TRENDS, ISSUES AND WOMEN IN HOSPITALITY AND TOURISM INDUSTRY

Edited By

Dr. Vinay Rana

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PREFACE

International tourism is the world’s largest export earner & an important factor in the balance of payments of many industries. For many destinations across the nation, tourism is an important part of their economy. The developing nations view tourism as a source to improve upon their economy whereas the developed nations view it as a stimulus for furthering their economic growth. The effect of tourism creates a multiplicative effect and thus leads to better growth and opportunities within the society and the country as a whole.

There has been a major change in the interest and motivation for travel around the globe. The interest is changing giving a paradigm shift to tourist behavior and patterns. Accordingly various stakeholders need to relook at their policies and for new developments in the field of product designing and development. This changing nature of tourism is impacting inter – organizational, relations, collaborations, competition, innovation and marketing.

This book through research contents delves into the current and emerging trends, challenges in hospitality and tourism industry along with perspectives of women in Hospitality and Tourism Industry. The book has four sections. Section A, covers chapters on “Issues and trends in food /cuisine”, Section B covers chapters on “issues and trends in hospitality human resources”, Section C covers chapters on “ issues and trends related to women in hospitality & tourism” industry Section D covers chapters on “general Issues and trends related to hospitality & tourism industry”.

A number of people have contributed significantly to the realization of this book and must be acknowledged. The contributors to this book are well-known individuals from hospitality education in India and overseas Universities. I am grateful to all those who believed in this project and contributed with chapters or advise. Without their contribution, this book would have never materialized.

(Dr. Vinay Rana)
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Section-A

Issues and trends in food /cuisine
Pahari Cuisine: The Food Heritage of Uttarakhand

Dinesh Kumar Karush, Dr. Sonia Sharma
1 Research Scholar, SOTSHM, IGNOU,
2 Assistant Professor, SOTSHM, IGNOU

Abstract

Uttarakhand State was carved out of the state of Uttar Pradesh on November 9, 2000. It is divided into two broad regions–Garhwal and Kumaon. The state is comprised of 13 districts, namely, Chamoli, Pauri, Tehri, Uttarkashi, Dehradun, Haridwar and Rudraprayag in the Garhwal region while Nainital, Almora, Pithoragarh, Udham Singh Nagar, Champawat and Bageshwar falls in the Kumaon region. Of these 13 districts, four districts (Nainital, Haridwar, Dehradun and Udham Singh Nagar) have large areas in the plains, whereas the other nine districts comprise the hill region of the state. The positive features of these hill districts are that they have enormous potential for tourism, a suitable climate for high-value agriculture, and a pleasant environment due to 60 percent forest cover. These have to be harnessed for a development strategy.

Heritage is something which is inherited from our ancestors. It reflects the way of life they lived and the same thing getting transferred from generation in the same form or with modification. The input was given continuously with aim to follow and communicate to our next generation. The high attitude mountain gifted five major rivers as Ganga, Yamuna, Western Ganga and Kali apart from smaller ones. This is a place where tourist like everything, the only demand left is the sea.

The empirical objective of the study is to find out the prospective role of food as cultural heritage and tourist perceptions on status of regional cuisine of Uttarakhand. The studies also analyze the government and local community participation in promotion of local food. The findings also suggest and recommend various measures can be practiced to improve the awareness about the Pahari Cuisine.

Key Words: Heritage Tourism, Kumauni Cuisine, potential for tourism, inherited.

Introduction

“India’s geography and cultural heritage is vast and has something to offer to everyone (Gill, 1996, P. 10)”. The Himalayan range in north provides an opportunity for mountain tourism, Indian Ocean in the southern part of the country, Arabian Sea in the west and Bay of Bengal in east provides tremendous opportunity for beach tourism which attracts domestic and foreign tourist to use good and services. The Thar Desert with Aravalis mountain ranges is best suited for desert and cultural heritage tourism. The rich natural resources, geographical and cultural diversities, forest, mountains, lakes, rivers, sacred shrines, cultural heritage and monuments sites and above that hospitable people of India, thriving the tourism activity (Singh, 2002).

Since thousand years people are travelling throughout the world in search of herbs, spices, wines, fruits, chilies, coffee, chocolates and many more eatables. The modern travelers look forward for restaurants and wineries rather than pirated-infested trade routes. “Culture can be defined as traditions and way of life which is reflected from food habits, dance, rituals, sculptures, building
designs and many more practices (UNESCO, 2001)”. Consumption of tourism goods and services are an integral aspect of tourist travelling in various destinations and food is a significant means to penetrate into another’s culture (Long, 1998, P. 195). Local food at destinations is a fundamental component which adds a range of attractions to overall tourist satisfaction.

“The globalization in food industry, Television food channels and advertisement through various medial has motivated people to dine outside for satisfying the hunger or experience the local specialties or fusion foods. The local community involved in food tourism has changed their plans according to need and demands of the travelers. The factors motivated the rural people to emphasize the conservation and maintenance of natural and cultural heritage, including the rights of indigenous people (Liz Sharples, Hall, Mitchell, 2003)”. The significance of foodstuff has been explained by many researchers. Food is not only the basic necessity but a core element of regional culture which also adds value to image of local destination. “Local Cuisine a core manifestation of destination’s intangible heritage, and its consumption, tourist can gain a truly authentic cultural experience (Okumus, Okumus & McKercher, 2007; Renkoet al., 2010)”

Past studies about Cultural Heritage

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Resource Persons And Year of Publication</th>
<th>Views Regarding Food as Cultural Heritage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Kessings and Kessings, (1971)</td>
<td>“Cultural heritage can be concluded as psychological prospective, culture is seen as organized system of knowledge and belief in which people are structure their experiences and perceptions, formulates act and makes choice between different alternatives”.</td>
</tr>
<tr>
<td>2.</td>
<td>Allport, (1954); Cook,(1962); Bochner, (1982)</td>
<td>“The main positive influence refers to the increased knowledge and understanding of host society and cultures, which refers to positive interactions”.</td>
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<td>3.</td>
<td>Williams, (1998)</td>
<td>“Cultural Heritage act as arrivals of tourist in local community inevitably provoke positive and negative influences”.</td>
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<td>4.</td>
<td>Pears, (1988)</td>
<td>“In Cultural Heritage is Social and Physical structure of past and present and in broader sense may be taken to need everything about people and place”.</td>
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<tr>
<td>5.</td>
<td>Collins, (1990)</td>
<td>“Cultural heritage is accumulation of daily details and large Traditions, social, racial, and religious built from time and memory”</td>
</tr>
<tr>
<td>6.</td>
<td>Crockett and Wood, (1999)</td>
<td>“Cultural heritage influences Regional destination branding has become important because regional brands can be developed as a competitive advantage for a state, and state brands reflect a part of a country brand”.</td>
</tr>
<tr>
<td>7.</td>
<td>(Smith and Krannich, (1998); Verbole, (2000); Andriotis (2001); Keller, (2002)</td>
<td>“Cultural heritage can be seen as contributor to the local community by improving the standard of living, providing employment opportunity, providing investment for development of infracture and as a mean of financial and social development</td>
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<tr>
<td>No.</td>
<td>Author(s) (Year)</td>
<td>Citation</td>
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<td>8.</td>
<td>McKercher, (2002)</td>
<td>“It can be experience that people are more highly motivated to participate in cultural tourism than other”</td>
</tr>
<tr>
<td>9.</td>
<td>Grazuleviciute, (2006)</td>
<td>“Essential efforts to be made as for the potential of cultural heritage, especially the possibilities embodied in abandoned historic building and territories”</td>
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<td>10.</td>
<td>Singh, Pandey, Mishra (2012)</td>
<td>“Cultural heritage can be experience as skill of art, dance, music, drama etc. which is handed down by our previous generations”</td>
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<tr>
<td>11.</td>
<td>Haque and Anwar, 2012</td>
<td>“Cultural heritage includes folk, fine arts, traditions and language”</td>
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<tr>
<td>12.</td>
<td>( Gautam and Upadhyay, 2012)</td>
<td>“The quality of cultural heritage and its presentation is key factor of tourism:”</td>
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<tr>
<td>13.</td>
<td>Mishra and Gautam, 2012</td>
<td>“Cultural heritage is travelling to experience the places and activity that authentically represents the people of past and present”</td>
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Food Heritage can be concluded the cultures which has been passed from generations to generations. It includes folk, fine arts, traditions and language, music, drama where food cannot be neglected. Food somehow automatically becomes the part of different segments of cultural heritage. In food it includes traditional recipes, ingredients, tools and equipments, banqueting, festive foods, food served during different rituals, cooking styles etc are transferred from generations to generations. Tourist travelling to various tourist destinations wish to try authentic recipes cooked in traditional utensils and served in the same manner and want to be part of entire experience.

It is concluded that Culinary Tourism is an activity and experience which is related with tourist participation in experiencing the food and drinks of a particular region or state or country. Tourist spends lots of money and time while consuming culinary product and services. They wish to try new things different from routine food back at home. The countries in different part of the world are promoting culinary tourism by locally produced commodities and cooking styles in tourist destination. The government and local community participation is required for such developments which not only improve the social and economical status of destination.

**A brief introduction to Uttarakhand**

The region of Uttarakhand can be dived in two broad regions when we discuss the cuisine. The Garhwal region consist of district Chamoli, Tehri, Pauri, Uttarkashi, Dehradun, Haridwar and Rudraprayag have their own regional specialities. The Kumaun region has district as Nainital, Almora, Pithoragarh, Udham Singh Nagar, Bageshwar and Champwat. The Kumauni and Garhwali cuisine popularly known as Pahari Cuisine. The cuisine has regional influences because of its geographical locations, invasions and foreign settlers. The food and style of cooking are seasonal due to change in weather. The organic food and slow cooking suits tremendously of high-energy necessities of mountain and cold climate.
Foreign Tourist Arrival In India (Millions)

<table>
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<tr>
<th>Year</th>
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<tr>
<td>2012</td>
<td>4.3</td>
<td>2.5</td>
</tr>
<tr>
<td>2014</td>
<td>3.5</td>
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<tr>
<td>2015</td>
<td>4.5</td>
<td>4.19</td>
</tr>
<tr>
<td>2016</td>
<td>4.19</td>
<td>4.19</td>
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Domestic Tourist visit to all states (Millions)

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<th>Domestic</th>
<th>Foreign</th>
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<tr>
<td>2012</td>
<td>1005.05</td>
<td>1005.05</td>
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<tr>
<td>2013</td>
<td>1422.53</td>
<td>1142.53</td>
</tr>
<tr>
<td>2014</td>
<td>1282.8</td>
<td>1058.82</td>
</tr>
<tr>
<td>2015</td>
<td>1431.97</td>
<td>1296.97</td>
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Sources: Bureau of Immigration, Govt. of India, for 1999-2015, Ministry of Tourism, Govt. of India, for Jan-June, 2016

Source: State/UT Tourism Departments

Domestic And Foreign Tourist Visits In Uttarakhand, 2013-2014, 14-15

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<th>Year</th>
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<tr>
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<td>21991315</td>
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<tr>
<td>2015</td>
<td>29496938</td>
<td>105882</td>
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Swot analysis of Tourism in Uttarakhand

Strengths: Natural Beauty, Potential for pilgrimage and health tourism, Location on the Himalayas

Weaknesses: Poor infrastructure, indecisive publicity, Lack of awareness about tourism

Opportunities: Rising demand of tourism, Attestation towards mountain tourism, Greater projection of Himalayas overseas

Threats: Haphazard growth of infrastructure, Environmental pollution, Architectural Pollution, Socio- Cultural Tensions, Economic disparity

Sources: Bharti Publication, ISBN: 978-93-81212-14-1 Page No. 78
Popular Tourist Destination in Uttarakhand

Special features of Regional Cuisines of Uttarakhand
Seasonality: The regional dishes of Uttarakhand and their style of cooking changes according to season. The outcome of cooking leads by keeping the body calm and cold during summers while in winter the practices of dishes happens which provides heat in body to fight against tough winters. It has been observe the gravies prepared thicker in winters while in summers the curry are thin down by adding Chhas or grounded pulses.

Porteinous Food: Other than meat variety of local pulses like Gahat, Bhatt, Urad, Lobia, Soybean are widely used in day to day preparations. Thesese dishes include Bhatt ke Dubke, Gahat ke Dubke, Churkani, Urad ka Chaisa, Hagat kid al tempered wiwth red chilli and Heeng are good source of protein

Slow Cooking

The millets and pulses grown in tough climate need a long stewing to impart all its flavor and taste. The best fuel for such cooking is wood and charcoal. The wooden logs are set on fire for slow and continuous cooking.

Use of Millets: Kodo, Sorghum, proso Millet, Foxtail Millet, Finfer Millet and Bamyard Millet are the major millets used in regional cuisine are rich source of nutrients like calcium, iron, protein and magnesium. These are staple food of locals.

Flavorings: Locally grown Jammu, Gadreini, Jakhiya, Bhang seed, heeng, raie are major ingredients used as tempering in almost all savory dishes.

Excessive use of leafy vegetables: Pahari Palak, Bichho Ghas, Chauli, Lingora, Kothiyar, Jhankara, Pania, Gandpapar. Bathua are major leafy vegetable used in cooking.

Hypothesis of the Study
Literature indicates that demographic features of tourist have relationship with acceptance of Cuisines of Uttarakhand, therefore would like to test the relationship.
Gender has no significant relationship with acceptance of the Regional Food of Uttarakhand

Age has no significant relationship with acceptance of the Regional Food of Uttarakhand

Education has no significant relationship with acceptance of the Regional Food of Uttarakhand

Income has no significant relationship with acceptance of the Regional Food of Uttarakhand

Regional Cuisine of Uttarakhand have tremendous features in terms of its availability, use of organic ingredients, nutrition, spiciness, public health practices, reasonable price and its popularity. The association between tourist level of acceptance and special features of cuisine need to be testified.

Traveler’s have no significant relationship with varieties of dishes available in Regional Food of Uttarakhand

Traveler’s have no significant relationship with use of organic ingredients in Regional Food of Uttarakhand

Traveler’s have no significant relationships with dishes are nutritive and menu balance in Regional Food of Uttarakhand

Traveler’s have no significant relationship with acceptance of public health practices in Regional Food of Uttarakhand

Traveler’s have no significant relationships with dishes are reasonable price in Regional Food of Uttarakhand

Traveler’s have no significant relationship with dishes are Flavorful and tasty in Regional Food of Uttarakhand

Traveler’s have no significant relationship with efforts in familiarizing food knowledge of Regional Food of Uttarakhand

Objective of study

- To find special features of Regional Cuisines of Uttarakhand.
- To analyze the association of demographic factors and popularity of Regional Food among tourist arrival.
- To study the association of acceptance of Regional Food among tourists arrival.

Research Methodology

To understand the acceptability of Regional Cuisine of Uttarakhand by tourist visiting to various destinations of Uttarakhand, a structured questionnaire has been used. The variables were used from past studies. The questionnaire uses nominal as well as five point Likert scale. The sample size planned for the study was 250. The received questionnaires were 144. The validity of data through Cronbach’s Alfa was 0.83 which indicates good reliability if data. The primary data has been analyzed with the help of statistical techniques; Chi-Square, Mean and Standard Deviation.

Data Analysis, Interpretation and Discussion

The primary data collected from 144 respondents has been used to derive inferences. The data was analyzed in SPSS 16. The detailed related information is given in Table A,B, C and D.
Table A: Demographic Profile of Respondent (N=144)

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<th>M</th>
<th>N</th>
<th>%</th>
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<td>less than 50 (1)</td>
<td>81</td>
<td>56.25</td>
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<td>more than 50 (2)</td>
<td>63</td>
<td>43.75</td>
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<th>QUALIFICATION [ Mean= 1.45]</th>
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<td>UG and Below (1)</td>
<td>79</td>
<td>54.86</td>
</tr>
<tr>
<td>PG and Above (2)</td>
<td>65</td>
<td>45.14</td>
</tr>
<tr>
<td>Total</td>
<td>144</td>
<td>100.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SEX[ Mean= 1.29]</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male (1)</td>
<td>101</td>
<td>70.14</td>
</tr>
<tr>
<td>Female (2)</td>
<td>43</td>
<td>29.86</td>
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<tr>
<td>Total</td>
<td>144</td>
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<table>
<thead>
<tr>
<th>INCOME [ Mean= 1.38]</th>
<th>N</th>
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<tbody>
<tr>
<td>Less Than 3 Lacs (1)</td>
<td>88</td>
<td>61.11</td>
</tr>
<tr>
<td>More Than 3 Lacs (2)</td>
<td>76</td>
<td>52.78</td>
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<tr>
<td>Total</td>
<td>144</td>
<td>100.00</td>
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</table>

AGE Mean indicates that around 56% tourist visiting at different destination are above 50 Years while male ratio is higher in terms of Gender. 54.86% have qualification as either graduate or below. 61.11% tourist having income more than 3 lacs. These demographic features is of great importance as tourist with above 50 years usually avoids to travel in high altitudes and food demand changes accordingly, tourist with higher income will try to spend more money on consuming regional cuisines dishes. The research also indicates that tourist travelling in high regions were accompanied my males.

