlets and dominated by global players. The organized sector is again segmented in to four types namely full service, quick service restaurants, bars & Lounge and kiosk/cart. The full service is further segmented in to fine dining and casual dining, while the quick service restaurant is further segmented in to – take away, home delivery and eat in. Although Indians take pride in eating home food, but there is an increasing demand for fast food. The growth in the Quick Service Restaurant (QSR) is driven by several factors like expanding middle class, urbanization, youth spending, nuclear families, better logistics, increased income, mall and multiplex boom. The quick service restaurant industry at the same time is also facing different problems like health and hygiene concern among buyers, localization of menu, standardization of products across outlets, ordering service time, talent acquisition, high attrition rate, building a cost effective supply chain, establishing a supply chain in a new region, monitoring quality of products procured from third parties etc. Most of the different quick services retailing brands are located near the malls, tourist hubs, corporate hubs, shopping centers, multiplexes, airport, railway station, college and Universities with an objective to create an adequate experience as well as ambience for the success of the brand.

Restaurant has been in shape since human civilization; restaurant has been giving itself a facelift from fine dining to fast food due to the shifting of consumer behavior and cultural diversity. This propose restaurant to follow up what consumer needs and also being up to date to compete with their competitors. Restaurant in the early was mainly to serve traveler and this trend has continued until now.

Local Food Outlets of Lucknow

1. Tunday Kababi: This place defines Lucknow food in so many ways. Whoever visits this place, cannot forget the taste of these uniquely spiced kebabs for a very long time. The meat tends to dissolve in the mouth instantly and is best complimented with **roomali rotis**. The **Chowk outlet** serves only beef kebabs while the **Aminabad outlet** serves both mutton and beef

kebabs at a very cheap price. So eat as much as you want without burning a hole in your pocket!

2. Rahim's Kulcha Nahari: Imagine tender pieces of meat marinated in an exotic spice rub and cooked overnight, stuffed into freshly baked tandoori **kulche**. After tunday kebabs, **nahari kulcha** is the second most famous food jewel of Lucknow food and cuisine. All you need to do is imagine heaven on a plate.

3. Ratti Lal's Khasta: Breakfast in Lucknow is nothing short of a Nawabi treat and one of the best breakfast destinations has to be **Ratti Lal's Khasta Kachori**. The Barras and Pooris served here are no match to the khastas. The **chickpea subzi** is equally delicious and for the ones who love chillies there is a red chilli aloo available as well. They truly believe that one should feast like a king at breakfast!

4. Prakash ki Kulfi: Lucknow food will never disappoint the ones with a sweet tooth. One of the major competition in desserts is **Prakash ki Kulfi**. They serve only **kulfi faloodas** in their shop and it's made within the blink of an eye! If the attraction had a colour, it would have been yellow!

5. Sharma Tea Stall: A visit to Lucknow is incomplete without a visit to **Sharma ji**. The **Bun-Makkhan** is something to die for! Freshly baked buns smothered in homemade butter...need I say something more? The samosas are stuffed with a subtly delicious potato mix which perfectly complements the already perfect cup of tea served right here in Hazratganj!

6. Jain Chat Wala: Located near Lalbagh Novelty, this place is the ultimate chat haven. Loyal customers swear by their **dahi batashe** and **aloo tikki**. For a city obsessed with meat, this place is a pleasant diversion. Their quick service is the reason why people keep coming.

7. Raja Thandai: In the beer-vodka age, **Raja thandai** plays a major role in keeping thandai a favourite among Lucknowites. Customers like the drink because it is herbal and helps in digestion and not to mention incredibly delicious! Into service since the past 100 years, Raja Thandai is definitely the place to be when in Lucknow!

8. Makkhan Malai Chowk: Winters are incomplete without **makkhan malai**. It is conceptually similar to Old Delhi's **daulat ki chaat**, but much more intense and flavourful. The dish in itself is light and fluffy, but very creamy in texture. The sprinkling of **khoya** added on top by the vendors makes it irresistible. This seasonal dish is an integral part of Lucknow food.

9. Idris ki Biryani: For a culture well versed with Nawabi royalty, biryani may seem to be a very usual dish. However, Idris ki Biryani stands out

among the rest. Chunky pieces of chicken/mutton surrounded by a plate full of handpicked, fluffy, long-grain rice is too good to miss out on. Known for their flavour and aroma, the recipe is almost half a century old.