<table>
<thead>
<tr>
<th>Test Statistics</th>
<th>AGE</th>
<th>SEX</th>
<th>QUALIFICATION</th>
<th>INCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-Square</td>
<td>2.250</td>
<td>23.361</td>
<td>1.361</td>
<td>7.111</td>
</tr>
<tr>
<td>Df</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Asymp. Sig.</td>
<td>.134</td>
<td>.000</td>
<td>.243</td>
<td>.008</td>
</tr>
</tbody>
</table>

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 72.0.
Table: C Factors influencing popularity of Kumauni Cuisine among tourist visiting various destinations in Garhwal Region of Uttarakhand

<table>
<thead>
<tr>
<th></th>
<th>There are variety of dishes available in Cuisine</th>
<th>Food is reasonably priced</th>
<th>Food is spicy and hot</th>
<th>Satisfactory Public health practices in food outlets</th>
<th>Food are Flavorful and tasty</th>
<th>Use of organic food is higher</th>
<th>The meal is nutritious and well balance</th>
<th>The government is promoting local food at various local sites</th>
<th>Various catering establishment are promoting cuisine</th>
<th>Tourist has been provided with Kumauni food knowledge</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mean</strong></td>
<td>1.527778</td>
<td>1.826389</td>
<td>4.152778</td>
<td>1.708333</td>
<td>3.569444</td>
<td>2.798611</td>
<td>3.3125</td>
<td>2.451389</td>
<td>3.055556</td>
<td>2.430556</td>
</tr>
<tr>
<td><strong>Chi-Square</strong></td>
<td>58.292⁹</td>
<td>49.292⁹</td>
<td>37.042⁹</td>
<td>22.875⁹</td>
<td>30.028⁹</td>
<td>116.486⁹</td>
<td>48.500⁹</td>
<td>44.056⁹</td>
<td>62.111⁹</td>
<td>61.000⁹</td>
</tr>
<tr>
<td><strong>Df</strong></td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>3</td>
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</tr>
<tr>
<td><strong>Asymp. Sig.</strong></td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
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</table>

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 48.0.

b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 28.8.

c. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 36.0.
<table>
<thead>
<tr>
<th>H .NO</th>
<th>Table D : Relationship under investigation with p&lt;0.05</th>
<th>Table Value for $X^2$</th>
<th>Calculated $X^2$</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>H$_{0A1}$</td>
<td>Gender has no significant relationship with acceptance of the Regional Food of Uttarakhand</td>
<td>$X^2(1)= 3.841$</td>
<td>$X^2(1)= 2.250$</td>
<td>$H_0$ Accepted</td>
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<tr>
<td>H$_{0A2}$</td>
<td>Age has no significant relationship with acceptance of the Regional Food of Uttarakhand</td>
<td>$X^2(1)= 3.841$</td>
<td>$X^2(1)= 23.362$</td>
<td>$H_1$ Accepted</td>
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<tr>
<td>H$_{0A3}$</td>
<td>Education has no significant relationship with acceptance of the Regional Food of Uttarakhand</td>
<td>$X^2(1)= 3.841$</td>
<td>$X^2(1)= 1.361$</td>
<td>$H_0$ Accepted</td>
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<tr>
<td>H$_{0A4}$</td>
<td>Income has no significant relationship with acceptance of the Regional Food of Uttarakhand</td>
<td>$X^2(1)= 3.841$</td>
<td>$X^2(1)= 7.111$</td>
<td>$H_1$ Accepted</td>
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<tr>
<td>H$_{0B1}$</td>
<td>Traveler’s have no significant relationship with varieties of dishes available in</td>
<td>$X^2(2)= 5.991$</td>
<td>$X^2(2)= 58.291$</td>
<td>$H_1$ Accepted</td>
</tr>
<tr>
<td>H$_{0B2}$</td>
<td>Traveler’s have no significant relationship with use of organic ingredients in Regional Food of Uttarakhand</td>
<td>$X^2(4)= 9.488$</td>
<td>$X^2(4)= 116.484$</td>
<td>$H_1$ Accepted</td>
</tr>
<tr>
<td>H$_{0B3}$</td>
<td>Traveler’s have no significant relationships with dishes are nutritive and menu balance in Regional Food of Uttarakhand</td>
<td>$X^2(4)= 9.488$</td>
<td>$X^2(4)= 48.500$</td>
<td>$H_1$ Accepted</td>
</tr>
<tr>
<td>H$_{0B4}$</td>
<td>Traveler’s have no significant relationship with acceptance of public health practices in Regional Food of Uttarakhand</td>
<td>$X^2(2)= 5.991$</td>
<td>$X^2(2)= 22.875$</td>
<td>$H_1$ Accepted</td>
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<tr>
<td>H$_{0B5}$</td>
<td>Traveler’s have no significant relationships with dishes are reasonable price in Regional Food of Uttarakhand</td>
<td>$X^2(2)= 5.991$</td>
<td>$X^2(2)= 49.292$</td>
<td>$H_1$ Accepted</td>
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<tr>
<td>H$_{0B6}$</td>
<td>Traveler’s have no significant relationship with dishes are Flavorful and tasty in Regional Food of Uttarakhand</td>
<td>$X^2(4)= 9.488$</td>
<td>$X^2(4)= 30.028$</td>
<td>$H_1$ Accepted</td>
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<tr>
<td>H$_{0B7}$</td>
<td>Traveler’s have no significant relationship with efforts in familiarizing food knowledge of Regional Food of Uttarakhand</td>
<td>$X^2(4)= 9.488$</td>
<td>$X^2(4)= 61.000$</td>
<td>$H_1$ Accepted</td>
</tr>
</tbody>
</table>
Conclusion

“This paper focusing an attempt to showcase how regional food of Uttarakhand food is cultural heritage can be a key factor in developing the economy of Uttarakhand when tourist spend huge percentage of their travel budget on consuming food and beverage. Regional food have tremendous health benefits and tourists are looking forward to try new food, it gives a scope for developing Culinary Tourism in Uttarakhand, will definitely lead to economic development”.

The study indicates that majority of respondents are accepting the local cuisine as it has higher health benefits and matching to their taste buds. There is very strong evidence relationship between pricing, nutritious, balance meal, organic food, promotional activities by government and various catering establishment, food knowledge to tourist. The cuisine is an eternal part of tourism. The food cannot be neglected as who so ever travelling will be consuming the same. It provides an opportunity to promote our hidden culinary treasure. The lack of awareness among tourist on food forces them not to try new food as it may lead to unpleasant experience. By promoting Cuisine the government can create better. Efforts need to be made to incorporate locally grown fruits, vegetables, herbs and spices, which are of great importance due to medicinal benefits, in day to day recipes

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14. www.uttarakhandtourism.net
15. www.gmvnl.com
16. www.kmvn.org
17. www.incredibleindia.org
18. www.tourism.gov.in
Garhwali Cuisine: Cultural Heritage of Uttarakhand

Mr. Vinod Negi
Research Scholar, Pacific University, Udaipur

Abstract

Uttarakhand State was carved out of the state of Uttar Pradesh on November 9, 2000. It is divided into two broad regions—Garhwali. The state is comprised of 13 districts, namely, Chamoli, Pauri, Tehri, Uttarkashi, Dehradun, Haridwar and Rudraprayag in the Garhwal region while Nainital, Almora, Pithoragarh, Udham Singh Nagar, Champawat and Bageshwar falls in the Kumaon region. Of these 13 districts, four districts (Nainital, Haridwar, Dehradun and Udham Singh Nagar) have large areas in the plains, whereas the other nine districts comprise the hill region of the state. The positive features of these hill districts are that they have enormous potential for tourism, a suitable climate for high-value agriculture, and a pleasant environment due to 60 percent forest cover. These have to be harnessed for a development strategy. Heritage is something which is inherited from our ancestors. It reflects the way of life they lived and the same thing getting transferred from generation in the same form or with modification. The input was given continuously with aim to follow and communicate to our next generation. The high attitude mountain gifted five major rivers as Ganga, Yamuna, Western Ganga and Kali apart from smaller ones. This is a place where tourist like everything, the only demand left is the sea.

The empirical objective of the study is to find out the tourist perceptions on status of Garhwali Cuisine in Uttarakhand, who are visiting in various tourist sites. The studies also analyze the government and local community participation in promotion of local food. The findings also suggest and recommend various measures can be practiced to improve the awareness about the Garhwali Cuisine.

Key Words: Heritage Tourism, Garhwali Cuisine, potential for tourism, inherited.

Introduction

The region of Uttarakhand can be divided in two broad regions when we discuss the cuisine. The Garhwal region consist of district Chamoli, Tehri, Pauri, Uttarkashi, Dehradun, Haridwar and Rudraprayag have their own regional specialities. The Kumaun region has district as Nainital, Almora, Pithoragarh, Udham Singh Nagar, Bageshwar and Champwat. The Kumauni and Garhwali cuisine popularly known as Pahari Cuisine. The cuisine has regional influences because of its geographical locations, invasions and foreign settlers. The food and style of cooking are seasonal due to change in weather. The organic food and slow cooking suits tremendously of high- energy necessities of mountain and cold climate. Uttarakhand belongs to some of the holiest Hindu shrines and for more than a thousand years, pilgrims have been visiting this region in the hope of salvation and purification of sin. Being such an old pilgrimage destination the cuisine of this northern state has never received much attention. No region can be considered to possess a robust cooking cultural heritage if the cuisine is not up to mark. The culture of Uttarakhand has maintained a good standard of culinary system. The Garhwali Cuisine has a tremendous capacity to heal and nurture the human life in the most purified form. The food has been cultivated in a more original way of ages which helps the locals to live a very healthy life in such tough conditions.
Garhwali Cuisine

Garhwal is a "green table spread" which boasts of clear lakes, chirpy forests, floral rainbows and the magic surrounds you as soon as you step on their soil. Garhwal is enriched with legends and is a natural cradle you love to rock into. Its scenic environment will take your breath away. It is famous for its distinct and impressive festivals, traditions, and culture and last but not at least its delicious, nutritious, mouthwatering dishes. It’s own distinct, impressive culture, traditions and more so over its exquisite, mouthwatering dishes. The cuisine of Garhwal region is simple, impressive and delectable. The influence of nature and locally available ingredients is prominent in the cuisine. The region of Garhwal, like most of the state of Uttarakhand, is mountainous and consists of a large Himalayan tract, dense forests and sparkling rivers. The region being in the vicinity of the great Himalayan Mountains has a cold climate.

Garhwal has its own distinct and impressive traditions, festivals and fairs. Its people are brave, hard-working and honest and its cuisine is high on taste and nutrition. The food habits of Garhwal’s change according to the seasons. So if in winters, Manira, Til Laddus or Madua Rotis are preferred, in summers, Dubukas with Cholia Rotis are savored. Traditionally charcoal or wood fire was used to cook the dishes, which gave the dishes a particular smoky taste, thus adding to the flavor of the dish. The food of the region is nutritious and one which provides stamina to the body to suit the high energy requirements of the hilly and cold region. The people of the Garhwal region are mainly vegetarian. But chicken and mutton are enjoyed by many people of the area.

Rice is the staple food of the people and is essential fixture at every meal. Conventional eating pattern of the region consists of prominently two meals. In the morning a brunch is eaten before the men leave for work and in the evenings an early dinner is eaten by the people of the region. Tea is consumed repeatedly during the day as this is one of the preferred drinks of the people of Garhwal region. The meal eaten in the morning is more elaborate in terms of the number of dishes cooked and the variety of food prepared. Rice is served with dal, a vegetable dish, chappati, raita and salad. During the meal time at night rice is not served. Instead, chappati is served with a vegetable dish and dal.

A traditional meal of the Garhwal region basically consists of boiled rice, chappatis, aloo ka gutka (boiled potato cubes flavored with a herb called jumbo and tempered with spices and coriander leaves), a chutney prepared from apricots or green chillies with coriander or small pomegranates, dal, badi, dupka made from gehat or chudkani or a baant. The cuisine of Garhwal utilizes fewer spices and depends more on the herbs found locally. The spices commonly used are red chillies, cumin, coriander seeds and asafoetida. Vegetables are used in the cuisine in abundance and the flavor of the vegetables dominates the dishes. Lentils are used extensively throughout the region. Lemon is one element that is used to add the extra bit to the dishes while the use of tomatoes is not very prevalent. Hash seeds (bhanga) are often used to spice up the dishes. In the interior sections of Garhwal buckwheat is popularly used and is known as muduva. This item is rich in fibre and helps to withstand the hardness of the local water.

The hospitality industry in Garhwal region is facing increasing competition due to rapid changing economy and fast developing technology. The globalization in tourism industry has increased guest demands. Hospitality products and services users want the innovative foods and hospitality again and again without any repetition. Culinary professionals working in the industry must be able to remain innovative and attract new customers by satisfying their increasingly sophisticated demands.
### Literature Review
#### Past studies about Cultural Heritage

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Resource Persons And Year of Publication</th>
<th>Views Regarding Cultural Heritage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Kessings and Kessings, (1971)</td>
<td>“Cultural heritage can be concluded as psychological prospective, culture is seen as organized system of knowledge and belief in which people are structure their experiences and perceptions, formulates act and makes choice between different alternatives”.</td>
</tr>
<tr>
<td>2.</td>
<td>Allport, (1954); Cook,(1962); Bochner, (1982)</td>
<td>“The main positive influence refers to the increased knowledge and understanding of host society and cultures, which refers to positive interactions”.</td>
</tr>
<tr>
<td>3.</td>
<td>Williams, (1998)</td>
<td>“Cultural Heritage act as arrivals of tourist in local community inevitably provoke positive and negative influences”.</td>
</tr>
<tr>
<td>4.</td>
<td>Pears, (1988)</td>
<td>“In Cultural Heritage is Social and Physical structure of past and present and in broader sense may be taken to need everything about people and place”.</td>
</tr>
<tr>
<td>5.</td>
<td>Collins, (1990)</td>
<td>“Cultural heritage is accumulation of daily details and large Traditions, social, racial, and religious built from time and memory”.</td>
</tr>
<tr>
<td>6.</td>
<td>Crockett and Wood, (1999)</td>
<td>“Cultural heritage influences Regional destination branding has become important because regional brands can be developed as a competitive advantage for a state, and state brands reflect a part of a country brand”.</td>
</tr>
<tr>
<td>7.</td>
<td>(Smith and Krannich,(1998); Verbole, (2000); Andriotis (2001); Keller, (2002)</td>
<td>“Cultural heritage can be seen as contributor to the local community by improving the standard of living, providing employment opportunity, providing investment for development of infracture and as a mean of financial and social development</td>
</tr>
<tr>
<td>8.</td>
<td>Grazuleviciute, (2006)</td>
<td>“Essential efforts to be made as for the potential of cultural heritage, especially the possibilities embodied in abandoned historic building and territories”.</td>
</tr>
<tr>
<td>9.</td>
<td>Singh, Pandey, Mishra (2012)</td>
<td>“Cultural heritage can be experience as skill of art, dance, music, drama etc. which is handed down by our previous generations”.</td>
</tr>
<tr>
<td>10.</td>
<td>Haque and Anwar, 2012</td>
<td>“Cultural heritage includes folk, fine arts, traditions and language”</td>
</tr>
<tr>
<td>11.</td>
<td>(Gautam and Upadhyay, 2012)</td>
<td>“The quality of cultural heritage and its presentation is key factor of tourism:</td>
</tr>
<tr>
<td>12.</td>
<td>Mishra and Gautam, 2012</td>
<td>“Cultural heritage is travelling to experience the places and activity that authentically represents the people of past and present”</td>
</tr>
</tbody>
</table>

Cultural Heritage can be concluded the cultures which has been passed from generations to generations. It includes folk, fine arts, traditions and language, music, drama where food cannot be neglected. Food somehow automatically becomes the part of different segments of cultural
heritage. In food it includes traditional recipes, ingredients, tools and equipments, banqueting, festive foods, food served during different rituals, cooking styles etc are transferred from generations to generations. Tourist travelling to various tourist destinations wish to try authentic recipes cooked in traditional utensils and served in the same manner and want to be part of entire experience.

**Objectives of Study**
In order to find out the special features of Garhwali cuisine and its importance in growth of domestic tourism, a study was planned with the following objectives in mind

1. Review of SWAT analysis for scope of tourism in Uttarakhand.
2. To find out the special features of Garhwali Cuisine.
3. To analyze the importance of Garhwali cuisine in human diet.

**Methodology**
Secondary data was accumulated through various sources like internet, reference materials, newspapers, magazines as per need of the study.

**Research Questions:**

1. What is the scope for growth of domestic tourism in uttarakhand?
2. What are the special features of Garhwali Cuisine?
3. What are Health benefits of Garhwali Cuisine?

**Popular Tourist Destination in Uttarakhand**

**Nutritive Value of Regional Crops**
The Garhwali Cuisines of Uttarakhand has a tremendous capacity to heal and nurture the human life in the most purified form. The food has been cultivated in a more original way of ages which helps the locals to live a very healthy life in such tough conditions. The culture of cultivating organic way for ages which helps locals to live a very healthy life in such tough conditions with tremendous capacity to heal and nurture in most purified form, the food has been confined and demand to be explored for development of rich cultural heritage. The professionals involve in culinary business are not in a position to fulfill the demands of tourist visiting at various tourist destination in Kumaun and Garhwal Region of Uttarakhand.
Comparative Study of Nutritive Value /100 GMS of Regional Crops.

SWAT analysis of Tourism in Uttarakhand

Uttarakhand, long called adobe of the gods has a culturally colorful society. The religious, social and cultural urges of the people finds an expression in various fairs & festivals. The region has a very old and rich culture & shows a distinctive pattern with the elements from each of the ethnic groups and sub – group that reside in this place. It can be said that the cultures of Uttrakhand is a juncture where different cultures of the Kumauni - Garhwali meet.

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Natural Beauty</td>
<td>• Poor infrastructure</td>
<td>• Rising demand of tourism</td>
<td>• Haphazard growth of infrastructure</td>
</tr>
<tr>
<td>• Potential for pilgrimage and health tourism</td>
<td>• Indeciduate publicity</td>
<td>• Attestation towards mountain tourism</td>
<td>• Environmental pollution</td>
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<tr>
<td>• Location on the Himalayas</td>
<td>• Lack of awareness about tourism</td>
<td>• Greater projection of Himalayas overseas</td>
<td>• Architectural</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Pollution</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Socio- Cultural Tensions</td>
</tr>
<tr>
<td></td>
<td></td>
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<td>• Economic disparity</td>
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</table>

Sources: Bharti Publication, ISBN: 978-93-81212-14-1 Page No. 78
Garhwali Cuisine at a Glance
The cuisine of Garhwali region is simple, impressive and delectable. The influence of nature and locally available ingredients is prominent in the cuisine. The region of Garhwal, like most of the state of Uttaranchal, is mountainous and consists of a large Himalayan tract, dense forests and sparkling rivers. The region being in the vicinity of the great Himalayan Mountains has a cold climate. The hospitality industry in Garhwal region is facing increasing competition due to rapid changing economy and fast developing technology. The globalization in tourism industry has increased guest demands. Hospitality products and services users want the innovative foods and hospitality again and again without any repetition. Culinary professionals working in the industry must be able to remain innovative and attract new customers by satisfying their increasingly sophisticated demands. Garhwal has its own distinct and impressive traditions, festivals and fairs. Its people are brave, hard-working and honest and its cuisine is high on taste and nutrition. The food habits of Garhwali’s change according to the seasons. So if in winters, Manira, Til Laddus or Madua Rotis are preferred, in summers, Dubukas with Cholia Rotis are savored. Traditionally charcoal or wood fire was used to cook the dishes, which gave the dishes a particular smoky taste, thus adding to the flavor of the dish. The food of the region is nutritious and one which provides stamina to the body to suit the high energy requirements of the hilly and cold region. The people of the Garwali region are mainly vegetarian. But chicken and mutton are enjoyed by many people of the area. Rice is the staple food of the people and is essential fixture at every meal. Conventional eating pattern of the region consists of prominently two meals. In the morning a brunch is eaten before the men leave for work and in the evenings an early dinner is eaten by the people of the region. Tea is consumed repeatedly during the day as this is one of the preferred drinks of the people of Garhwal region. The meal eaten in the morning is more elaborate in terms of the number of dishes cooked and the variety of food prepared. Rice is served with dal, a vegetable dish, chappati, raita and salad. During the meal time at night rice is not served. Instead, chappati is served with a vegetable dish and dal. A traditional meal of the Garhwali region basically consists of boiled rice, chappatis, aloo ka gutka (boiled potato cubes flavored with a herb called jumbo and tempered with spices and coriander leaves), a chutney prepared from apricots or green chillies with coriander or small pomegranates, dal, badi, made from gehat or chudkani or a baant. The cuisine of Garhwali utilizes fewer spices and depends more on the herbs found locally. The spices commonly used are red chillies, cumin, coriander seeds and asafoetida. Vegetables are used in the cuisine in abundance and the flavor of the vegetables dominates the dishes. Lentils are used extensively throughout the region. Lemon is one element that is used to add the extra bit to the dishes while the use of tomatoes is not very prevalent. Hash seeds (bhang) are often used to spice up the dishes. In the interior sections of Garhwali buckwheat is popularly used and is known as muduva. This item is rich in fibre and helps to withstand the hardness of the local water.

Garhwali Delights
Moong Daal Pakori :-A typically simple-to-cook Garhwali recipe, but the taste remains great as ever. The dish can be prepared out of any lentil (daal) like Urad, Moong etc. Normally had with rice, the dish has a very ethic flavor. The soup-like dish tastes even better in winter for the very fact that it is soup-like and is served hot. The dish has topping of desi Ghee like many other dishes from Garhwal.

Aloo Ke Gutke:- Potatoes cooked (mostly fried) with cumin seeds and lots of spices. Although the definition sounds quite cliché, you just have to taste the dish to realize why it is so popular among the people of the region. It is best prepared with “Pahari aloos”, but the dish tastes really good otherwise also.
**Rote**: A common offering at religious places and occasions, the dish is prepared from a mixture of wheat flour and Gur (Jaggery) with aroma and flavor of cardamom and sanuf.

**Kappa**: A dish made out of palak, kappa is one of the most popular and tastiest dishes of Garhwali. The palak leaves are made to taste so good that it becomes quite difficult to believe that what one is eating is the good old spinach. The dish goes well with almost anything, from rice to simple rotis to another popular dish called Palyoo.

**Rus**: Rus is among the greatest delicacies of Garhwali region. Consisting of a mixture of various pulses (great source of protein); the dish is really nutritious and good for health. The dish has a good amount of iron too as, ideally; it is cooked in an iron dish.

**Health Benefits of Garhwali edible ingredients.**
- Garhwali food is full of proteins as it mainly comprises of cereals, lentils and pulses
- Usage of mustard oil makes it healthy for heart.
- It is healthy and full of nutrients.
- Mild use of spices and oil makes the food less fatty.
- It is rich in iron as more leafy vegetables are consumed.
- High fiber content and excessive use of coarse grains makes the food easily digestible.

<table>
<thead>
<tr>
<th>Edible Medicinal Plants</th>
<th>Ailments</th>
<th>Edible Medicinal Plants</th>
<th>Ailments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tulsi</td>
<td>Purifier</td>
<td>Neebu</td>
<td>Dandruff, Hair Disorders</td>
</tr>
<tr>
<td>Kali-Mirch</td>
<td>Sore Throat</td>
<td>Badam</td>
<td>Pregnancy</td>
</tr>
<tr>
<td>Sarson</td>
<td>Joint Pain, Measles</td>
<td>Adrak</td>
<td>Paralysis, Carbuncles</td>
</tr>
<tr>
<td>Jhangora</td>
<td>Jaundice</td>
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<tr>
<td>Muli</td>
<td></td>
<td>Lahsun</td>
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</tr>
<tr>
<td>Bel</td>
<td>Heat Stroke</td>
<td>Aam</td>
<td>Heat strokes</td>
</tr>
<tr>
<td>Neem</td>
<td>Blood Purifier</td>
<td>Saunf</td>
<td>Stomach Disorders</td>
</tr>
<tr>
<td>Awala</td>
<td>Anemia</td>
<td>Haida</td>
<td>Nasal Disorders</td>
</tr>
<tr>
<td>Jau</td>
<td>Ear Disease, Ring Worm</td>
<td>Anar</td>
<td>Anemic</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Amrood</td>
<td>Intestine disorders</td>
</tr>
</tbody>
</table>

**Questionnaire**

<table>
<thead>
<tr>
<th></th>
<th>Agree</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>There are variety of dishes available in Cuisine of Uttarakhand</td>
<td>22</td>
<td>64</td>
</tr>
<tr>
<td>Uttarakhandi food is resonably priced</td>
<td>46</td>
<td>50</td>
</tr>
<tr>
<td>Uttarakhandi food is spicy and hot</td>
<td>12</td>
<td>76</td>
</tr>
<tr>
<td>Public health practices is followed in catering establishments</td>
<td>34</td>
<td>58</td>
</tr>
<tr>
<td>Uttarakhandi food are Flavorful and tasty</td>
<td>78</td>
<td>20</td>
</tr>
<tr>
<td>Use of organic food is higher</td>
<td>64</td>
<td>28</td>
</tr>
<tr>
<td>the meal is nutritious and well balance</td>
<td>90</td>
<td>6</td>
</tr>
<tr>
<td>The government is promoting local food at various local sites</td>
<td>18</td>
<td>62</td>
</tr>
</tbody>
</table>
Finding
This study has been conducted to find the status of Garhwali cuisine and its importance in development of domestic tourism. The objectives have been studied in detailed and have been segregated and concluded individually for the sake of ease of understanding the latitude of each aspect of the findings. Each observation discussed in detailed for a better conclusion and implementation ease.

Conclusion:
The organic food and traditional herbs, spices, slow cooking process and the weather compliments each other passionately. Being declared as first organic state of India, less efforts has been made to promote organic food. The cuisine is an eternal part of tourism. The food cannot be neglected as who so ever travelling will be consuming the same. It provides an opportunity to promote our hidden culinary treasure. The tourist who are travelling to various destination in Garhwal region of Uttarakhand, wish to experience traditional food. The lack of awareness among tourist on food forces them not to try new food as it may lead to unpleasant experience.

Recommendation
- By promoting Garhwali Cuisine the government can create better cultural awareness among tourist.
- Hospitality management Institutes students could be the brand ambassador in cultural awareness among tourist travelling to different destination in Garhwal region of Uttarakhand.
- Garhwal Mandal Vikas Nigam (GMVN) may play important role involving local community to promote home stay concept, where tourist can enjoy the traditional culinary preparation.
- As CSR, hospitality management institutes should organize Food festival in different locations in celebration with government officials to create awareness among local people too who can be our future ambassador in promoting Garhwali Cuisine
- Efforts need to be made to incorporate locally grown fruits, vegetables, herbs and spices, which are of great importance due to medicinal benefits, in day to day recipes.

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Malaysian Chef’s Perception towards Factory Farmed Poultry Products: A Qualitative Enquiry

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Abstract
Chicken meat consumption in Malaysia is one highest per capita consumption rates in the world. In the latest release by the Department of Statistics, Malaysia (December 2015) the per capita poultry meat consumption of Malaysia stood at 46.6 Kgs at the end of 2014. It is seen as one of the most popular and cheapest source of protein in the country. This is mainly because of the non religious or dietary prohibitions of Malaysians and also due to the low cost of procuring chicken. Convenience practices like beak trimming, (Larrère and Larrère, 2000; Porcher, 2004), featherless chickens, clubbing (to death), antibiotics and drug pumped chicken, confinement in 24 hour bright light, battery hens and confinement in crowded are sources of real concern in intensive breeding of poultry, and affect even the breeders themselves.

This literature review aims to explore the latest trend of meat consumption in Malaysia, primarily Chicken; and the reasons for chefs in Malaysia to procure and sell factory farmed chicken in the restaurants. It also seeks to explore weather these consumers are aware of the convenience practices in the poultry production methods and their feelings towards such methods. The paper touches on meat consumption from various angles of religion, health, environmental impact, economic reasons and food safety. A very important aspect of meat consumption is to understand the reasons and attitudes for people to choose a particular meat product in comparison to other food products in the market. During this literature review, it was found that there is a dearth of research in most of the Asian countries regarding this topic. This lack of research is not surprising, considering that most of the researchers are striving to solve practical problems in this field rather than researching about it. With animals like Chicken becoming a commodity in an industrialized production system, efficiency developed at the expense of the human-animal link or of the care for animal wellbeing is at stake. In this research in-depth semi structured and semi directive interviews of professionally trained chefs from different cultures and religions based in Malaysia were conducted. The results were coded into the different emergent themes. The resultant three emergent themes were pricing, awareness and food and race/ religion. This research aims to find and highlight the consumption behavior, and ethical behavior patterns of professional chefs in Malaysia towards factory farmed chicken and battery eggs.

Keywords: Factory Farmed Chicken, Consumer Perception, Food Consumption Ethics, Qualitative Research.

1. INTRODUCTION
Consumption of food all over the world is not just a reflection of our nutritional needs, but is also guided by our preferences for different tastes, colours, odours, textures and also our cultural and ethical considerations (Ayres, Midmore, 2009). Our food consumption patterns have changed historically over time. In the post industrial-revolution society there has been a drastic increase in the scale of catching, producing and gathering food items with it becoming progressively easy to produce and distribute all over the world. Earlier meals were based on locally produced food
products to the latest trends of diets with new and exotic food products like fruits, meats and spices. The relation between food, health and energy has become ever more complex and multifaceted in today’s society which has raised a serious concern for governments all across the world. What our parents and grandparents considered as an attractive meal just a few decades ago may be considered as non-edible, strange and even unpalatable by many of us today. The present and future meat consumption habits and patterns would also be a reflection on the changing lifestyle (Klaus, 2006), financial levels of a family (Parker, 1999) (Levinsohn, Berry and Friedman, 2003), social and ethical value system (SDC, 2003) (Tallontire, Rentsendorj and Blowfield, 2001) and also of the changing environment in which we and our children would be living.

In 2008 the world’s total population of humans on this earth was approximately 6.5 billion (The United Nations Population Database). This figure is expected to rise to 9 billion by 2050 (Food and Agriculture Organisation) and would not stop at that figure. As the population grows, so would our requirements for food. In the last 50 years we have seen a long term decline in the red meat consumption since the early 1960 along with declining pork and pork products consumption since the early 1980’s. Poultry consumption on the other hand seems to have risen progressively since the mid-1950s (Beardsworth and Keil, 1997).

The two fastest growing ingredients and also the costliest ingredients in our food menu are meat (chicken, pork and beef) and seafood. We humans produced 276 million tonnes of chicken, pork and beef along with other meat products in 2006 which was four times higher to that of 1961. Also on average humans now eat two times as much meat products as we did in 1961 (Halweil and Nierenberg, 2008). According to Smil (2002), meat is now the biggest source of animal protein in all prosperous nations of the world. This demand for animal flesh is expected to increase more than 2 times by 2050 (Food and Agriculture Organisation of the United Nations. 2006).

By the year 2050 the livestock population is expected to be 120 billion from the present 60 billion farm animals (Pachauri, 2008). The need for an investigation into this food consumption pattern consequently arises as it is very clear that we are heading towards a possible collapse in the food production/consumption machinery.

1.1 BACKGROUND OF THE STUDY

After the Second World War there were concerns raised regarding food shortage. Along with this goal set by most of the world governments, they were also very keen to keep the food prices low as to keep them in check and assist in the respective economies to recover. ‘Factory farming’ was one of methods found in the European and American countries which were quickly adapted by new world countries like Malaysia and India.

In the poultry farming industry, the ‘batteries’ or long chicken wire cages were designed to reduce the costs as well as to maximize production of meat and eggs. This is done with the help of various methods like beak trimming, high density of hens per cage, food and drink rationing, selective breeding programmes, factory lighting and chicken medication (Hester and Shea-Moore, 2003). To put things in perspective; there are more chickens in the world compared to any other bird. Furthermore, more than 50 billion chickens are reared annually as a source of food, for both their meat and their eggs (Compassion in World Farming, 2011).
Just like the other female animals in the factory farming meat industry, the laying hens are primarily used as reproduction apparatuses. According to Rollin (1995; p 1) “In 1933, the average yield per hen was 70 eggs a year. A yield of 150 eggs from a six-pound hen was considered unattainable. Today a four-pound hen produces 275 eggs per year”. This is attained by forcing the hens to shed their feathers, or molt, because as soon as they grow a new layer of feathers, their reproduction cycles resume. To compel the hens to molt, they are put under a tremendous amount of trauma by being deprived of food and water for a certain period of time on a daily basis (Rollin, 1995). This stress manipulates the hen’s egg cycles and the fast-paced reproduction causes cruel and unnatural behavior in the hens and their offspring.

1.2 OBJECTIVE OF THE STUDY
I looked into the consumption patterns of various cultures around the world. However, I failed to uncover any research done on perceptions of chefs towards the factory farmed poultry products. As a consequence it is imperative to undertake this research to fill the gap in knowledge that exists in the academic world. I aim to observe and detect the reasons, rational and motivation of chefs of the three main races of Malaysia, the Malays, Indians and Chinese (Majdi, Ramli, and Mahmud, 2005) to choose a particular type of poultry product (factory farmed) instead of the others (free range, organic, kampung chicken) available in the market. There is a distinct gap in the knowledge available regarding factory farmed poultry chicken consumption and perception of Chefs towards the products available in the market.

1.3 SIGNIFICANCE OF THE STUDY
This study will be very significant to the policy makers and other interested parties in the Asian scene to make strategic decisions about the consumer’s behavior and ethical considerations of the consumption of poultry products in Malaysia. I did qualitative semi structured and semi directive interviews to gather the data required for the study. These results provide us with a starting point for further studies of the meat consumption in the Asian region. It would also provide a representation of the perception of various races of Malaysia towards the different meat products available in the country. It may also be useful and essential tool for the policy makers in Malaysia to plan and act on further livestock development, production and support in the country and also in the international trade. Also the chefs use a lot of poultry products in their day to day working in a hone; much more than a regular household family so it would be very interesting to study the reasons for these chefs to choose one meat product compared to another.

2. LITERATURE REVIEW:
17 years ago in 1999 the total population of the world surpasses the 6 billion mark. In this present century we are estimated to add another 4.6 billion people to this number according to the UN. This increasing total global population is spearheaded by the developing countries of the world. According to the Worldwatch Institute Report on Progress Toward a Sustainable Society, by 2050 another 600 million people will live in India and another 300 million in China. Along with this Nigeria’s population is expected to be 339 million by 2050, which is more than half the total population of the whole of Africa in the 1950’s (Brown, 1999).

In the conference by World Bank, Food and Agriculture Organisation & International Agricultural Centre, Wageningen, The Netherlands in June 1997, the meat production of developed countries has increased by 127% and the egg production by 331%. Even then only 22% of dietary protein is derived from animal products. In the developed world, the meat products figure stands at 60%. It is
also estimated that if all the 10 billion people of the world eat the same amount of meat as a typical US diet, we would need 4 extra earth sized planets to produce the extra 9 billion tons of grain (State of the World 1999). Chicken is most used and consumed animal by humans at about 9 to 10 billion worldwide every year (Rollin, 1995).

2.1 MEAT CONSUMPTION PATTERN IN MALAYSIA
Since the 1961 till 2002, the Malaysian meat consumption pattern seems to have increased from 108,219 metric tonnes to 1,162,937 metric tons. This is a ten-fold increase (Table I). Most of this growth is from the Poultry products. Pork consumption was is higher than poultry in the 1961-1966 periods after which poultry took over as the highest selling meat. In the 1070, 74,889 metric tons of poultry products were consumed by the Malaysian population which reached to 792,786 metric tons by the year 2002.


Source: FAO 2004
Malaysia has one of the highest per capita consumption rates in the world for chicken. The per capita consumption of chicken is at 46.6 kg according to the Department of Statistics, Malaysia. Chicken meat is seen as the most popular and also the cheapest source of meat protein among Malaysian consumers. This is fundamentally because there are no religious restrictions or dietary prohibitions against consumption of chicken meat. In the last decade or so, many quick service restaurants (QSR) such as McDonald’s, Nando’s Chickenland, Kentucky Fried Chicken (KFC), Popeyes, A&W, Kenny Rogers, Hartz Chicken Buffet have boosted the growth of chicken consumption in Malaysia.

In 2005, Malaysian meat consumption per person was 41 per cent and 45 per cent respectively below the levels in the Australia and United States. For milk, the consumption level in Malaysia is significantly lower than in the OECD countries (Table II). Even though Malaysia’s consumption of livestock products is considerably lower than that of many Organisation for Economic Cooperation and Development (OECD) countries which including the Australia and United States, compared with other rapidly growing Asian countries, Malaysia’s per person consumption of livestock products is comparatively higher, 48 kilograms person consumption of meat in Malaysia compared
to around 35 kilograms in both Japan and Republic of Korea, 24 kilograms in Thailand and just 4.8
kilograms in India.

Table II: Consumption of food in Malaysia and other selected countries in 2005.