10. Chappan Bhog ki Mithaiyan: This Lucknow food place has been an undisputed king of the sweetmeat world. With a wide range of attractively decorated mithai available in front of your eyes, anyone can get tempted. Made from unadulterated milk and milk products, you can vouch on their quality and taste, even with your eyes blindfolded.

11. Chole Bhature at Chowk: Chole Bhature is a very famous dish from Punjab. It consists of a curry made of chickpeas often made extra spicy served with 'Bhatures' which are hot in the inside and crispy on the outside. The dish served at Chowk in Lucknow is finger licking good. The flavours are on point and it feels like you are in Punjab instantly. The dish is served piping hot with onions and coriander leaves as garnish. And the best part is, you can ask for more servings. The dish is so iconic that people often crowd at this spot hours before they even start serving. Please note that it is served in the morning and evening only. Owing to its popularity and demand, each batch made runs out quickly, so line up early if you want to taste this iconic dish in Chowk.

12. Basket Chaat at Gomti Nagar: Chaat is a quintessential dish in India. Every Indian state manages to put their own spin to it. Some states prefer to keep it spicy and some like it tangy. Some even like it with curd and some like it mashed. One of the most famous chaats in Lucknow is basket chaat. The basket chaat is made of a potato shelling which is filled to the brim with mashed Tikkis, tangy and spicy sauces or chutneys and loads of vegetables, often peas. The dish is very affordable, yummy and very filling at the same time.

13. Sheermal at Chowk: Sheermal or Shirmal is a very famous delicacy prepared in Lucknow. It is a saffron-coloured naan or flatbread. The dish is mildly sweet and made with milk, yeast and maida. The ingredients are mixed and allowed to sit for a while. The yeast in it causes it to rise and then it is baked in the famous tandoor or Indian oven. It is enjoyed with a cup of chai or even on its own. You must try this dish on your visit to Lucknow. The dish is also prepared in Hyderabad but no one does it better than the Lucknowis.

14. Awadhi Biryani at Wahid's Biryani: The Awadhi biryani was a discovery made by the tenth ruler of the Awadh or Oudh dynasty. Wahid's Biryani is a small restaurant that sells what is known as 'the best biryani in Lucknow'. Although the restaurant is a bit small, it does not matter since the mouth-watering biryani is all the reason you need to go here.

The Awadhi biryani is made of meat and rice. They are cooked separately and then mixed over dum. The flavours are very light but together they pack quite a punch. The biryani is absolutely sinful and often the cheat meal of all Lucknowis.

Indian Styles of Fast Food

The diversity of Indian cuisine poses logistical problems when it comes to handling. Hence it is common to serve different cuisines at different counters within the same premises. Presence of a large vegetarian population, who eschew non-vegetarian food, has given rise to outlets which exclusively serve vegetarian fast food. Also, different variety of food may be served depending on the times of the day. Beverages such coffee, tea, soft drinks and fruit juices may also be served in such outlets. Some outlets may additionally have specially designed counters for ice-cream, chaats etc.

Popular formats of fast food business in India have the following features in common:

- Wide opening on the road side
- Easy to maintain and durable décor
- A cash counter where food coupons are sold
- A food delivery counter which invariably is granite topped
- Additional counters for Ice Creams, Chaats, Beverages etc.
- A well fitted kitchen located so as to be visible to the customers
- Tall tables, typically of stainless steel, where one can eat while standing
- A drinking water fountain adorned with a water filter
- Rust-proof and non-breakable crockery

Most of the fast food outlets in India are stand alone establishment, few of them having more than one branch.

Darshini

One of Bangalore's restaurateurs, Mr Prabhakar, opened an outlet called Upahara Darshini in mid-1980s. The novelty was that the food is cooked just behind the serving counter, visible to the customers, and one has to eat while standing by placing the food on tall tables. It is a self-service place where one has to buy a coupon before eating. It offered typical south Indian snacks at highly affordable prices resulting in an instant hit with the office goers as well as students. The size and the enclosed design of the eating space and consequent spilling over of the eaters onto the footpath during the busy hours indicates that he did

not anticipate the level of success. This issue is addressed by those who copied the module by keeping the entire face of the outlet open to the road. It would not be wrong to say that this was a trend setter and its format, described earlier, is even to this day replicated by other across south India. The popularity of this business module can be gauged from the fact that many restaurants which adopt this format have “Darshini” as suffix in their names.