<table>
<thead>
<tr>
<th>Daily calorie intake</th>
<th>Malaysia</th>
<th>Thailand</th>
<th>India</th>
<th>China</th>
<th>Korea, Rep.of</th>
<th>Japan</th>
<th>Australia</th>
<th>United States</th>
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</thead>
<tbody>
<tr>
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<tr>
<td>Vegetable products</td>
<td>2352</td>
<td>2740</td>
<td>2336</td>
<td>2391</td>
<td>2532</td>
<td>2232</td>
<td>2116</td>
<td>2687</td>
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<td>Animal products</td>
<td>385</td>
<td>244</td>
<td>182</td>
<td>571</td>
<td>409</td>
<td>413</td>
<td>953</td>
<td>1031</td>
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<tr>
<td>Total</td>
<td>2737</td>
<td>2984</td>
<td>2518</td>
<td>2962</td>
<td>2941</td>
<td>2644</td>
<td>3092</td>
<td>3698</td>
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<tr>
<td>Per person consumption</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Cereals</td>
<td>1716</td>
<td>1647</td>
<td>2066</td>
<td>1881</td>
<td>2157</td>
<td>1730</td>
<td>988</td>
<td>1770</td>
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<tr>
<td>Starchy roots</td>
<td>228</td>
<td>1452</td>
<td>233</td>
<td>753</td>
<td>191</td>
<td>383</td>
<td>540</td>
<td>573</td>
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<tr>
<td>Oil crops</td>
<td>90.4</td>
<td>673</td>
<td>50.4</td>
<td>71.4</td>
<td>86.7</td>
<td>68.4</td>
<td>107.4</td>
<td>80.0</td>
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<td>Fruits</td>
<td>579</td>
<td>72.4</td>
<td>35.9</td>
<td>575</td>
<td>62.5</td>
<td>98.3</td>
<td>98.7</td>
<td>122.6</td>
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<tr>
<td>Vegetables</td>
<td>49.2</td>
<td>315</td>
<td>68.0</td>
<td>290.0</td>
<td>2514</td>
<td>190.4</td>
<td>100.0</td>
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<tr>
<td>Sugar crops</td>
<td>383.2</td>
<td>396.1</td>
<td>2014</td>
<td>76.9</td>
<td>1235</td>
<td>1191</td>
<td>3549</td>
<td>733</td>
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<tr>
<td>Meat</td>
<td>47.6</td>
<td>23.9</td>
<td>4.8</td>
<td>60.1</td>
<td>34.6</td>
<td>34.7</td>
<td>89.4</td>
<td>93.6</td>
</tr>
<tr>
<td>Milk</td>
<td>43.5</td>
<td>24.0</td>
<td>68.5</td>
<td>17.8</td>
<td>39.5</td>
<td>75.3</td>
<td>221.4</td>
<td>256.2</td>
</tr>
<tr>
<td>Eggs</td>
<td>12.0</td>
<td>8.7</td>
<td>1.9</td>
<td>18.2</td>
<td>11.0</td>
<td>16.6</td>
<td>7.4</td>
<td>14.8</td>
</tr>
<tr>
<td>Fish</td>
<td>57.2</td>
<td>31.0</td>
<td>4.6</td>
<td>35.4</td>
<td>51.0</td>
<td>64.7</td>
<td>37.9</td>
<td>23.4</td>
</tr>
</tbody>
</table>

Source Suthida Warr et al. 2008

Malaysia is a multi racial and multi religious country but a large number of residents in Malaysia
are Muslims (mainly Malays) followed by the Buddhists and Christians (mainly Chinese) and the
Hindus (mainly Indian Origin). Consequently, chicken is very popular in Malaysia as it is free from
religious restrictions and accepted by all races as pork is not consumed by the Muslim population
and beef is shunned by the Hindus on multi ethnic and multi religious Malaysia’s consumers.
Chicken meat is now considered the “Universal Meat” for most of the Asian countries. Malaysians
are also quite price-sensitive and usually look for value-for-money products. This is a big challenge
for the poultry products industry in the country which is already challenged with producing newer
and innovative products at lower costs yet without compromising on the quality.

2.2 FOOD AND RELIGION

Historically, there has been a link between religious tradition’s willingness to demean nonhuman
animals and the totality of modern secular societies’ subordination of nonhuman animal’s lives to
human profits, leisure, and progress (Sorabji 1993; Waldau 2001).

Looking at the five main religious traditions of the world commonly (Hinduism, Buddhism, Judaism, Christianity and Islam) called the “world religions” (Singer, P. 2006. p.70), it becomes
very clear that their claims about ‘animals’ are either defending them or in some cases intensely
offending them.

Hinduism, which is the main religion of the Indian origin population of Malaysia is best understood
as a complex structure of miscellaneous sub traditions joined together to offer an enormous
assortment of views about all the living beings who share our ecological community. The Hindu
sub traditions are divided into two general beliefs about how they think of humans’ relationship
with the earth’s other animals and birds. The first one being that humans are undoubtedly
recognized to be a part of and in the same range as other life on earth. Secondly the humans are on
the other hand considered to be the exemplar of what biological life on the earth should be. In many of the Hindu scriptures and writings within Hindu culture there are claims that the status “human” is above the status of any other animal (Singer, P, 2006. p.71). The Hindus’ believe in reincarnation, in which it is said that that any living creatures current arrangement in the cycle of life is a deserved position based on what ‘karma’ he has done in the past life. The humans who act immorally or do evil deeds in this life are, destined to become animals in the next life; a demeaning life which is seen as being mainly unhappy and miserable as compared to human existence. This negative view of the Hindu majority may be transferred into harsher treatment of animals as they may be seen as being inferior to the humans (Flood, 1996).

A positive side of Hindu culture may be the views that as other animals, like humans, have souls they may be worthy of ethical considerations and the ahimsa principle of non-violence or non-harming applies to them. Another positive attitude of Hindu tradition is the belief that animals should not be killed and some scriptures also go on to say that the animals should be treated like your own children as the earth has been created equally for all living beings, human or otherwise. This coexistence is clearly visible in Indian villages and in Indians/Hindus in Malaysia who treat the Cow as a sacred animal.

Other than this there is also a close association of animals with Hindu deities, for example Lord Ganesha, the most widely recognized Hindu god is an elephant-headed god, and Lord Hanuman, the monkey god are worshipped in India. These associations also help the Hindus defend certain animal species against killing.

The Abrahamic traditions Christianity and Islam also share quite a few common postulations about nonhuman animals and birds even though they are in quite a few important respects very different from the Hindu and Buddhist views of nonhuman animals. For the most part, the views of there groups of religious traditions are subjected by a speciesist approach (some species treated differently) for deciding which lives should be seen to be within the moral circle when it comes to issues involving nonhuman lives.

These Abrahamic traditions in their primary understanding are characterized by a persistent claim that God specifically designated humans and designed the earth mainly for the benefit of humans instead of the benefit of all forms of life. This tendency of making human beings the centre of the life on earth has manifested and justified itself regularly in being harmful to the other animals. The Christians took to the Hebrew vision that all humans in this world are made in the image of God and that they have been given total dominion over the earth. As a result many sub traditions within Christianity started exhibiting an unrelenting refusal to scrutinize the significance of other animals’ actual veracity which is characteristic of their speciesism.

Islam also echoes the Abrahamic traditions’ importance on humans as the center of Gods created universe its traditions provides moral insight that nonhuman animals’ and birds lives require recognition by the humans. Because of this in Islam tension exists between the claims that other animals have been placed on earth exclusively for the benefit of humans (Qur’an 5:4; 16:5–8; 22:28; 22:36; 23:21; 36:71–3; and 40:79), and the other claims that show that Muslims should recognize that the other animals have their own importance as Gods creatures. Qur’an 6:38 also warns that other animals have their own communities, and Muhammad himself commented,
“Whoever is kind to the creatures of Allah, is kind to himself.” and that doing of good or bad deeds to other animals is similar to similar acts done to humans.

Conflicting to most of Hinduism, animal sacrifice practices are still a major part of Islamic practice. For example at the end of Ramadan which is the traditional month of fasting many animals are slaughtered for a celebratory banquet. This practice reveals the basic belief of Muslims that humans are close to God, and that other animals are subordinate to humans and in special situations intended for humans’ use. Even if in Islamic vision the living beings that most truly matter are humans, the ethical sensibilities regarding other animals are still given of respect like the sacrificial practice included rules that were basically projected to make the killing as humane as possible.

2.3 ETHICAL IMPLICATIONS OF FACTORY FARmed CHICKEN AND EGGS

Even though factory farming has achieved an exponential growth in the meat production and egg production methods, this industry has received a lot of criticism from all the fronts, be it environmental, ecological, occupational as well as ethical treatment of animals. The most common ethical issues highlighted include the pain and suffering of the birds from birth to death by factory farming practices like beak trimming, crowded living conditions, living on chicken wire cages etc. also the growth hormones given to the chicken are linked to sexual and reproductive problems in the humans along with food poisoning epidemics in humans due to the antibiotics administered to the chicks (Albrecht, G 2001). This awareness and ethical concern for the chickens in these farms have arisen after a long history of humans not caring for these birds. We can divide this history in three main parts.

2.3.1 HISTORICAL PERSPECTIVE: BIBLICAL

Human history is filled with references showing humans to be mentally and morally superior to animals and having the right to do anything they want with these animals. Such views in the ancient biblical and other texts clearly state the role of humans as masters of these animals and us having the rights to use these animals as we wish. In Genesis it is said:

And God said, Let us make man in our image, after our likeness: and let them have dominion over the fish of the sea, and over the fowl of the air, and over the cattle, and over all the earth, and over every creeping thing that creepeth upon the earth (Genesis 1:6, King James Version)

Noah was also told that:

And the fear of you and the dread of you shall be upon every beast of the earth, and upon every fowl of the air, upon all that moveth [upon] the earth, and upon all the fishes of the sea; into your hand are they delivered.(Genesis 9:2, King James Version)

The relationship between humans and animals/birds can be seen as being very anthropocentric and portrays that the chicken is an animal which is free for humans to manipulate and dominate.

2.3.2 CAPITALISTIC

Chicken meat is seen as a ‘natural resource’ by the capitalistic view wherein it can be used, commercialized and made profitable according to the human needs by capture, growth, domestication, manipulation and finally consumption of these animals. With the process of selective breeding and genetic manipulative engineering methods leading to the maximization of profits by increased meat and egg production, chicken meat is rendered a ‘natural resource’ for our consumption. This maximization of meat, eggs and profit is supported by the biblical traditions.
2.3.3 CARTESIANISM
Rene Descartes (1596-1650), the famous French philosopher was of the view that animals should be treated as machines. The cries, screams and other sounds made by these birds and animals when they are killed, tortured or injured should be nothing but the sounds from a machine which also groans due to its rusty hinges and screws. As implied by Singer, Descartes thought and believed that the animals:

...experience neither pleasure nor pain, nor anything else. Although they may squeal when cut with a knife, or writhe in their efforts to escape contact with a hot iron, this does not mean that they feel pain in these situations. They are governed by the same principles as a clock (Singer 1975, P. 218).

This perspective matched the biblical and the capitalistic view that animals and birds like chicken are just a natural resource which can be manipulated as and however it is required and that their welfare is not to be taken too seriously. The commonality of all three traditions is that ethical considerations apply to only humans, not to animals. Chicken meat is seen as being under human control and something which is ours to use, without any consideration for their welfare or needs. We are altering the species; cross breeding different species and altering the genomes in the process to suit our needs and requirements.

2.3.4 ETHICS AND ANIMAL RIGHTS
In the old Christian traditions respect and care of animals were mentioned but the Cartesianisation was easy to follow by the new physiologists and anatomists as it evaded them of guilt and dissect animals and birds without the use of anesthetic as they were merely revealing the ‘inner workings of the machine’. There was no regard for the pain and suffering of the animals in question. Nevertheless it was found that these animals inner machinery was very similar to the humans. As Voltaire (1694-1778) pointed out:

There are barbarians who seize this dog, who so greatly passes man in fidelity and friendship, and nail him down to a table and dissect him alive to show you the mesariac veins! You discover in him all the same organs of feelings as in yourself. Answer me, mechanist, has Nature arranged all the springs of feelings in this animal to the end that he might not feel? (Singer 1975, p.220)

We as humans have an even greater need to treat these animals with ethical care as they are so much like us, feeling pain and suffering and having bonds and hierarchies. As said by Bentham in 1780:

.....Can they reason? Nor, Can they talk? But, Can they suffer? (Bentham, J1780 as quoted in Singer 1975, p. 8)

The latest arguments under researchers like Peter Singer on this argument of Specisism are that we humans give an unequal treatment to animals that are as alert and conscious as us without any possible explanation. Singer says:

Once we place non human animals outside our sphere of equal consideration and treat them as things which we use to satisfy our own desires, the outcome is predictable. (Singer 1975, p. 99)

2.3.5 ECOLOGICAL ETHICS
Humans live in a complex ecosystem comprising of millions of animals, birds and insects living and interacting with each other. These interactions form the food chains and are supported with essentials for all life on earth like fresh water, clean air and fertile land/soil. Without this
combination it will be very difficult to have human or animal life. It is thus important for us humans to preserve this ecosystem and not alter this ecological balance for our personal gain.

3. RESEARCH DESIGN
I have chosen exploratory research under an Interpretivist paradigm of thought as it me to gain a superior understanding of a topic that I do not have a sufficient amount of knowledge about (Hoepf, 1997). Exploratory research can help in this field because even though I myself consume a lot of chicken meat and eggs in my personal life and professional life I still do not understand the depth of motivations for myself and others in using factory farmed poultry products as compared to free range meats. I also aim to understand if there is any connection of the different races of Malaysia to the chicken meat consumption patterns.

4. ANALYSIS OF DATA
Analyzing the interviews, I gathered data and tried to understand the main factors and pointers for these chefs to consume factory farmed chicken meat in their work and personal life. Three main codes or facets of the theme emerge. I coded these themes according to my understanding of the whole research exercise and tried to make sense of all the data that I had assimilated.

4.1 THEME 1: PRICING
Despite the decreasing price of the chicken meat in the global market, the respondents feel that the chicken meat is too costly and that the pricing of the chicken meat is one of the main criteria for a chef in Malaysia to choose a particular type of meat over another. When asked regarding their feelings about factory farmed, intensively bred and high stressed factory farm poultry industry and its products some of the respondent chefs replied as follows:

..... is always about costs ............... because of the cost (Malay chef Annu)

....we have a certain criteria to follow and feels as it....costing for that (Indian Chef Gurinder)

... I don’t really care because for them its the price ok that’s what im saying yeah (Malay Chef Kharry)

As the excerpts and observations from these interviews show, the cost of the chicken meat for the chef is more important than the quality or the ethical consideration. As the interviews were semi directive, I had hinted on the malpractices going on in the industry by his question, I felt that the way of answering of the chefs were pointing out to the fact that they were aware of the intensively bred and highly stressed chicken meat industry but they were trying to justify their actions by putting the blame on the pricing of the food and also on the way that they said that if it was to them personally or in their personal life they would be using free range chicken but it is the demands of their job/ restaurant that they need to use the cheapest meat.

When the chefs were asked for the main factor for them to be choosing a particular type of chicken product (factory farmed/ battery eggs) compared to another (free range chicken and eggs), the chefs answered as follows.

For me the main factor would be the price where the price and also the ....basically the availability and the price is co-relational to each other...
…To choose is price… (Malay chef, Annu)

... I mean at the end the **chicken they are selling in the industry is much cheap** actually...I believe I would say the **price make a big difference** because as a chef, as business people, doing business you want to make money ...... And most of the time you ask for price. **What price you can give me.** (Chinese Chef, Rexxy).

… **money does stand over you ethical decisions.** You know I mean… (Malay Chef Kharry)

It seems that for a Chef, the profits are the most important part of their job and a lower price meat product guarantees a higher profit, at least in the short run. Also the chefs argued that as long as their guests do not know the difference in tastes of free range or *kampung* chicken, why they should be spending more money on the costly chicken meat. This perception of the chicken meat being costly for the consumers was seen overtly in the following interview:

_The main reason is price, but looking at price again, chicken is not that cheap in Malaysia ..... (Malay chef Naddy)_

Based on these interviews I feel that the chefs seem to be having a dual identity. On one hand is their social and moral identity at work where they feel that the price is an important part of their decision making process. But when it comes to the personal identity of the chefs it feels that the price is not a very important factor for them in their decision making process and that they seem to be willing to spend more in their personal life with their family.

**4.2 THEME 2: AWARENESS**

The awareness of the issue of factory farmed consumption also was an important point which kept coming up during the narrative analysis of the answers. Most of the respondent chefs felt that they were aware of the issues which have been plaguing the factory farming industry. This awareness can be categorized into two categories; awareness about the practices going about in the industry and awareness of issues due to consumption of factory farmed meat. The awareness and seriousness of this issue is clearly visible in the following answers:

_... Yeah I’m well aware of this but not all of ...how they are being treated... (Malay chef Naddy)_

**Beak trimming I heard first time, but overcrowded factories, I have heard and seen before as well** (Indian chef Amit)

Many chefs were unaware of the practices happening in the factory farmed industry. This trend could be seen across the board of the Indian, Chinese and the Malay chefs. Some of the chefs seemed to be aware of some practices like beak trimming whereas some were aware of the crowded conditions. I also noted from the interview sessions that sometimes it felt that some of the chefs were not aware of the problems but as they were guided by the semi directive interviews the chefs were trying to prove that they were aware of the issues by repeating the researcher’s examples. This could be seen some interview answers like:

*I am quite sure that it is factory farmed because a compared to the free range chickens they (free range) do cost a lot more and ...*(Chinese Chef Tony).
Some chefs were also aware of the problem as they genuinely seemed interested in the issue and also had previous experience like visiting farms etc.

Yes unfortunately I am aware of it because of my background I have been to these farms aaa in the united states I have seen especially the beak being cut off ..... there are so many chicks in the factory farm so they don’t pick up the dead...(Malay Chef Kharry)

Some of the respondent Chefs seemed quite aware of the negative effects of factory farmed chicken meat consumption.

... at the end of the day your product chicken comes to your aa packaged ...in it doesn’t have any bruises on it, it looks as if the chicken led a happy life ...(Malay Chef Kharry)

.....we don’t know what it contains of the feedings of the chicken it could be left over food (vegetable) ..... Chicken mince recycled and used as a pellets and what ever powdered forms to feed the chicken back..... (Malay chef Naddy)

...and of course they use a lot of antibiotics they use a lot of hormone injections ...... give hormone injections ...... (Malay chef Naddy)

..... producers inject all the hormones in the neck of the chicken and those poor people who were having it now they are getting tumors in the body because of the antibiotics ... (Indian Chef Gurinder)

From the data received from the interviews, it seems that the chefs are aware of the problems and some of them even gave examples regarding the negative effects of factory farming. Even with this awareness the chefs were still consuming the factory farmed chicken in their professional life. This trend points towards the fact that these chefs may be compromising on their ‘personal ethics’ when it comes to their working in their professional environment.

4.3 THEME 3: FOOD AND RACE/ RELIGION

According to Delener (1990, 1994), religion is one of the most significant factor in shaping the culture of a person or a faction of people which in turn would have an influence on consumers’ decision-making. All the three races of Malaysia are backed by the three main predominant religions; Hinduism, Islam and Christianity/Buddhism. The shaping of cultural trends and eating habits have been further supported by Andrew Lindridge (2005). In fact psychologists have suggested that religion filters through not just into a persons consciousness, but also into his or her social and cultural spheres of life (Spilka and et al, 2003, cited in Stodolska and Livengood, 2006).

The chefs from all three races were unanimous in their arguments towards the factory farmed chicken meat consumption patterns. All the chefs condemned the practices happening in the industry and seemed to be getting ethically challenged using the factory farmed chicken. This can be seen in the below mentioned texts:

For me it is very simple anything that is unnatural is not good for me ...personally I say that I would take the naturally (bred) chicken (Malay chef, Annu).
For me it is totally unacceptable because as a animal I believe they have the right to grow naturally. I don’t feel good …. Not ethical at all. (Chinese Chef, Rexxy)

I think I will reconsider … (Chinese Chef, Rexxy).

... As a consumer you should know where your chicken is coming from. (Chinese Chef, Rexxy)

...as a person I personally don’t like the way farm chicken is produced. Very sad very sad ... (Indian Chef Gurinder)

Ok as a chef and a person what I feel about it I do really think of it as a major problem ... as a person a Malaysian or a Malay most people don’t know about this. It’s not that you don’t know about it but most of them don’t care ... it does concern me but at some point .... (Malay Chef Kharry)

Again the chefs of all three races seemed to be reaching a consensus that the practices of factory farmed chicken meat production was not a good practice and they condemned these practices, but when it came to them making the same choices as a producer the answer was quite striking when they said that they would do the same thing as the present producers as there was a high demand for these products and that financial security/profit is the main criteria for them. It seems that the price of chicken meat is of prime importance to the chefs here in Malaysia.

I am sure I am sure every human being has a feeling that they want to raise the chickens normally... if I was a business owner and the demand is so high I would have done the same thing ... (Malay Chef Kharry)

... ok because the demand is getting high and high ok because at this aaa stage we see that aa all these bad practices ..........I don’t feel that is right but at the end of the day but when my customer doesn’t know the difference I have to save costs as a chef I don’t really mind ....(Malay Chef Kharry)

Looking at the data from the interviews of the chefs of the three races of Malaysia, it can be clearly seen that the chefs agree on many points like price, market demands and their perceptions of the way their consumers feel about the meat on their plate. According to the literature, the race, culture and religion of a person plays a major role in his or her choices (Fatt Sian 2009), but looking at the data from the interviews it clearly shows that the chefs of all the three races seem to be talking in sync with each other and that they all seem to be facing the same problems. From this data I can infer that due to the globalised and fast developing nature of the society in urban Malaysia, the race of a person plays a much lesser influence on his or her decision making practices and that other factory like ‘price’ plays a more important part in their professional life. Further research can be carried out to find out this in greater detail and to investigate the consumption patterns of these chefs in their personal life.

5. LIMITATION OF STUDY

As stated by Patton (2002), “There are no perfect research designs. There are always trade-offs” (p. 233). The interviews will be administered to chefs in the hospitality schools in and around Kuala Lumpur, Malaysia, hotels in the Kuala Lumpur city centre and chefs owning independent restaurants in Kuala Lumpur and surrounding areas. The results of the study might only be
generally applied to chefs in the hospitality schools in and around Kuala Lumpur, Malaysia, Hotels in the Kuala Lumpur City Centre and chefs owning independent restaurants in Kuala Lumpur and surrounding areas. There could also be a limitation because of the potential unequal interviews of male and female respondents; there could be not equal gender representation.

6. CONCLUSION AND RECOMMENDATION

After the interviews with the respondents from the three races of Malaysia, Malays, Indians and Chinese, I deduce that the chefs are aware of the issues faced because of the poultry industry but their knowledge of the seriousness and intensity of the issues is lacking. This can be explained for them not using free range chicken meat in their day to day work environment. The chefs also try to justify the use of factory farmed chicken meat in their work environment by claiming to be consuming free-range chicken meat in their personal life. This duality seen in the chef’s behavior needs to be further studied in detail. The two dimensions in which the chefs embrace different sets of ethical and moral values could be because of various reasons. The trend could be a physiological reason for the chefs to justify their obvious wrong choice of meat in their workplace, or it could just be a fictitious reason for them to feel or appear good in front of the researcher. It could also be a justification for themselves to look good in their own eyes as being caring for the ethical concerns of chickens and them trying to balance out their factory farmed meat consumption at work with free range or kampung chicken at home. This stance needs further investigation in future research. The following quote from one of the chefs interviewed sums up their stance perfectly:

Of course, it depends where you come from. From animal point of view of course is it is very cruel. But then if you come from business point of view, I think the demand is there so I think in order to cope with the demand I think they would do it this way. (Chinese Chef, Rexxy)

This stance also shows a duality of ethical and moral perspective from the chef’s point of view. It is also surprising for the researcher to see that ‘race’ did not play a very significant role in the decision making process of the chefs professional life. Whether the chefs ‘perform’ their ethnic, cultural and racial duties at home only is a recommended subject for further research. Further research coupled with this research may be useful in exposing the worst practices in the Chicken farming industry and would eventually challenge the industry to raise the bar on its ethical practices. We need more research, more intervention as well as more monitory inputs to help make more selective changes in this chicken meat and egg farming industry. This intervention needs to be done urgently as the present practices are harming the poultry as well as the humans.

Have we gone too far already, is the damage done to the chicken irreversible? Are our attempts to reintroduce old traditions and practices just a futile attempt to reclaim the lost habits, habitats and behavior of the chicken? Is the chicken changed so much from its ancestor, the Indian Red Jungle Fowl or Gallus gallus that it was thousands of years ago? Are we deliberately distancing ourselves from the realities of animal agriculture? As said by Peter Cheeke in his book Contemporary Issues in Animal Agriculture (p. 332),

“For modern animal agriculture, the less the consumer knows about what’s happening before the meat hits the plate, the better..... one of the best things modern animal agriculture has going for it is that most people in the developed countries are several generations removed from the farm and haven’t a clue how animals are raised and processed”.
These questions need to be answered by us and can be a further area of research. We also need to research on other alternatives of chicken meat from either animal origin or plant origin.

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**DISSERTATION:**

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**ASSOCIATIONS/ORGANIZATIONS:**
Food and Agriculture Organisation (FAO) http://www.fao.org/.
The United Nations Population Database.
Section- B

Issues and trends in hospitality human resources
Role of Job Satisfaction of Employees of Selected Five Star Hotels of Delhi

Pradeep Bhatt¹ & Suraj M.Negi ²
¹ & ²-Assistant Professor, Himgiri Zee University, Dehradun

Abstract
Hotel, Hospitality Industry plays an important role in the economic development of a country. This study attempts to evaluate job satisfaction of employees in different hotels of Delhi and N.C.R. region. It focuses on the relative importance of job satisfaction factors and their impacts on the overall job satisfaction of employees. It also investigates the impacts of hospitality type, work experience, age, and sex differences on the attitudes toward job satisfaction. The result shows that salary, efficiency in work, fringe supervision, and co-worker relation are the most important factors contributing to job satisfaction. This research was mainly undertaken to investigate on the significance of factors such as working conditions, pay and promotion, job security, fairness, relationship with co-workers and supervisors in affecting the job satisfaction. This paper also presents a comprehensive diagnosis of job satisfaction indices of Hotel business, the factors causing the dissatisfaction & suggestions to improve them.

Keywords- Hotel, Hospitality, Job Satisfaction, Supervision, Co-workers, Security, Relationship.

Introduction
The whole success of any organization depends upon the healthy work environment of employees. If the employees are happy it means they will serve the guest according to their efficiency. A major challenge in Hotel industry is attraction as well as retention of Guest. Guest retention favorably affects the profitability. For the last two decades, due to an increasingly competitive, saturated and dynamic business environment, hotels in many countries have adopted guest-driven philosophies to address the rapid and changing needs of their guest. A study done by (Daniel, 2001) also examined whether positive employee behaviour and attitude influenced business outcomes. Findings from the study support the idea that employee satisfaction is a good predictor of the following year’s profitability, and that this aspect has an even stronger correlation with guest satisfaction. (Rucci, 1998) used an “employee-guest profit chain “and found that a 5 percent increase in employee satisfaction drives a 1.3 percent increase in guest satisfaction, which results in 0.5 percent increase in revenue growth.

(Pfau, & Kay, 2002) reports that highly satisfied groups of employees often exhibit above average levels of the following characteristics: customer loyalty (56% more), productivity (50%), employee retention (50%), safety records (50%), and profitability (33%). Work environment is also an incredibly powerful force that determines how the employees treat problems, opportunities and all the people that the organization comes in contact with: vendors, sub contractors, and, most importantly, clients. Mass of satisfied employees is like the mood of the hotel - it can be upbeat or depressing, respectful or belligerent, empowering or stifling – with many shades in between. One can design processes to make clients happy, but if those processes are out of sync with the work environment one will miss the desired result every time.

Employee satisfaction refers to a collection of positive and/or negative feelings that an individual holds toward his or her job. Job Satisfaction is a part of life satisfaction. It is the amount of pleasure or contentment associated with a job. Job Satisfaction is an emotional response to a job. Job
satisfaction is one of the most popular and widely researched topics in the field of organizational psychology (Spector, 1997). Locke (1976) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences. Job satisfaction has been studied both as a consequence of many individual and work environment characteristics and as an antecedent to many outcomes. Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment, and more likely to be satisfied with their lives (Lease, 1998).

There are a various factors that can influence an individual’s level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements). The happier employees are within their job, the more satisfied they are said to be. To determine the manner that individual employees should develop and achieve organizational commitment through job satisfaction and motivation, the study will investigate in-depth the human resource strategies of five star hotels of Delhi and NCR region.

Research Problem
Retention of a employees in any organisation is a very difficult task, and so retain the man power of any organization becomes the prime responsibility of the Human Resource department. It’s already seen that Hotel Hospitality sector is in one of those few industries where this issue is most prevailing, thus doing a research study would give direction to work for the issue.

Research Objective
1. To understand the specific factors influencing job satisfaction of employees in the organization.
2. To know the gap between employees aspirations and organization’s status.

Hypothesis
1. Higher is the challenging job, more is the job satisfaction.
2. Job monotony is the prime factor of the dissatisfaction level.
3. Personal growth is a significant factor for job satisfaction.

Research Design
The Research is an explorative and descriptive study which gives an opportunity to study about certain areas such a philosophy attitude, work values etc. and this design would help is giving an overall figure of the jobs satisfaction and factor affecting its environment.

Universe and Sample
The data was collected from the employees of twelve five star hotels of Delhi and National Capital Region. There are 180 respondents of the various levels taken as samples.

Sampling Techniques and Tools
Sampling is a method, which enables to get a statistical image of the population. In order to carry the study, a sample size of 180 employees of twelve five star hotels of Delhi and National Capital Region was chosen for the study. The systematic Random Sampling method was used for the research. A self developed questionnaire was prepared for the data collection.
Review of Literature

Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004). Spector (1997) refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. Ellickson and Logsdon (2002) support this view by defining job satisfaction as the extent to which employees like their work. Schermerhorn (1993) defines job satisfaction as an affective or emotional response towards various aspects of an employee’s work.

(Mullins, 2005) discussed that the Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative.

Job satisfaction is a worker’s sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one’s efforts. Job satisfaction further implies enthusiasm and happiness with one’s work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007).

Job satisfaction is the collection of feeling and beliefs that people have about their current job. People’s levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay (George et al., 2008).

(Armstrong, 2006) defined that the term job satisfactions refer to the attribute and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction. Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depend on the expectation what’s the job supply to an employee (Hussami, 2008). Lower convenience costs, higher organizational and social and intrinsic reward will increase job satisfaction (Mulinge and Mullier, 1998). Job satisfaction is complex phenomenon with multi facets (Fisher and Locke, 1992; Xie and Johns, 2000); it is influenced by the factors like salary, working environment, autonomy, communication, and organizational commitment (Lane, Esser, Holte and Anne, 2010; Vidal, Valle and Aragón, 2007; Fisher and Locke, 1992; Xie and Johns, 2000).

Data Analysis and Interpretation

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Table No.4- The Organization Provides Enough Scope for Development and Growth of the Employees

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Table No.5-The Organization Takes Adequate Interest in Developing its Employees

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Table No.6-The Employees-Management Relationship is Sound

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**Table No.7: The Job Content of Various Employees in the Organization is Appropriate**

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<tr>
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<td>37</td>
<td>20.55556</td>
</tr>
<tr>
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<td>35</td>
<td>25.5556</td>
</tr>
<tr>
<td>Disagree</td>
<td>46</td>
<td>23.3333</td>
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<tr>
<td>Total</td>
<td>180</td>
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</table>

**Table No.8: The Employees in the Organization Perform their Job Efficiently**

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
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<tr>
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</tr>
<tr>
<td>Moderate</td>
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<td>19.44444</td>
</tr>
<tr>
<td>Slightly Disagree</td>
<td>32</td>
<td>17.77778</td>
</tr>
<tr>
<td>Disagree</td>
<td>12</td>
<td>6.66667</td>
</tr>
<tr>
<td>Total</td>
<td>180</td>
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</table>

**Table No.9: There is Enough Coordination among the Employees to Achieve the Organizational Goal**

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
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<tbody>
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<tr>
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<tr>
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</tr>
<tr>
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<tr>
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**Table No.10: The Communicational Channel in the Organization is Efficient**

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<tr>
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Table No.11-The Payroll given to the Employees in the Organization is based on Their Performance

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<th>Response</th>
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Table No.12-The Employees in the Organization are given Platform to Show their Leadership Qualities

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<th>Frequency</th>
<th>Percentage</th>
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</thead>
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<td>13.33333</td>
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<tr>
<td>Disagree</td>
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<td>15</td>
</tr>
<tr>
<td>Total</td>
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<td>100.00</td>
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Table No.13-The Welfare activities in the Organization are satisfactory

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<thead>
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<th>Percentage</th>
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<td>25</td>
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<tr>
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<tr>
<td>Total</td>
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Table No.14-The Succession Planning in the Organization is clear and Appropriate

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
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<tr>
<td>Agree</td>
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<td>Slightly Agree</td>
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<tr>
<td>Total</td>
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Table No.15- Considering the future of the Organization, the Employees get a Sense of Security

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Agree</td>
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<td>12.77778</td>
</tr>
<tr>
<td>Total</td>
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<td>100.00</td>
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</tbody>
</table>

Findings
Maximum respondents i.e. 107 (59.40%) are slightly satisfied with the immense attachment among the employees to the organization. They were serving from more than 10 years in the organisation.

121(67.11%) out of 180 respondents are slightly dissatisfied with the scope of development and growth provided by the organization.

Maximum respondents i.e. 64(34.44%) have moderate response about the encouragement and implementation of the new and innovative ideas in the organization.

Maximum respondents i.e.49 (27.22%) and 47 (26.11%) are moderate about the interest taken by the organization to develop its employees and the present opportunities in the organization for the development of the employees.

104 Out of 180 respondents i.e. (53.33%) are slightly satisfied with the interpersonal relationship among the employees of the organization.

Out of 180 respondents, 55(27.22%) are satisfied and 49 (26.11%) are slightly satisfied with the Employees -Management Relationship in the organization.

Majority of the respondents i.e. 46(23.33%) are slightly dissatisfied about the job content of the employees in the organization and moderate (30.00%) about working efficiently of the employees in the organization.

Out of 180 respondents, majority of them i.e. 56 (31.11%) are satisfied with the proper coordination of employees in among the organization.

Total no of 180 respondents, 55(30.56%) are slightly satisfied while 42 respondents (23.33%) are slightly satisfied with the proper communication system of the organization.

Majority of the respondents, 46 (25.55%) are dissatisfied with the pay system followed in the organization which is not based on their performance.

Out of 180 respondents 57 (31.67%) are satisfied with the Organization are given Platform to Show their Leadership Qualities, while 45 respondents (25%) are slightly satisfied.

Majority of the respondents i.e. 45 (25%) are Satisfied and 49 (27.22%) are slightly satisfied Welfare activities in the Organization.

Majority of the respondents i.e. 45(25%) are satisfied while 49 (27.22%) of the respondents are slightly satisfied with the welfare activities in the organization.
Out of 180 respondents, majority of the respondents, 57 (31.67%) are slightly satisfied with the succession planning in the organization.

Majority of respondents, 65(36.11%) are satisfied with the job security being provided by the organization.

Total no of 180 respondents, one third of them i.e. 65(36.11%) are slightly satisfied with the future of the organization and they sense a feeling of security while considering the future of the organization.

Suggestions
The organization should take initiative to develop their employees according to their requirement.

The organizations must regularly review the salaries and wages structure of the employees and ensure that employees are happy with their current salaries and it should be comparable to other organizations in the city.

The organization should design the job content of each employee appropriately.

The organization should conduct some activities which would enhance the participation of the employees in the organization.

Organizations must offer good incentives, increment, promotion and recognition plans to achieve organization’s goals. It would be helpful to keep employees motivated.

Organization should recognize leadership qualities of employees. They people should be sent for training to enhance their abilities.

New ideas and innovative should be encouraged and implemented.

The employees should be given more opportunity to participate in decision making in matters related to them. There should not be any communication barrier from top to bottom.

Performance Appraisal system of the organisation should be very transparent to judge the efficiency of employee. On the other hand organisation should provide some extra benefits to old and loyal customer.

The organizations must develop strong job security plans to enhance employees confidence on the organizations.

The organization must also get feedback from the employees to find out their personal and professional problems.

The organizations must open ways of communications between management and employees. This will help organizations to pass on suggestions and recommendations.

Conclusion
Most of the respondents are of age 20-30 and most of them are graduates.
The respondents mostly have less than 15 years of experience.
Most of the respondents are slightly satisfied with the interpersonal relationship among the employees of the organization.
Majority of the respondents are slightly dissatisfied with the job content of various employees in the organization.
Majority of the respondents are agreed about the employees in the organization performing their job efficiently.
Majority of the respondents are slightly satisfied with the bonding among the employees to the organization.
Most of the respondents are satisfied with the coordination among the employees to achieve the organizational goals.
Majority of the respondents are dissatisfied with the payroll in the organization.
Maximum numbers of the respondents are satisfied with the welfare activities in the organization.
Maximum numbers of the respondents are satisfied by the job security provided in the organization.
Maximum numbers of the respondents are satisfied about the future of the organization and they get a sense of security by considering the future of the organization.
Majority of the respondents are slightly satisfied about the platform of leadership and growth given to them in the organization.
Majority of the respondents are slightly satisfied about the succession planning in the organization.
Majority of the respondents are satisfied about the effective communication system of the organization.