Food courts

Another concept of fast food that is becoming popular is that of Food Courts. It is like putting together a number of Darshinis serving different cuisines under one roof. Here also one has to purchase coupons and collect the food from one of the several counters. Each one of these counters serves specific variety of food and may be owned by different individuals or caterers. Food Courts are normally located on much bigger premises and may provide seating facility in addition to the stand and eat arrangement. Typically one entrepreneur owns or takes on lease the entire premises and promotes the place under one name. He then lets out individual counters to different independent operators to offer different menu. Internal competition is avoided by not allowing more than one counter to offer similar food.

Several international fast food chains like Kentucky Fried Chicken, McDonald’s, and Barista Coffee have their outlets in major cities. Café Coffee Day, again a brainchild of Bangalore-based businessman, is the only Indian chain which boasts of hundreds of outlets and is present across India. But then it is classified more as a coffee shop than a fast food place.

Now local chains coupled with numerous foreign fast foods have sprung up in India, leading to many websites not only catering to the curated list of foods, restaurants and reviews but also giving option to book and get it delivered at your doorsteps.

Varieties of food offered

The kind of fare they offer as of date could be just anything and everything. Preference of the local population and the location of the outlet influence the menu more than anything else. Some of the popular dishes offered at Indian fast food outlets are:

Western Indian

- Vada pav - fried potato vada sandwiched in a pav
- Misal pav - cooked sprouted lentils and farsaan in a spicy gravy

- Khaman – Khaman, Sev khamani, Locho, Sandwich dhokla, Nylon Khaman
- Samosa – Alu samosa, Surti samosa, Daal samosa
- Bhaji Puv – Butter bhaji puv, Jain bhaji puv
- Sev Usal – Sev Usal
- Khandvi – Khandvi
- Gathiya – Bhavanagar gathiya, Gathiya
- Jalebi – Kesar jalebi, Desi ghee jalebi
- Poha – Masa Poha, Kanda poha, Usal poha
- Puff – Masala Puff, Cheese Puff
- Shahi tukda - A bread pudding sweet

South Indian

- Idli – Rice Idli, Rava Idli
- Vada – Uddina Vada, Rava Vada, Masala Vada, Maddur Vada
- Dosa - Masala Dosa, Set Dosa, Rava Dosa
- Upma, Kesari bhath
- Puliogare
- Pongal
- Vangibath
- Vegetable Bonda
- Chaat

Others

- Bonda Soup
- Pohay
- Bhajji – Banana Bhajji, Green Chili Bhajji
- Pakora – Onion Pakora, Vegetable Pakora
- Thali - vegetable, chicken, mutton
- Rajma rice
- Chinese food

- Pasta
- Burger (chicken, mutton, veg)
- Wraps & rolls
- Chaat
- Grilled chicken
- Samosa, patties(E.g. Ragda pattice), bread pakoda
- Dabeli
- Doner kebab
- Dum biryani
- Fish and chips
- Salads
- Fruit beer
- Mutar kulcha
- Pao bhaji
- Stuffed paratha
- Fruit salad
- Idli sambar
- Vada sambar
- Dahi wada
- Bhajiya
- Mini Meals
- Chapati and sabji

Beverages

- Coffee
- Tea
- Lassi
- Fruit punch
- Cold Drinks
- Fresh fruit juice

- Milkshake
- Mocktails
- Soup (Hot Beverage)

Factors affecting Service Quality and Guest Satisfaction

Hygiene in outlet

Today it is vital for food industry providers to matter about their degree of cleanliness as today s customer have grown to be more alarmed about risks allied with food. This report will identify the issues of health associated with various fast food restaurants, it will also highlight whether these problems of cleanliness in junk food restaurants impacts their sales, whether it changes the behaviour of customers and also a few of the alternatives that can enhance the hygiene degree of these fast food restaurants. In addition to this it also targets what consumer’s desires federal government to do to improve hygiene of these outlets.

Analysis is manufactured on Track record Information of junk food Restaurants and problem of hygiene associated with them, which include use of allergic ingredients and lack of cleanliness of personnel, kitchens.