References


Job Satisfaction and effects on Employee Turnover in the Hotels of Kuala Lumpur City Center

Gopinath Sangaran
School of Hospitality, Tourism & Culinary Arts, Taylor’s University, Malaysia

Abstract
The hospitality sector is labeled as a service sector for the industry provides services to their guest and the service industry requires manpower to cope and provide to the guest demands. With the strong Tourism marketing and promotions done by the government of Malaysia we have been able to obtain good tourism arrivals and sustained the need for hotels, rooms and services. How about manpower supply to the industry? This situation creates the industry to be labour intensive. Over the years employee turnover has become part of the industries challenge to retain and employ new workforce. Employee turnover or Staff turnover refers to the ratio of the number of workers that had to be replaced in the given time period to the average numbers of workers or employees. An employee’s turnover can either be a positive or a negative effect to the establishment. The effects depend on a great deal whether the employee is a high or low performer. Turnover tends to be greatest among employees that are high performers and low performers. The employees that perform in the middle range tend to stay longer in establishments. The research was to understand the determinants of Job Satisfaction and Effects on Employee Turnover in the hotels of Kuala Lumpur City Center. The focus was on the Hospitality industry Food and Beverage department Operational Employees. The research tried to assess the determinants of Job satisfaction and their decision to quit therefore creating a situation of Turnover. The research revealed that Choice of Work and Job Performance influenced Turnover and the main factors of Job Satisfaction that lead to turnover were Wages/Salary and Opportunity for advancement/Career progression. The analysis also revealed that there need to be a balance in order to attract and maintain potential employees as all factors that affect Job Satisfaction directly leads to turnover.

Keywords: Job Satisfaction, Motivation, Operational Employees, Choice of Work, Job Performance, Employee Turnover

INTRODUCTION
1.1 The Tourism Industry
The tourism industry is one of the fastest growing industries. We in Malaysia have witnessed tremendous growth in the Hospitality sector thanks to the growth and development Tourism has brought to Malaysia. Malaysia’s Tourism arrivals reached 25.70 million this year 2015 and as for the Tourism receipts reached 69,100 billion this year. With such demand from the tourist arrival and receipts we require to cope with the demand from the supply side. 

The Hospitality sector has been able to cope by introducing more hotels and increasing more rooms to cope with the demand and this has allowed for the hoteliers to forecast and prepare for future needs. We can automatically identify this when we analyze the increase in overall rooms and the new hotels that is being developed in Malaysia. The total rooms from year 2014 was 262,021 rooms and the hotels supply had increased from year 2013-2014 from 3094 hotels to 4072 hotels and in percentage of increase around 32% within that year (www.tourismmalaysia.gov.my).

The hospitality sector is labeled as a service sector for the industry provides services to their guest and the service industry requires manpower to cope and provide to the guest demands. With the strong Tourism marketing and promotions done by the government of Malaysia we have been able to obtain good tourism arrivals and sustained the need for hotels, rooms and services. How about
manpower supply to the industry? This situation creates the industry to be labour intensive. Over the years employee turnover has become part of the industries challenge to retain and employ new workforce.

1.2 Employee Turnover

Employee turnover or Staff turnover refers to the ratio of the number of workers that had to be replaced in the given time period to the average numbers of workers or employees. (http://www.thefreedictionary.com/employee+turnover). Turnover is defined as termination of employment at the hotel for any reason. (It includes transfers, expiration of work permits, completion of apprenticeship programs, and so forth.) An employee’s turnover can either be a positive or a negative effect to the establishment. The effects depend on a great deal whether the employee is a high or low performer. Turnover tends to be greatest among employees that are high performers and low performers. The employees that perform in the middle range tend to stay longer in establishments.

Turnover of low performing employees can be positive for the establishment. However turnover of high performing employees would be negative to an establishment as more performance level would reduce. Turnover of employees can be Voluntary Turnover, Involuntary turnover and Dysfunctional turnover. Voluntary turnover takes place when employees separation that occurs because the employee chooses to leave. Involuntary turnover takes place when employees separation that occurs because the employer choose to terminate the employment relationship. Involuntary turnover normally has much more negative effect on the employee. Dysfunctional Turnover takes place when an employee that is performing satisfactorily voluntarily leaves the job.

When an employee leaves their job the establishment or organization has to identify and appoint new employees to fill the position vacant. This process is troublesome, for every time an employee leaves and a new employee is hired the process of training and teaching takes place all over again. Coordination between the team changes and the adaptability of the team and the new staffs are crucial to perform efficiently. Resources are highly used when changes happen in the work force. Time, energy and cost are some of the resources that are normally taken up during turnover and rehiring process. In order to understand further the reasons for turnover in an organization or establishment we would require analyzing the satisfaction level. Lack of satisfaction would lead to employees quitting or leaving their work. (Greg L. Stewart and Kenneth G. Brown, 2009.p.246) In the Tourism and Hospitality context staffs or employees play a major role in the success of the organization or establishment. The Hotel and Food and Beverage industry is under the category of service industry. The service industry is generally accepted as a labour intensive industry. Staff turnover has been a major issue in this sector. This allows us to study what are the factors effecting staff turnover.

1.4 Objectives of Research

The objectives of this research are as follows:

1. To understand what are the Job Satisfaction factors causing Staff turnover in the operational departments.
2. To understand whether Staff turnover has become part of the Organizational Culture in departments of the hotel industry.
3. To propose certain recommendations based on the analysis of the research that could assist in understanding the motivations of employees that leads to turnover and reduce turnover in the Food and Beverage in the hotel industry.
1.5 Structure of the Research
The qualitative approach was used to gather data and analysis would be done to achieve results from the research. The qualitative approach would enable us to cater for participation and to aid in deeper data understanding of the research. The target audience would be the operational staffs from the hotel industry.

2.0 Literature Review
2.1 Growth of the Hospitality and Tourism Industry
The Hospitality and Tourism Industry is the largest sector in Malaysia, contributing to the economy where 58.1 percent to GDP and 49.5 percent total employment during the 8th Malaysian plan period. The service industries contribution is vital to the continuous growth of the economic. Malaysia is a famous visitor destination for many neighbouring countries and the rest of the world. With the Tourism industry booming in Malaysia the Hotel industry itself has been influenced by this boom and grown rapidly.

2.2 Demand and Supply of Employees to the Hotel Industry
The Hotel industry is under the category of service industry. The service industry is generally accepted as a labour intensive industry, therefore there is a need to tackle the importance of labour retention in this industry. This has become one of the major issues in Asia and Malaysia. The hotel industry in Malaysia is facing shortages of local labour force. Most locals work abroad in countries like Singapore, Hong Kong, Macau, Dubai, Europe, Mainland of China and the Middle East where the wages are more attractive (Sangaran G, Garg A 2012)). Over the years there has been a shortage in the hotel industry and as a result some management of the hotels has opted to hire foreign workers to fill in the front liners position, this has resulted in not creating an original Malaysian identity. The universities and colleges are producing many local graduates but they are joining different industries, this is due to the reason that they consider front liner jobs are low paying. Front liner jobs refer to Waiters, Waitress and Receptionist.

Nearly 60 percent of the hotel and tourism course graduate work in other fields. Hotel operators had little choice but to hire foreigners as locals did not want to work in hotels. Foreigners are not their priority to be hired but if locals do not take up these jobs then there would be no sufficient employees to cover for these jobs. (Shamsuddin Bardan, Executive Director, Malaysian Employees Federation MEF). In order to satisfy the need for the hotel staffs managements are looking at hiring English speaking staffs from other countries. Countries like the Philippines are targeted for some as they have good English backgrounds. (Sangaran G, Jeetesh K 2015). This has resulted in over dependency towards foreign staffs. This is a clear indication that Malaysian Hotel industry has to look for ways to enhance their wage structure, to make it more lucrative. With Globalization spreading to all economies, the older structural issues must be looked act, to supply cheaper staffs and to use cheaper staffs has to change. In order to attract talents, potential candidates, and retain the local manpower there needs to be a change.

2.3 Turnover in the Hotel Industry
What is the motive behind employees leaving or quitting their work and moving away from their establishment or company? Turnover is a natural aspect in the hotel Industry that happens. Turnover happens when there is dissatisfaction in the job. Job satisfactions are a set attitude towards work and job satisfaction is required by all staffs or employees. Job satisfaction effects turnover, absenteeism and performance. Employees that are more satisfied with their jobs or work are less absent and would stay on longer in their jobs compared to the least satisfied employees. Other factors that is created or associated with low job satisfactions is poor quality work, pilferage, strikes and sabotage at the most awful degree. Job satisfaction is determined by a variety of factors, the work itself, wages or salaries, growth and upward mobility, supervision, colleagues and attitude towards work (Robert N. Lussier, Ph.D.2008.pg 79)
2.4 Determinants of Job Satisfaction

**The Work Itself** - The nature of the work or job has a major effect on overall job satisfaction. Employees that think of their jobs as monotonous, unchallenging or boring will tend to have a lower satisfaction towards their job.

**Pay or Wage** - Overall job satisfactions would be affected if the pay or wage of an employee received is unsatisfactory. Employees or staffs whom are not satisfied with their salaries or wages would not perform the jobs well or to the employees’ fullest potential.

**Growth and Upward mobility** - Whether an employee is satisfied with the establishment or their personnel growth, Potential for upward mobility may affect job satisfaction. Some people naturally want to be promoted either in management or technical or operational fields. Once there is the notion that the growth and upward mobility is restricted or limited this would have an effect on job satisfaction and eventually could lead to turnover.

**Supervision** - Supervision received by staffs or employees would certainly affect job satisfaction. Employees that feel they receive inappropriate supervision would feel less job satisfaction. Employees that feel they receive too much supervision would also feel less job satisfaction. The relationship between the employer and employee is very crucial in maintaining a good balance for employees to be satisfied. Employers whom empower their employees increase their motivation, job satisfaction, performance and loyalty.

**Coworkers** - Coworkers affect overall job satisfaction. Staffs that do not work well and have good human relations with other coworkers face less satisfaction compared to those that have good human relations.

Based on the research of Allan R Nankervis, Human Resources Management Strategies as Competitive Advantages in the hospitality sector in Southeast Asia and Pacific Rim suggest that there is a negative perception of the hotel occupation which is characterized as low wages, casualisation of the work force, gender differentiation and the absence of long term incentives and career management. Based on the research the author observed that service work in the hospitality
industry was often unfavourable towards the people of Malaysia, Singapore, Indonesia, Australia and New Zealand. In some cultures serving people are known to be degrading and low social status. Some parents and husbands from these countries disapprove of their families to work in the hospitality sector as it is compared to working in the nightclub. (Nankervis, A.R 2000)

Based on the Cornell quarterly research conducted by William J. Wasmuth and Stanley W. Davis titled Why Employee Leave? Results show that employee turnover happens based on a few reasons that are for example, is one of many that use the dichotomy of voluntary versus involuntary and attempt to explain the way for reducing voluntary turnover that occurs when the employee leaves on their own accord. This technique takes into consideration that only voluntary turnover can be controlled.

Friday (2003) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job and that it is a multidimensional construct that includes general job satisfaction, satisfaction with pay, promotion, supervisors and co-workers for examples. A frequent tool used to measure job satisfaction is the Job Descriptive index but has its disadvantage where there could possibly be other factors that contribute to job satisfaction and it should not be summed across factors. (www.humanresource.com).

The hospitality industry being a service industry, customer satisfaction is also supported by employee job satisfaction (Gu & Siu, 2009) hence the quality of service given to the customers relies on the instantaneous performance of the employees providing the service. This can also be applied to the kitchen staff now as the concept of Open kitchen has allowed the kitchen crew to have contact with customers and supply information regarding the cuisine served.

Though Friday suggested utilizing the Job Description Index (JDI) & Job Diagnostic survey (JDS) to conduct a job satisfaction research, Rogers, Clow & Kash (1994) have utilized a different model to evaluate job satisfaction and also to identify the factors that contribute to job satisfaction. The model comprises of four determinants which is role conflict, role clarity, job tension and job satisfaction. It discusses about how these factors affect each other and also job satisfaction.

In investigating the presence of turnover culture, we require investigating the role of the rites, rituals, and myths associated with Schein’s first level, as well as the organization’s socialization practices, which influence levels two and three. It is also important to determine the impact of peer group pressure on the behavior of employees. Another resource for the current study is the findings from research into absence culture, with absenteeism having been found to be a sign of employee turnover. Absenteeism has also been linked to job search, the immediate determinant to the intention to leave (Price & Mueller, 1981, 1986). Research by Chatwick-Jones, Nicholson, and Brown (1982), Nicholson and Johns (1985), and Martocchio (1994) suggested that absence culture is a cross-level construct as defined by Rousseau (1985).

Another major research influence on turnover culture is that of the OCP devised by O’Reilly et al. (1991). The aim of this instrument is to relate work outcomes to the person-organization fit. To achieve this, several variables important to the current issue of turnover culture were measured, those being organizational commitment, job satisfaction, and the intent to leave. Previous research argues that organizational commitment (Cotton & Tuttle, 1986; Griffeth & Horner, & Hollingsworth, 1978; Price & Mueller, 1981, 1986) relate directly to an employee’s intention to leave or quit an organization.

The research of Price and Mueller (1981, 1986) into the causes of employee turnover has provided several important variables to this study. For example, the 1981 research examined the role of repetitive work, social support, and fair pay and rewards in an individual’s decision to leave an organization. Price and Mueller (1981) also included factors such as internal labor market that
considers promotional opportunity, training, and career development, in their study of causes of turnover. Their study expanded on the variables included studying the role played by elements of job stress such as role overload.

3.0 Analysis of the Interview Questions
The respondents from the management employees represented managers and directors involved in the hospitality and tourism industry for more than 5 years. The respondents come from well established group of hotels where they had to management more the 20 employees. This scenario is different for Respondent for the respondent represents an Association that has hotels in Malaysia as part of their members where the respondent represents the hotels in legal advice under Industrial Relations; provide consultancy and training for Hotel employers.

All respondents has faced employee turnover and they agree to the fact that turnover has a negative impact but can be positive as well, as mentioned by Respondent 5. The similarities that can be witnessed from the interview are all respondents agree that employee/ staff turnover cause a problem to the departments/hotels and it affects the team and hotels effort for progress.

All respondents agree that the work conditions/work environment of the service industry is crucial to influence employee turnover. Bad management practice and traditional management styles are deemed one sided and this in return would create employee/staff turnover. According to Respondent 3 Generation X staffs respond differently from generation Y staffs this is an area that needs to be balanced. All respondents especially Respondent 2 stressed that the work culture of International hotel chains are better than Local hotel chains. This is due to the fact that International Hotel chains place less stress to their staffs to obtain performance; this is due to the culture of excellence derived within a system to be achieved. As for the Local Hotel chains the culture is more profit driven therefore this stresses the staffs and intention to quit arises leading to turnover.

Salary is a concern as the respondents mentioned in the interview that it is difficult to maintain a competitive salary. As highlighted by Respondent 4 the reason for salaries to be low is due to the fact that there is no National Collective Wage Structure for example Banks, Plantation workers and Commercial Employees (Clerks) have this. There is no Collective agreement between National Union of Hotel, Bar and Restaurant workers union and the Association of the Hotel Employers. This allows for salary structure, terms and conditions of services to vary from Hotels, place to place and star rating to star rating. This result in pinching of staffs and turnover being high for employees do not feel valued for the work performed.

In regards to retaining and attracting employees the Respondents agrees that the Hospitality and Tourism towards a sustainable directions is fragile. As a result they are hiring foreign staffs for certain job positions.

According to respondent 4 and 5 we can attract and retain employees as Hospitality and Tourism being the second largest revenue earner, employees play a key role. With the service charge element continue to be part of the take home salary of the employees in the industry together with the various perks such as uniforms(shoes), good promotional opportunities, conducive environment of work, medical benefits, food, lodging and transport provided the industry continues to attract staffs and maintain them.

Good infrastructure provided (brand of hotel, loyalty, salary and benefits) Succession planning this includes the potential to grow within the establishment and includes sister properties. Service charges help in retaining as well for instance after 6 months of work there is an increase to the service charges or after a years of work they staffs would get 1 point extra from the existing service charges obtained. Years prior to that there is a ceiling set the service charges may be 3 or 4 points. Even confidential staffs like Security and Pay role from Human Resources would be provided with service charges. Those with basic level of entry for the job have long term service
and they do not get promoted. Those with diplomas and degrees move jobs very fast and hotels do not hold them back.

The respondents agree that there is a need to work with and sustain a good infrastructure or factors that would lead to employee turnover like (Wages/ Salary, Fringe benefits, Job security, Interesting job, Flexible hours, working environment, Co-workers, Opportunity for advancement, Training, Empowerment, Allowed being part of the team, Loyalty to employees)

The Respondents from the Operational Employees was represented from front of the house operational staffs to supervisory level employees. All the 5 respondents represent popular and recognized hotels and outlets in Malaysia. The Respondents have been working in the industry for more than a year to five years in the industry. The respondents have been working in Hotels that has a staff manning of 10 to 30 above employees.

All respondents has faced employee turnover. Respondents from the operations agree that employee turnover is an important thing and it is deemed bad as it affect the efforts of all staffs/employees working. They are aware that the industry is being affected by turnover issues. All respondents agree that salary, career advancement, training and motivation are factors that make these respondents work in their current jobs. The Respondents acknowledge that factors that would lead to employee turnover like (Wages/ Salary, Fringe benefits, Job security, Interesting job, Flexible hours, working environment, Co-workers, Opportunity for advancement, Training, Empowerment, Allowed being part of the team, Loyalty to employees) are very important. The most important factor to them was salaries/wages, fringe benefits and interesting jobs.

All respondents do not believe that the Hotel industry is doing enough to work towards a sustainable direction to retain and attract potential employees. The respondents agree there are efforts placed to manage with the employee workforce. But then again they are uncertain by directions taken as the management allows staffs to leave rather than retain them. The practice of retaining seems to be done for management positions only most of the time.

All respondents agree that there is a need to identify and balance the factors (Wages/ Salary, Fringe benefits, Job security, Interesting job, Flexible hours, working environment, Co-workers, Opportunity for advancement, Training, Empowerment, Allowed being part of the team, Loyalty to employees) that would lead to employee turnover. When the factors are understood then the management can study the needs of their employees. This would indirectly motivate staffs to retain their job.