5 practices to maintain the hygiene standards at restaurants

1) Regular inspection of areas like kitchen and dining

There should be regular inspection of areas like kitchen and dining by the managers so that the health aspect of a restaurant is up to the mark. It is essential in meeting health and hygiene requirements which have been stated by the Food Safety and Standards of India (FSSAI).

2) Staffs maintaining personal hygiene

The saying is true that cleanliness begins at home. This is also applicable for maintaining the hygiene at a restaurant. The staff needs to be properly trained for maintaining personal hygiene at restaurants. They should adapt with clean clothes, hairnets and other hygienic tools which are necessary for maintaining a healthy environment.

3) Sanitizer for kitchen equipment

Employees should be educated properly on the use of equipment which is available in the restaurant. Along with the usage, maintenance of equipment can eventually help in increasing the hygiene factor of a restaurant. They should be familiar with the use of equipment along with cleaning and maintaining them.

4) Developing restaurant hygiene checklist

The manager of a restaurant should create a checklist of the specific cleaning duties and tasks which are performed in the restaurant on a daily basis. Keeping the checklist updated will make sure that the proper duties are being done, increasing the hygienic factor of the restaurant. The manager can assign the tasks according to shift so that a person doesn't get tired and the maintenance is properly taken care of.

5) Proper ventilation

Ventilation is something which is really very important for both the customers as well as for staffs. It plays an integral role in maintaining the hygiene factor of a restaurant. Proper ventilation is essential for the preparation and storage of food also boosting the morale of customers and staffs present in the restaurant.

Courtesy of Staff

Staff should be always courteous to the guests and always ready to help them. **Employee behaviour** is defined as an **employee's** reaction to a particular situation at workplace. **Employees** need to behave sensibly at workplace not only to gain appreciation and respect from others but also to maintain a healthy work culture. The behaviors of employees in the workplace have a direct correlation to the business' operations, and concurrently, its success. Typically, professional behaviors generate collaborative work product and elevate the status of the company, while poor or unprofessional behaviors have the potential to thwart productivity, decrease morale and create a poor public image.

Health consciousness

Provision of very healthy options within the restaurants has generally become one of the major strategies which are adopted by the businesses to make sure that they survive in the highly competitive business environment (Beatson, Lings & Gudergan, 2008). A larger menu variety as well as availability of healthy options on the menu hence plays a key role in improving perceived value as well as satisfaction of the consumers. A number of the customers are nowadays concerned regarding healthy lifestyles. At the same time, they are always more

interested in having in place very healthy menu items. Availability of highly nutritious food items on the menus has been taken seriously by a number of restaurateurs. As a result, there is the need for the restaurants to make sure that they are health conscious (Cavana, Corbett & Lo, 2007).

Child-friendly

According to Nitin, Deshmukh & Perm (2005), child-friendly attributes involves making sure that attention is paid to the children's menus through the provision of various kinds of incentives like toys, making sure that play areas are available with toys for young children and also making sure that the different needs of the children are taken into consideration (Vinagre & Neves, 2008). A number of the fast-food outlets generally target children as the main consumers. As a result, they have introduced numerous items which are mainly aimed at attracting the attention of the children in order to ensure that they entice their parents to patronize them (Acebro'n & Dopico, 2000).

Ease of complaint

The restaurants should strive to make sure that the grievances of the customers and their complaints can easily be received and also addressed in a manner that is highly effective. They should strive to ensure that they have different avenues where the consumers are capable of complaining and giving feedback. This way, the restaurants are in a good position to receive the complaints which are got from the customers and therefore, they are always in a good position to respond to the different needs and expectations of the customers.

Comfort Level of Guests

The ambience within the restaurant or the food outlet generally entails the creation of an atmosphere through the use of various things which are linked to the brand, design, décor, colour scheme as well as the wall texture (Andaleeb & Caskey, 2007). Some of the other non-visual senses which also influence the overall perception of the customers include background music, the smell and scent within the given restaurants as well as the overall temperature of the given restaurant (Andaleeb & Conway, 2006). The physical environment as well as the atmospheric influences the perception of the customers regarding the overall quality of fast-food outlets or the offerings of the restaurants (Dave, An, Jeffery & Ahluwalia, 2009).

Availability of Ingredients

According to Binkley (2006), availability involves late-hour operations, early-hour operation, as well as convenient hours of operation. Due to the fact that the consumers in most cases do not have the time to prepare own meals because of the extended working hours, the extended operating hours of the fast-food outlets are valued highly (Cao & Kim, 2015). The fast-food outlets which are operating for very long hours or which provide delivery services, or which are conveniently located like the shopping malls, generally make it even more accessible and also very easy for the customers to make use of the facilitates (Block, Scribner & DeSalvo, 2004; Dave, An, Jeffery & Ahluwalia, 2009). 6.11. Expeditiousness According to Blumberg (2008), expeditiousness can be defined as the attributes which are related to crowding and having in place different menu choices. Variety generally refers to the number of diverse menu items which are available (Chandon, Wansink & Laurent, 2000). New menus ought to be developed constantly so as to attract customers. The restaurateurs should have in place a wide array of food, as well as beverage offerings (Boutell, Fulkerson, Neumark-Sztainer, Story & French, 2007).

Communication of Staff

According to Bowman, Gortmaker, Ebbeling, Pereira, & Ludwig (2004), communication attributes generally relate to the opportunities for the customers to ask various questions regarding the different kinds of services which are being offered by the restaurants. The employees who are serving the customers ought to be in a good place to ensure that they can communicate in a manner that is highly effective and efficient. Highly effective communication is one of the key ways through which the level of satisfaction can be enhanced (Bowman & Vinyard, 2004).

The food quality

According to Bowman & Vinyard (2004), the quality of the food which is offered to the customers should be taken into consideration by the restaurants. Numerous studies which are carried out in the past have indicated that the quality of the food which are offered by the restaurants to a great extent affects the levels of satisfaction of the customers. The foods which are provided by the restaurants ought to strive to meet the needs as well as the ever changing expectations of the customers (Buckley, Cowan, McCarthy & O'Sullivan, 2005). Some of the key strategies which can be adopted by the restaurants in order to ensure that high quality foods are offered generally include hiring highly com-

petent chefs. At the same time, it involves making sure that the comments and suggestions which are offered by the customers are taken into consideration. This will play a major role in ensuring that the high quality food is offered to the customers (Campos & Nobrega, 2009). Various scales are existing which can be adopted in order to ensure that service quality level are measured. This research adopted scale offered by Oyewole (1999) which was specifically designed to be used in the fast food establishments industry. The scale as used in this study has ten dimensions which have been explored thoroughly.

Conclusion

In completing this research paper, various marketing strategies had practice as a main structure in meeting sustainability of a particular fast food chains of Lucknow. Neither do fast food chain restaurant is needed to use this marketing strategies but also other food chain restaurant. The sustainability of a particular fast food restaurant is not as easy as it seems, in which countless counter-measure has to be taken to improve efficiency and affordability; nevertheless, improves business. In addition, evolutions of fast food chain, which are unhealthy, are now more health concern in providing healthy and affordable to all. A special authority should also be implemented to keep track of the used of improper ingredients or material that would harm the environment and consumers. This would allow the fast food chain to have a better changes not only in terms of being green but being a company that are responsible for the obesity rate to be controlled and also health issues. Last but not least, by implementing green restaurant isn't the only thing that fast food restaurant should be taken into consideration; but, materials that they used must be in a constant surveillance in achieving recycling products that will not harm the environment.

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Reasons leading to attrition in hotel industry of Rajasthan

Chapter 29

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Introduction

In this frequently changing environment that is not only affecting the organisation but also the employees working in it, Human Resources Management has a vital role to play in managing the organisation resources and how employees are treated in the organisation (Hassan, Hassan, Khan and Naseem, 2011). Employees are an important asset to every company, business and organisation. In fact, the success of every company or business is entirely based on the effectiveness of its workforce (Samuel and Chipunza, 2009). A business may invest a lot of resources into its core operations and activities, but without a highly effective human resource, success in the long run cannot be achieved (Ton and Huckman, 2008). In a study by statisticians at the Bureau of Labor Statistics in 2014, employee turnover cost organizations more than \$25 billion a year. Other findings resulted from a narrow focus, omitting an address of the immediate and long-term consequences of employee attrition (Chang, Wang, & Huang, 2013). Determining the principal reasons hospitality employees leave their positions in such great numbers is difficult at best. Researchers proffer substantive reasons for hospitality employee turnover (Chang et al., 2013). Although researchers, such as Cheng, Yang, Wan, and Chu (2013) examined different aspects of workplace factors involving leaders and coworkers as hospitality professionals, there is a continuing need for additional study of the various types of relationships among variables that include turnover among hospitality workers in the employment environment. Hospitality leaders may use these findings about employee turnover to implement strategies to reduce the high turnover rate within the industry.