The synthesis of both interviews allows us to understand the point of views and opinions of the 10 respondents that participated in the interviews. The interviews were divided between management staffs and operational staffs for this allowed the researcher to obtain optimal data from the interviewers. The respondents were interviewed by series of interview questions that complemented the quantitative questionnaire. As some questions were deemed sensitive to the Hotels and personnel’s this allowed for the indirect questioning techniques thru the interview questions.

As a result from the analysis we can understand that the management staffs and operational staffs agree there is significant need to develop and understand the factors affecting employee turnover towards achieving a sustainable direction in employing and retaining staffs.

Based on the findings we would propose a few short term recommendations while constructing more in depths steps to take for long term.
Minimum Wage

Based on the findings it is clear that we can understand that salaries are a very important factor that would influence the decision for turnover. Based on the interview all respondents mentioned that salaries are important to retain and attract potential employees. Therefore a minimum wage structure is recommended compared to the point system of salary currently practiced. This recommendation is in line with the Human Resources Ministry proposal and has been seconded by Malaysian Employers Federation (MEF) and Malaysian Trades Union Congress (MTUC) (August 8, 2010).

Minimum Wage is defined by the business dictionary as the lowest hourly, daily or monthly rate an employer can pay an employee. In some countries (such as the US) the minimum wage is set by a statute while in others (such as the UK) it is set by the wage council of each industry. This is where the Minimum Wage would be increased from the equilibrium wage based on the market forces of demand and supply of labour. This would naturally increase the salary/wage of employees. Minimum Wage would provide employees a better quality of life.

This initiative has been address by Mr. Vivekanandan the General Manager of Malaysian Employers Federation (MEF) for Security, Retail and Hotel Sectors where wages are depressed and there is no bargaining power by employees. However the implementation of Minimum Wage can affect smaller business players and in this case the small hotel chains as Minimum wage would increase business cost. Apart from this we need to consider the cost that would occur when the change from Service Point system to Minimum wage takes place.

Career Progression

Growth and Upward mobility/career progression is critical. According to Robert.N Lussier author of Human Relations in Organizations (Applications and Skill Buildings), whether an employee is satisfied with the establishment or their personnel growth, Potential for upward mobility may affect job satisfaction. Some people naturally want to be promoted either in management or technical or operational fields. Once there is the notion that the growth and upward mobility is restricted or limited this would have an effect on job satisfaction and eventually could lead to turnover.

Growth and Upward mobility/Career progression is ranked as the most important factor which jobseekers in the Middle East's hospitality sector look for in an employer, according to a new survey conducted by CatererGlobal.com. CatererGlobal are a recruitment website for luxury hotels, resorts and cruise ships, the UK-based online recruitment company, revealed in their research that career progression is followed jointly by working environment, job security and style of management. Relevant training and competitive salaries together emerged as the third most important factor when choosing a hotel, the survey found.

The perspective for career growth must be weighed and balanced out in the work force among the younger and older generation employees as younger generation employees may be more anxious than others to rise quickly themselves within the organization. The younger generation may not gain the necessary experience and skills before expecting a promotion to the next level. This is one area that the management could focus to cater for career progression with the minimum wage. This would certainly increase job satisfaction and lead to reduce turnover.

Motivation

Motivation is the internal process leading to behavior to satisfy needs. When the management knows what are the motivation factors behind their employees they can design incentive systems to motivate employees. Motivation affects how and to what extent we utilize skills and abilities. When an employee is motivated they would be productive, cooperative and increased performance to name a few.
But in order to understand or identify what motivates people, we require understanding the employee’s needs. Here we could refer to Maslow’s Hierarchy of Needs. The needs are arranged based in order of importance. The Needs Hierarchy explains five classifications First Physiological Needs, Second Safety Needs, Third Social Needs, Fourth Esteem Needs and Fifth Self Actualization.

Physiological needs are primary or basic needs that are required, for instance air, shelter and food. In an organizational setting it would be adequate salary, breaks and working condition. Safety needs once the basic needs are met the individual looks at safety. In the organizational setting this includes Job security, fringe benefits, increases in salary to meet inflation and working condition.

Social needs are when individuals have established safety the look for love, friendship, acceptance and affection. In the organizational setting this includes opportunity to interact with others, to be accepted and to have friends. Esteem needs is after the social needs are met the individual focus on status, ego, self respect, recognition and self confidence. In the organizational setting this needs include titles, satisfaction of accomplishing a task, participation in decision making and chance for advancement.

Self Actualization is the highest level of need to develop ones full potential. In order to obtain this need one looks for growth, achievement, and advancement. In the organizational setting this needs include the development of one’s skill, achievement and promotion and the ability to have control over ones job. Therefore ones this needs are indentified the management could act towards the most crucial need to assist in decision making for improving the level of motivation that could lead to satisfaction and reduce turnover. (Robert N. Lussier, Ph.D.2008.pg 79)

Maslow’s theory of needs can be debated upon; the needs theory is a design that came around the 1940s the needs of today, societies have change over the period of years. The theory of needs has been seemed unclear at times to explain what ones persons need may not be the need by another. (Learning-Theories.com) Apart from that according to Hofstede a Sociologist has mentioned that the needs do not illustrate and expand upon the difference between the social and intellectual needs of those raised in individualistic societies and those raised in collectivist societies. The needs would be different for those whom derive from collectivist societies compared to those whom derive for individualistic societies.

Maslow’s theory of needs acts as a platform for the Management to plan or develop understandings of their employee’s motivation but it must be expanded upon and take into consideration the difference and individual employees needs when put to practice the theory.

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Newspapers
An Exploratory Study about Students Learning Capabilities in Today’s Pedagogic Trends Based on Gender Differences

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\textbf{ABSTRACT}

In today’s educational research, there has been considerable interest in issues related to gender and the interactive classroom using the social learning sites (web 2.0), as there are more needs to meet and enhance students’ capabilities. Some evidence suggests that male and female university students experience the interactive environment differently. The authors conducted a study on technology adoption at a private university in Selangor, Malaysia, with 249 students as respondent. One of its purposes was to identify how gender matters in the process of technology adoption in university-level teaching. This study used quantitative research approach to identify the Asian student learning capabilities through Edmodo, a social learning site. The significant differences were found between the way male and female students identified their learning capabilities in this new pedagogical trends. Results suggest that females were more likely to use student-centered pedagogical approaches in teaching than males. Females had lower confidence and less experience in the use of computers in teaching. They tended to learn how to use technology from others, whereas males were more likely to learn from their own experience. This study can be considered as a starting point towards gender differences and the interactive classroom to achieve the 21st century skills among Asian countries research arena.

\textbf{Key words:} Gender, 21\textsuperscript{st} century skills, Social Learning Site, Edmodo, Student learning capabilities

\textbf{Introduction}

Over the last decades, computer technology has been changing many aspects of higher education in the way of teaching and learning. The adoption of technology at higher education has become an important research topic, where many studies focus on the acceptance and preference to integrate the technology in the teaching and learning. But only limited studies carried out on identification of students learning capabilities based on gender differences. The purpose of this study is not to generalize the findings but to investigate within the student’s capabilities in order to further social, cultural or educational researches. Researches exist regarding the cultural or educational aspect of the learner but very few are related to emerging paradigm of the 21st Century Skills. The Confucius way of learning, as part of most Asian countries, values behaviors, efforts, respects, sensibilities and rationalities in the learning process (Tweed, R.G, & Lehman, D.R, 2002). Previous researches on the learning preferences were done in the field of hospitality, tourism and culinary arts. Balasubramanian, Jaykumar and Fukey (2014) showed the interest from Asian students to use web platform such as Edmodo in a learning context. Can Asian learners bloom in the 21st Century Skills paradigm? By using their finding, it could be interesting also to:

- Identify the Asian student learning capabilities through social learning platform.
- Identify whether there are any differences between the two gender in the learning using technology

\textbf{Literature Review}  According to Hall and Ames (1987, p64) and Wong (2004) the conception and over usage of “rote learning”, “spoon -feeding”, teacher centered style and heavy memorization of the
knowledge in Asians classroom is a misconception of the way it is. Confucius learning style has nothing to do with memorizing as an absorption of information but a more thorough, systematic and organized methodology integrating reflection, wisdom, critical thinking, synthesizing in an open minded, fair and autonomous way (Hall, D, & Ames, R, 1987; Kim, H.K, 2003). The lecturer has a predominant place in the learning experience of the student and one the main role is to generate creativity and critical thinking. ‘Love of learning’ (hsueh), ‘reflecting’ (ssu), ‘realizing’ (chih), ‘living up to one’s word’ (hsin), and ‘signification’ (yi) are the central development powers (Hall, D, & Ames, R, 1987, ch.1) in the Confucian concept. Those powers will be important in the transformation of the student and will help the development of the mind. Core values, behaviors, awareness, open-mindedness, reflection and meta-cognition are key element in the Confucius learning style (Confucius, 1993a; Confucius, 1993b; Elliott, J, & Tsai, C.T, 2008). Also, according to Corcoran (2014), western learning theories such as Behaviorism, Liberalism, Connectivism, and Humanism can be observed in the Confucian concept.

For the past decade, U.S. has developed a new learning paradigm aiming all the public schools of the country (Partnership for the 21st century learning, 2016). The new learning paradigm, called 21st Century Skill is emphasizing on key skills that a student must have. The learner, by developing those skills, will then able to develop abilities and competencies that will be useful in their future career and necessary to be competitive (Glossary of education reform, 2016; Jenkins, H, 2009; Learning-therories.com, 2016; Wagner, 2008).

Figure 1: P21 Framework
The term “21st century skills” do not only refers to a set of skills or knowledge but also to habits and character traits. The P21 Framework is also supported by the Institute of museum and library services (2016), an American legal institute, which identify the directions that the teacher will have to adopt in their pedagogic strategies. The development of knowledge remains important but the development of skills will also have its importance. Cultural and social competencies are as important as digital and media literacies; those competencies will be developed in accordance with other key skills such as collaborative problem solving, adaptation, multitasking, distributed cognition, collective intelligence, networking and negotiation (Jenkins, H, 2009). P21 classify the above list of skill into few categories: Learning and Innovation Skills, Life and Career Skills, Information, Media and Technology Skills. The evaluation methods, summative or formative, should include technologies in order to assess but also to let the learner experience and learn at the same time. The use of technologies also makes the learning experience more efficient and productive (Partnership for the 21st century learning, 2016).

RASE Pedagogical model developed to support teachers to use online learning platform such as Moodle, Blackboard, etc in effective, student-centered and engaging way to achieve intended outcomes in their modules. The RASE model indicates that content Resources are not sufficient for
full achievement of learning outcomes, we also need to plan Activities for students to engaged in using resources, Support to ensure that students are provided help and tools to independently solve emerging difficulties and lastly Evaluation to inform about student’s progress and serve us a learning tools to understand what else we need to do in other to ensure that learning outcomes are being achieved.

Hypothesis Development
The following hypothesis was formed to shed light on the research gap:

**Hypothesis 1 (H1):** There is a positive impact on student’s preference to use Social Learning Platforms through accessing the Edmodo-based resources.

**Hypothesis 2 (H2):** There is a positive impact on student’s preference to use Social Learning Platforms through Edmodo-based activities.

**Hypothesis 3 (H3):** There is a positive impact on student’s preference to use Social Learning Platforms through Edmodo-based sharing informations.

**Hypothesis 4 (H4):** There is a positive impact on student’s preference to use Social Learning Platforms through Edmodo-based evaluation.

**Hypothesis 5 (H5):** There is a significance differences on gender towards the student’s preference to use Social Learning Platforms through Edmodo-based evaluation.

Methodology
Research methodology refers to the nature of research design and gain knowledge about the world and instructs the researchers in the way the research is constructed and conducted (Sikes, P, 2005). This study mainly relies on quantitative research approach to address the objectives by gathering and analyzing of numerical data with a sample of 249 respondents of private university at Selangor, Malaysia. All respondents were targeted with purposive samplings technique, the most practical method in order to collects primary data. The Independent variable in this study will cover the personal data of the students, use of Edmodo for RASE pedagogical model and finally the dependent variable will be student preference on use of Edmodo as a learning platform to cover all components in RASE pedagogical model.

Data Analysis and Findings
The quantitative results of this study are analyzed using the Statistical Package of Social Sciences (SPSS), measuring the frequency, mean and standard deviation. The university student preferences to use Edmodo platform were analyzed by using a 5 pointed Likert-scale. Finally the results were analyzed and grouped in terms of Resources, Activity, Support and Evaluation (RASE) pedagogical model to understand the student preference and to investigate the students’ abilities in comparison to the 21st Century Skills.

**Demographics of the respondent:** The results in the table 1 shows that the female respondent (55.4%) is higher than male ones (44.6%) and also showed that most of the respondents were above the age of 20 years (65.9%) were the remaining respondents falls between the ages of 18-20 (32.9%) and 15-17 (1.250) respectively. With respect to respondents (students) enrolled course followed by degree (90.8%), diploma (8.0%) and only (1.2%) were masters programme in this study.
Table 1. Demographic Breakdown of the Respondent (n=249)

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency (F)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>111</td>
<td>44.6</td>
</tr>
<tr>
<td>Female</td>
<td>138</td>
<td>55.4</td>
</tr>
<tr>
<td>Total</td>
<td>249</td>
<td>100.0</td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15-17</td>
<td>3</td>
<td>1.2</td>
</tr>
<tr>
<td>18-20</td>
<td>82</td>
<td>32.9</td>
</tr>
<tr>
<td>Above 20</td>
<td>164</td>
<td>65.9</td>
</tr>
<tr>
<td>Total</td>
<td>249</td>
<td>100.0</td>
</tr>
<tr>
<td>Enrolled Course</td>
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<td></td>
</tr>
<tr>
<td>Diploma</td>
<td>20</td>
<td>8.0</td>
</tr>
<tr>
<td>Degree</td>
<td>226</td>
<td>90.8</td>
</tr>
<tr>
<td>Master</td>
<td>3</td>
<td>1.2</td>
</tr>
<tr>
<td>Total</td>
<td>249</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Reliability of the Study: In the research study, reliability of the measures was assessed by examining the consistency of the respondents’ answers to all items in the measure (Nunnally, 1978). Cronbach’s alpha reliability coefficients were used to measure the internal consistency of each measure and the below Table 2 shows the overall reliability (internal consistency) of the study was found to be coefficient alpha of 0.966, which is deemed acceptable (Wang, Y and Qualis, W 2007)

Table 2. Overall Reliability of the Study (n=249)

<table>
<thead>
<tr>
<th>Cronbach’s Alpha</th>
<th>Cronbach’s Alpha Based on Standardized Items</th>
<th>Number of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.966</td>
<td>0.966</td>
<td>25</td>
</tr>
</tbody>
</table>

Correlations of the Study: In the present study correlation analysis was employed since “correlation analysis involves measuring the relationship between two or more variables; it considers the joint variation of two measure (Churchil, A.G, 1979)”. The results of the correlation in the Table 3 proves that it is significant as all the variables correlation coefficient is less than 0.90 and significant at the 0.01 level.

Table 3. Correlation of the Study

<table>
<thead>
<tr>
<th>Scales</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resources</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity</td>
<td>0.810**</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sharing</td>
<td>0.780**</td>
<td>0.872**</td>
<td>1.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluation</td>
<td>0.750**</td>
<td>0.797**</td>
<td>0.855**</td>
<td>1.00</td>
<td></td>
</tr>
<tr>
<td>Student Preference</td>
<td>0.800**</td>
<td>0.735**</td>
<td>0.745**</td>
<td>0.682**</td>
<td>1.00</td>
</tr>
</tbody>
</table>

Note: ** All the Correlations are significant at the 0.01 level (2-tailed)

Regression Analysis: The results in Table 4 validates that there was a positive correlation with a $R^2$ of 0.678 and “F” value of 128.6 at a significant level of $p < 0.000$. It is interesting to know through regression analysis that the students preference towards accessing the resources (H1) and sharing information (H3) among the peers and teachers through Edmodo (online platform) were accepted as it was significant with the $p$-value of 0.000 and 0.002 respectively wherein the other two variables (H2 and H4): Activity and Evaluation was rejected as the results shows it was not significant ($p$-value: 0.433 and 0.874). Moreover, constructs jointly explain 67.8% of the variance ($R^2$) which is
considered as very good.

Table 4. Regression Analysis Output

<table>
<thead>
<tr>
<th>Dependent Variable: Student Preference on Use of Edmodo as Learning Platform</th>
<th>( \beta )</th>
<th>t-value</th>
<th>p-value</th>
<th>Hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1: There is a positive impact on student’s preference to use Social Learning Platforms through accessing the Edmodo-based resources.</td>
<td>0.540</td>
<td>8.28</td>
<td>0.000</td>
<td>Accepted</td>
</tr>
<tr>
<td>H2: There is a positive impact on student’s preference to use Social Learning Platforms through Edmodo-based activities.</td>
<td>0.065</td>
<td>0.79</td>
<td>0.433</td>
<td>Rejected</td>
</tr>
<tr>
<td>H3: There is a positive impact on student’s preference to use Social Learning Platforms through Edmodo-based sharing informations.</td>
<td>0.277</td>
<td>3.11</td>
<td>0.002</td>
<td>Accepted</td>
</tr>
<tr>
<td>H4: There is a positive impact on student’s preference to use Social Learning Platforms through Edmodo-based evaluation.</td>
<td>-0.012</td>
<td>-0.16</td>
<td>0.874</td>
<td>Rejected</td>
</tr>
</tbody>
</table>

Note: \( R^2 = 0.678 \), \( F = 128.6 \), \( P < 0.001 \)

Table 5 reflects the results of Independence Sample t-test for gender differences towards the students preference on today pedagogy with reference to the RASE-based learning practices. The t-statistics for equality of means on student’s preference is 0.213 and not significant as p-value is 0.831 (2-tailed). There is no significant difference on gender in the student’s preference towards the use of RASE-based learning. The mean value of male and female in the table 5 also explains that the male students are performing and preferred to use the recent pedagogy on integration with technology compare to female students.