Hotel Industry in India

Hotels in earlier days were the places where travellers could get services of shelter and food. A humans modernized the hotels also got a new face. Hotels now a day are the places where one can find the services of accommodation, food & beverages, recreational, rejuvenation, business centre, and travel assistance and so on.

After World War II and specifically after the independence of India, the first Prime Minister of India Pundit Jawaharlal Nehru focused and promoted on advancing the tourism activities in the country. He saw growing future of the country to increase revenue of the country through tourism activities. Later, for the promotions of tourism industry and to regulate that, Ministry of Tourism and Civil Aviation was created in 1967.

A new concept of Hotels came into existence when Royal families of India offered their properties to the Hotel companies to run as Hotel business. Heritage Hotels set new standards for Indian Hotels. Since the hotel industry comprises of numerous hotels, and they provide numerous services, facilities and goods, the hotel industry lacks a single identity. Although the basic concept of hospitality, food and accommodation are same, yet hotels may have different characteristics and assets and each hotel would like to attempt to cash on its assets and develop its share of the particular market. Placing a hotel into a particular group is not easy because of the diversity of services, facilities and amenities provided or not provided. Hotels are classified into several distinct categories to help the prospective guest in identifying the right type of hotel matching their needs and standards.

Rajasthan literally means *Land of Kings* is a place of great heroes and warriors, which portrayed great examples of conquest and sacrifices. It is famously known for its historical forts, palaces, art and culture. The trails which takes a tourist on a path to explore the richness of the vibrant Rajasthan is obviously more than what words can speak. Colourful festivals, art & culture, forts and palaces, winds of sand dunes, dance of enjoyments, camel safari etc. are the best showcase of Rajasthan magnificent history.

Hotel Industry in Rajasthan

The hotel industry in India is the largest and rapidly growing industry in India. It has provided employment to approximately 8.5 per cent of the total work force of India. Rajasthan has all kind of hotel to accommodate all kind of guests. All the prominent hotel chains of India, like Taj Group of Hotels, Oberoi Group

of hotels, ITDC, RTDC, Bharat Hotels are running their hotels. Among the international hotel chains, Hyatt, Leela, Raddison, Holiday inn, Quality inn and many other latest chains are having their hotels in important tourist centres of Rajasthan. If we look from the Hotel and Restaurant Approval and Classification Committee point of view, all categories of hotels ranging from one star to five stars deluxe are operating in Rajasthan. With regard to heritage hotels, need not to say that these hotels are strength of tourism in Rajasthan. Also, three-fourth heritage hotels of entire country are based in Rajasthan. Then individual hotels- approved and unapproved, registered and unregistered- are in abundance to cater the needs of various kind of tourists. However, the hotel industry is confronted with considerable challenges imposed by the rapidly changing external environment. Thus in order to continue the higher growth rate, the industry requires highly trained professionals.

Attrition

A reduction in the number of employees in a company is known as Attrition. It also described in Business Dictionary as the unpredictable and uncontrollable, but normal, reduction of work force due to resignations, retirement, sickness or death. Attrition has two sides, one where employees leave the industry entirely and the other where employees leave the organization and join the other in the same industry. (Bharathi & Paramashivaiah, 2015). There are push and pull factors that influence turnover intentions of employees. Pull factors are stronger in motivating employee to join another organization and also helps the employer to understand the employee’s expectations. (Jessica Sze-Yin Ho, 2010). For the current study, attrition is taken as the gradual reduction in the number of employees and there are number of factors which are effecting it.

The objective of the study is to find out the reasons of attrition in the Hotel Industry of Rajasthan region. The sample size taken for the present study is 386 hotel employees as respondents in which 75 were female and 311 were male employees.

Gender	Frequency	Percent
Female	75	19.4
Male	311	80.6
Total	386	100.0

Sample Profile

The sample profile of respondents includes their Designation, Age, Gender, Marital Status, Total working experience in hotel industry, Work experience in current hotel, Hotels worked in last 3 years, and Working Hours.

Reasons of attrition in the Hotel Industry of Rajasthan region

Attrition is defined as intention to leave the organization. Hotel industry is facing high employee attrition. To find out the reasons of attrition of hotel employees, the following table represent the variables for identifying the reasons of attrition among hotel employees of Rajasthan state.

S.no.	Variables
1	Relocation
2	Intention to start own venture
3	Health Issues of family or self
4	Better opportunities in other hotel organizations
5	Personal and work-life balance
6	Lack of Learning & Development
7	Higher Studies
8	Poor Job Profile
9	Low Growth Opportunities
10	Low Pay
11	Behaviour of Seniors
12	Delay in Decision Making
13	Poor Internal Communications
14	Uncertainty in day to day operations
15	Lack of clarity in reporting relationship

To find out most appropriate reasons, factor analysis was used. Factor Analysis is a statistical tool to measure variability among variables. Factor Analysis helps in reducing many individual items into fewer number of dimensions.

Table: Rotated Component Matrix – Reasons of Attrition

Rotated Component Matrix - Attrition							
	Component						
	1	2	3	4	5	6	7

Relocation				.719			
Starting own venture						.859	
Health issues of Self or Family					.661		
Getting Better Opportunities in Other Hotel Organizations			.599				
Personal and Work Life Balance							
Lack of Learning & Development			-.727				
Higher Studies		.909					
Poor Job Profile				.683			
Low Growth Opportunities				.527			
Low Pay		.920					
Behaviour of Seniors					.732		
Delay in Decision Making	.861						
Poor Internal Communications	.452						
Uncertainty in day to day operations	.874						
Lack of clarity in Reporting Relationship							.806

The rotated component matrix identifies the seven major reasons of attrition among the hotel employees. These seven reasons were then named and categorized by the researcher for identifying most suitable reasons.

- Professional Reasons which includes delayed in decision making, poor internal communication and uncertainty in day to day operations
- Personal Reasons which includes higher studies and low pay
- Better Opportunities which includes lack of learning & development and better opportunities in other hotels
- Career Advancement which includes relocation, poor job profile and low growth opportunities

- Starting Own Venture
- Medical issues of self and family members
- Reporting Issues

Conclusion

The enormous employment opportunities in hotel industry still facing a huge problem of attrition. The hotel groups are trying their best to reduce the rate of attrition but their efforts are falling short in terms of the requirement. The study focused Rajasthan state hotels and their employees to find out their reasons of leaving. The reasons show a difference from the reasons identified in earlier studies like low salary and long working hours. The present study identifies that the employee's personal and professional reasons, reporting issues, starting their own ventures, higher studies are more dominant reasons for leaving the hotel.

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Introduction:

The *PaliSuttas* contain numerous examples of the Buddha giving ethical teachings and guidance to Buddhists and non-Buddhists in nearly all aspects of social life and, in the centuries following Gotama's passing away, Buddhist rulers from Asoka the Great in India to Prince Shotoku in Japan used Buddhist moral principles to usher in governmental reforms that promote peace, civil responsibility, and tolerance. And even in the modern era, Buddhist leaders like the Fourteenth Dalai Lama of Tibet, Aung San SuuKyi of Burma, the late SamdechPreahMahaGhosanada of Cambodia, and ThichNhatHanh of Vietnam have used Buddhist teachings as the primary touch point in their work to promote global peace. But beginning in the second half of the last century, a new approach to Buddhist ethics has been emerging as well, one that looks at the old questions of the good society and the skillful individual from a point of view that is rooted in both the texts and practices of the Buddhist tradition and those that derive from European tradition of ethical reflection. Arising as it did within the academy, this new approach tends to employ more a critical and theoretical

method, one which makes much more explicit the connections between Buddhist ethics and other domains of Buddhist philosophy than can generally be found in more traditional expositions.

Objectives:

- Meditation
- Self Regulation
- Self Awareness
- Self Focus Rumination
- Changing Sense Of Self
- Pilgrimage Tourism.

REFLEXIVE AWARENESS:

Reflexive awareness in the works of Dignāga, Dharmakīrti, Śāntarakṣita, and Ratnākaraśānti. As will become clear, while these authors are hardly uniform in their approach to pramāṇa theory, all of them clearly and unequivocally maintain that reflexive awareness is not dualistically structured.

In tourism, the sacred and the profane have increasingly amalgamated to the extent that Chinese Buddhist sites are de-sacralized. Practices like meditation are commodified so that they become products of a state-regulated Buddhist “culture” as opposed to a freely-practiced Buddhist “religion.”

It will consider how key facets and structures of ritual performance namely; ‘initiations’ (*abhiṣeka*), *yoga*, rites, and in particular special forms of communication such as secret language (*sandhyābhāṣā*), were utilised in a particular experiential ‘frame’, a ritual frame or *maṇḍala*. The production (*bhāvana*) of the ritual frame is indicative of a particular form of experience whereby conventional semantic values of the phenomenal world and the primary causal relationships that govern them are radically altered and deliberately manipulated through meditation (*yoga*).

BUDHIST PILGRIMAGES:

The various Buddhist pilgrimages in India attract a huge number of devotees from all around the world. In India famous Buddhist sports are Bodhgaya, Nalanda, Rajgir, Sarnath, SanchiStoopa, Cave temples of Ajanta Alora etc.

KAPILVASTU



This city was once the capital of the Mighty Shakya clan. It was here where Prince Siddhartha (later Lord Buddha) spent most of his early Childhood. Kapilvastu was also the seat of King Suddhodhana, the Father of the enlightened one. There are many excavation sites here. While wandering in Kapilvastu one can feel transferred thousands of years back to the era where the young Prince Siddharatha after having to see the pains of life, renounced all worldly riches and pleasures and went In search of a path of salvation.

KAUSHAMBHI



This place is 60 kms away from Allahabad and it is believed to be the place where Lord Buddha delivered many sermons here making it a centre of higher learning for the Buddhist. It is said to be one of the most prosperous cities of those times. Excavations have revealed ruins of an Ashokan Pillar, an old fort and the Ghositarama Monastery apart from a large number of sculptures, figurines, cast coins and terracotta objects.

SANKISA



Sankisa is the place where it is said that Lord Buddha descended here after giving a sermon to his mother in heaven and Emperor Ashoka erected a pillar here with an elephant capital to mark this holy spot. This elephant is said to be the representation of the white elephant which Lord Buddha's mother dreamt at the time of conception of Siddhartha. This place is identified with Basantpur village on the bank of Kali River in the Farrukhabad district.

SHRAVASTI



The town of Sravasti about 15 km from Bahraich and it played a host to Lord Buddha for 27 years as it was his annual rainy season retreat. This place is said to be founded by the King Sravast. This place has many well preserved stupas, monasteries and beautiful temples. Sravasti also has an Anand Bodhi tree which is an offspring of the original Bodhi tree, which was planted by Lord Buddha main Disciple.

KUSHINAGAR



The city of Kushinagar is 50 km from Gorakhpur where Lord Buddha attained Mahaparinirvana. This place has a uniquely designed Mahaparinirvana temple has a huge statue of the reclining Buddha which was excavated in 1879. It was here where Lord Buddha gave his last sermon. The excavations have revealed the presence of a large community of monks living here as late as 11th century A.D.

SARNATH



Sarnath is the place 10 kms away from Varanasi, where more than 2500 years ago Lord Buddha gave his first sermon after attaining enlightenment. This place has many historical sites like Dhamek Stupa which is known as "The seat of Lord Buddha" from where he gave his teachings, Mulgandh Kuti Vihara, Chaukhandi Stupa and Dharmarajikastupa. There is also a pillar which was established by Emperor Ashoka in 273-232 B.C. which is the foundation of Bud-

dhist Sangha and the Lion Capital atop of this pillar is now India's National Emblem.

Analysis and results:

Different research papers and books shows these religious places are very good for meditation and health purposes and for knowledge and for pilgrimage tourism. Theachings are also not ignorable for good human beings.

Conclusions:

Their rise can be explained in terms of a reaction against the increasing rites and rituals of sacrificial Brahmanism. Contemporary texts attest the presence of as many as 63 such sects at that time. However, two of these survived the test of time and became district religions. These were Buddhism and Jainism of these two, Buddhism spread outside India and is today the major religion of many South- East Asian countries.