Table 5: Independent t-Test on Gender difference

<table>
<thead>
<tr>
<th>Group Statistics</th>
<th>Gender</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>T</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Preference</td>
<td>MALE</td>
<td>111</td>
<td>20.4865</td>
<td>4.20360</td>
<td>0.213</td>
<td>0.831</td>
</tr>
<tr>
<td></td>
<td>FEMALE</td>
<td>138</td>
<td>20.3768</td>
<td>3.90059</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resource</td>
<td>MALE</td>
<td>111</td>
<td>20.0811</td>
<td>3.83556</td>
<td>0.261</td>
<td>0.794</td>
</tr>
<tr>
<td></td>
<td>FEMALE</td>
<td>138</td>
<td>19.9565</td>
<td>3.66453</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity</td>
<td>MALE</td>
<td>111</td>
<td>20.0631</td>
<td>4.45845</td>
<td>0.739</td>
<td>0.461</td>
</tr>
<tr>
<td></td>
<td>FEMALE</td>
<td>138</td>
<td>19.6522</td>
<td>4.28484</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sharing</td>
<td>MALE</td>
<td>111</td>
<td>19.5225</td>
<td>4.47792</td>
<td>0.216</td>
<td>0.829</td>
</tr>
<tr>
<td></td>
<td>FEMALE</td>
<td>138</td>
<td>19.3986</td>
<td>4.51201</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluation</td>
<td>MALE</td>
<td>111</td>
<td>19.4865</td>
<td>4.42280</td>
<td>-0.169</td>
<td>0.866</td>
</tr>
<tr>
<td></td>
<td>FEMALE</td>
<td>138</td>
<td>19.5797</td>
<td>4.25091</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Discussion and Conclusion

The finding shows that Asian students also extends their interest towards learning engagement through online learning platform as it drives to improve various skills such as communication, collaboration, information literacy, leadership, creativity and so on. The tested hypothesis allows to improve their teaching and learning practices and consequently increases the student’s preference to use social learning platforms to acquire 21st Century Skills, whereby the students learning capabilities can be improved. It is also interesting to highlight that most of the new acquiring skills among the
Asian student is truly resembles those of the 21st Century Skills explained in the initial stage of this study. This study offers insight on the potential of the Asian student’s capabilities towards the P21 framework. Although the present work does not show results from empirical evidence, we deem that future studies involving large sample would improve the validity of the results. Moreover, cross-cultural studies are recommended to compare the university student 21st Century Skills in developed and emerging countries.

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An impact of employee retention on job performance-A Study of Some Selected Five Star Hotels of Delhi

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Research Scholar, Dev Sanskriti University, Haridwar

Abstract

It is everywhere seen in the Hotel organisations that employees are frequently changing their jobs. It always hampers the growth rate of concern organisation. This study looks at the retention practices in some five star hotels of Delhi, from the point of view of its employees and what role retention plays in their job performance. A sample population of various employees comprising at various level of staff of various departments was used. The study confirms that lack of advancement opportunities, physical environment, lack of reward and recognition and salary and remuneration were more common reasons for departure among all employees. This research looked at the extent to which identified various motivational variables influenced the retention and reduction of employee performance in hotels organisations.

Key Words- Retention, population, opportunity, physical environment, Reward, and Recognition

Introduction

Employee retention is one of the main challenges faced by any organisation. In today’s growing competitive global economy, retaining the intellectual assets is one of major concern encountered by most of the industries. However, it still remains one of the understudied issues by the Human Resource and the large organisations. Employee retention is the most overlooked aspect of the organisations which are growth oriented. Generally the employees leave the organisation because of the job dissatisfaction, lack of supervisor assistant and feedback, lack of training and development and also ineffective pay (Kemelgor & Meek, 2008). According to Johnson (2000), employee retention is reliant on management/ leadership skills and Human resource strategies for example, if the manager/ supervisor are not well trained and have poor people skills than the employees will leave the organisation in less period of time.

Employee retention is a critical task for the organizations because employees are the driving force to achieve the development and accomplishment of the organization’s goals and objectives. Retention starts at the very early stages of the recruitment process. It is a never ending process as retention is affected by almost all aspects of the business (Canada, 2011) and directly affecting the employee/employer relationships around the world. Regardless of the region, recruitment process and retention seem to take the biggest hits (Forgaces, 2009).

Employee retention is basically a technique adopted by businesses to maintain an effective workforce and at the same time meet operational requirements. People related issues for example-compensation and benefits, hiring, administration, organisation development, employee motivation, wellness, benefits, safety, communication, performance management, and training are dealt by it. HR practices in an organisation are used for talent acquisition i.e. recruitment, selection, training and development, reward management, performance appraisal etc. Human Resource Management handles people, work place environment and culture in a strategic manner.
Smith (2001) suggests that there may be several factors involved in why employees leave their job. It could be voluntary, where the employee chooses to leave. It could also be for reasons that may include better career opportunities, increased compensation and broadening of current tasks and responsibilities and boredom with current task. Involuntary turnover occurs when employees are asked to leave for reasons including poor performance or inappropriate behavior. Company benefits, employee attitude and job performance are all factors which play an important role in employee retention. When a company replaces a worker the company incurs direct and indirect expenses. These expenses include the cost of advertising, headhunting fees, human resources fee and new hiring cost.

In today’s business scenario only high salary and designation is not significant for employees to retain them in the organization, but others factors also play important role in their retention. The intent of this research is to how the organizations retain the talented employees in the organization focusing on the factors i.e. career development, leave policy, leadership style, work environment, remuneration & rewards, Organization Justice, and performance appraisal, and this research also helpful to know the determent that why employees leave the organization.

Statement of the Problem
Today, there is a high demand in the public and private sectors for workers in critical areas such as Hospitality, health care, engineering, accounting, information technology, and auditing. The supply of qualified workers is limited and good workforce planning requires a twofold approach of aggressive recruitment and innovative retention strategies. The problem is that, retention policies or strategies are not focused on elimination of unwanted turnover. It is also believed that the costs to the employer as a result of management’s inability to retain its employees include separation benefits to the employee, lost productivity, recruitment costs, training costs, and diminished services as new employees get up to speed. The study seeks to verify the truth or otherwise in this statement.

Objectives of the Study
The objectives of the study are as follows:
- An importance of retention practices in hospitality sector.
- Impact of retention practices in the job performance of employee’s.
- To determine whether retention practices in hotels benefit the employees.
- To ascertain if employee retention has a relationship with job performance in hotels.

Significance of the Study
The relevance of this study was to establish that employee retention has a significant role on job performance. Thus, there is the need to provide training, career advancement, career counseling and development for employees in the Hotels. Furthermore, the study generates interest from the wider perspective of employee retention and is of particular interest to those concerned with job performance in some selected five star hotels.

Limitation and scope of the Study
The researcher was limited in scope of research work by several factors such as: Some respondents were demanding gifts before responding to the questionnaire. In such cases the researcher had to make it clear that the study was for academic purposes.
Some of the top management level employees could not be reached for any comment because of their busy schedules and also obtaining information from the lower level employees was quite challenging because personnel information is not easily given out to employees.

Time factor can be considered as a main limitation. Some interviews had to be done over the phone because of non-availability of certain key personnel at certain periods.

The findings of the study were solely based on the information provided by the respondents. The study was limited to only the permanent staff of the organization. The questionnaires were distributed to and answered by the permanent staff only.

The accuracy of findings was limited by the accuracy of statistical tools used for analysis.

**Literature Review**

Employee retention could be described as the efforts by any business or organization to develop strategies and initiatives that support current staff into remaining with the organization. Retention is “the ability to hold onto those employees you would want to keep for longer than your competition” (Johnson, 2001). Employee retention is most critical issue facing employers in the organisation as a result of the shortage of skilled labor, economic growth and employee turnover. In their book, Retaining Valued Employees, (Griffeth and Hom, 2001) report that turnover costs can run as high as 200 percent of the exiting employee’s salary, depending on his or her skill level. According to the newsletter of the International Association of Professionals in Employment Security, “When a valuable employee leaves, it costs the employer money possibly up to a third of the employee’s annual salary.

Employee Retention involves taking measures to encourage employees to remain in the organization for the maximum period of time (Griffeth & Hom 2001). Organizations are facing a lot of problems in employee retention these days. Hiring knowledgeable people for the job is essential for an employer. But retention is even more important than hiring. Most of the employees stay with the workplace if they receive motivating tools such as bonuses but yet remuneration is not the only thing that can motivate employees to stay (Masaiti, 2011). Zwilling (2012) believes that non-cash motivators may be more effective in the longer term than financial incentives.

Therefore, the critical importance of employee retention to the performance and survival of organizations, human resource professionals are expected to regularly re-evaluate their existing reward strategies and programmes to ensure that they address the employees’ preferences for improved motivation and commitment. Providing jobs which are satisfying, clear career development opportunities, as much autonomy as is practicable and above all competent line management are some of the factors that play significant role in employee retention (Torrington et al, 2008). Other strategies believed to enhance employee retention include reward professionals: making counter- offers, increasing new hire offers, offering more frequent exceptions to reward policies and programmes and making attempts to “handcuff” key employees to the organization by offering stock options and other programs that make it difficult to leave (Scott et al, 2012).

Employee retention can be defined as the ability of holding the talented and valuable employees in the organization from leaving from their job for a longer period of time than the competitors...
It also can be stated as commitment to work with particular company or organization in a continuous system (Zineldin, 2000). Other than that employee retention also can be referred to the policies or practices of a particular organization or company applies for the prevention of leaving of sacred employees. It would consider promotion of the sustaining of employees in a single company or organization for a maximum duration (Hong, Hao, Kumar, Ramendran, & Kadiresan, 2012). Organizations have to put numerous efforts to encourage employees to be dedicated, devoted and rooted in the organization or company (Kyi, 2011).

These reasons should be understood by the employer and should be taken care of. Most organizations are becoming aware of these reasons and are adopting many strategies for employee retention. The top organizations are on the top because they value their employees and they know how to keep them glued to the organization. Employees stay and leave organizations for various reasons.

**Research Methodology**
It is a self developed set of questionnaire for the research study. Primary and secondary data was used to conduct the research study. The primary data collected by using a questionnaire while secondary data was collected through PhD thesis, research papers, articles, journals, magazines, internet etc.

**Research Variables**
Dependent and independent variables were used to conduct the research study.

**Dependent variables**
Employees’ retention was used as a dependent variable.

**Independent Variables:** The independent variables include: Reward and recognition, Salary and opportunities for advancement, Training and development, Attractive, fast incentive and recognition plan and Adequate Physical Facilities.

**Reward and recognition:** Reward and Recognition is in some ways a catch-all phrase as it includes a diverse range of formal and informal, financial and non-financial, incentives given to individual employees, groups of employees or to an entire staff (Staw, 1980).

**Salary and opportunities for advancement:** Salary is a fixed amount of money or compensation paid to an employee by an employer in return for work performed and opportunity is a chance of promotion in abilities and position.

**Training and development:** Training & Development is any attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge.

**Attractive, fast incentive and recognition plan:** These are benefits plans given on the good performance of employees after getting their given objectives.

**Adequate physical facilities:** These are the basic facilities like furniture, fan, electricity, water, restroom etc to fulfill our physical needs. These facilities can vary from organisation to organisation.

**Hypothesis:**
Some hypothesis were developed to conduct the study

**Hypothesis 1**
H1A: Rewards and recognition helps employees’ retention in the organization.
H1B: Rewards and recognition increases employees’ job performance in the organization.

**Hypothesis 2**

65
H1A: Salary and opportunities for advancement develops employees’ retention in the organization.
H1B: Salary and opportunities for advancement increases employees’ job performance in the organization.

**Hypothesis 3**
H1A: Training and development develops employees’ retention in the organization.
H1B: Training and development increases employees’ job performance in the organization.

**Hypothesis 4**
H1A: Attractive, fast incentive and recognition plan develops employees’ retention in the organization.
H1B: Attractive, fast incentive and recognition plan increases employees’ level of job performance in the organization.

**Hypothesis 5**
H1A: Physical facilities develop employees’ retention in the organization.
H1B: Physical facilities increase employees’ level of job performance in the organization.

**Hypothesis**
H0: Employees’ retention does not increase level of job performance in the organization.
H1: Employees’ retention increases level of job performance in the organization.

**Sampling Design and Method**
Primary data was collected through a structured questionnaire. The questionnaire was based on five point Likert scale. The employees of Hotel Industry were the target audience. All types of lower, medium and upper level of hotel employees were targeted according to convenience. Almost 180 questionnaires were distributed among employees of different 12 five star hotels of Delhi and NCR region and positive response were received. The cross sectional descriptive study design was used to examine different variables of employees’ retention affecting performance and productivity of the employees in different hotels of Delhi and NCR region.

After collection of primary data, coding was used to translate respondents’ responses and to organize and summarize research data in to manageable form. The data was analyzed by using Statistical Package for Social Sciences (SPSS 17.0). The data was also analyzed using descriptive statistics like frequencies, percentages and mean, standard deviations etc to explain the variable characteristics while inferential statistics including correlation and regression analysis was used to determine the relationship between variables. The research hypotheses were tested by using Pearson’s Moment of Correlation.

**Data Analysis**
I have chosen 180 respondents of 12 five star hotels of Delhi and National Capital Region. I have taken the data of 15 respondent of every hotel as per the convenient sampling method. The respondent belongs to different levels of management like upper lower and middle and all of them are from operational department like Food Production, Food & Beverage Service, Front Office and House Keeping. As per the ethical consideration the names of particular hotels and employees are confidential.

Total number of 180 respondents, there were 164 men and 16 women who took part in the survey study. Their percentage was 91% and 9% respectively. So for as their level of education is concerned, there were 27 respondents who were normally graduate, 20 were post graduate, 125 were hotel management professional and 8 had just work experience and skills and they were not highly educated, just 10th or below 10th passed. Their percentage was 15%, 11%, 70% and 4%
respectively. The respondents belong to different age groups. Like 96 belong to age group 20-30 years, 45 were between 31-40 years, 27 were between 41-50 years and 12 respondents belonged to age group level of 50 and above. Among the respondents, 91 had professional experience from 1 to 5 (years), 41 were level of experience from 6 to 10(years), 21 had 11-15(years), 15 had 16-20, 12 were more than from 20 years of experience. The demographic details of the respondents is given in table 1.

Table 1: Gender Description

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>164</td>
<td>91.1%</td>
</tr>
<tr>
<td>Female</td>
<td>16</td>
<td>8.9%</td>
</tr>
<tr>
<td>Total</td>
<td>180</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 2: Level of Education

<table>
<thead>
<tr>
<th>Level of Education</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate</td>
<td>27</td>
<td>15%</td>
</tr>
<tr>
<td>Post Graduate</td>
<td>20</td>
<td>11.1%</td>
</tr>
<tr>
<td>Professional</td>
<td>125</td>
<td>69.5%</td>
</tr>
<tr>
<td>Others</td>
<td>08</td>
<td>4.5%</td>
</tr>
<tr>
<td>Total</td>
<td>180</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 3: Age

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-30(Youngs)</td>
<td>96</td>
<td>53.4%</td>
</tr>
<tr>
<td>41-40(Youngs)</td>
<td>45</td>
<td>25%</td>
</tr>
<tr>
<td>41-5(Youngs)</td>
<td>27</td>
<td>15%</td>
</tr>
<tr>
<td>50 years and above</td>
<td>12</td>
<td>6.6%</td>
</tr>
<tr>
<td>Total</td>
<td>180</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 4: Professional Experience

<table>
<thead>
<tr>
<th>Professional Experience</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5(Years)</td>
<td>91</td>
<td>50.5%</td>
</tr>
<tr>
<td>6-10(Years)</td>
<td>41</td>
<td>22.8%</td>
</tr>
<tr>
<td>11-15(Years)</td>
<td>21</td>
<td>11.7%</td>
</tr>
<tr>
<td>16-20(Years)</td>
<td>15</td>
<td>8.3%</td>
</tr>
<tr>
<td>More than 20 (Years)</td>
<td>12</td>
<td>6.7%</td>
</tr>
<tr>
<td>Total</td>
<td>180</td>
<td>100%</td>
</tr>
</tbody>
</table>
Analysis of Questionnaire through Simple Descriptive Statistics.

Table 5
Q#1 Do you think that Rewards and recognition helps employees’ retention in the organization?

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>10</td>
<td>5.55%</td>
</tr>
<tr>
<td>Disagree</td>
<td>8</td>
<td>4.44%</td>
</tr>
<tr>
<td>Neutral</td>
<td>28</td>
<td>15.56%</td>
</tr>
<tr>
<td>Agree</td>
<td>63</td>
<td>35%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>71</td>
<td>39.44%</td>
</tr>
<tr>
<td>Total</td>
<td>180</td>
<td>100%</td>
</tr>
</tbody>
</table>

From the above table, we observed that 35 percent employees were agreed and 39.4 percent employees were strongly agreed that rewards and recognition helps employees’ retention in the organization. 15.5 percent respondents were neutral with the view about rewards and recognition helps employees’ retention in the organization. This is because it is the vision of the senior manager and management that rewards and recognition plan helps employees’ retention where maximum level of productivity is obtained.

Table 6
Q#2 Do you think that Rewards and recognition increases employees’ job performance in the organization?

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>9</td>
<td>5%</td>
</tr>
<tr>
<td>Disagree</td>
<td>15</td>
<td>8.3%</td>
</tr>
<tr>
<td>Neutral</td>
<td>26</td>
<td>14.4%</td>
</tr>
<tr>
<td>Agree</td>
<td>73</td>
<td>40.6%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>57</td>
<td>31.7%</td>
</tr>
<tr>
<td>Total</td>
<td>180</td>
<td>100%</td>
</tr>
</tbody>
</table>

In responding the question that the level of job performance is increased because of strong rewards and recognition plan, we observed that majority of respondents were agree or strongly agree with the statement. We see that 40.6 percent employees were agreed and 31.7 percent employees were strongly agreed that the job performance is increased because of strong rewards and recognition plan.

Table 7
Q#3 Do you think that Salary and opportunities for advancement develops employees’ retention in the organization?

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>7</td>
<td>3.89%</td>
</tr>
<tr>
<td>Disagree</td>
<td>5</td>
<td>2.79%</td>
</tr>
<tr>
<td>Neutral</td>
<td>26</td>
<td>14.44%</td>
</tr>
<tr>
<td>Agree</td>
<td>70</td>
<td>38.89%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>72</td>
<td>40%</td>
</tr>
<tr>
<td>Total</td>
<td>180</td>
<td>100%</td>
</tr>
</tbody>
</table>
From the above table we observed that Salary and opportunities for advancement develops employees’ retention in the organization. The results showed that 38.8 percent employees were agreed and 40 percent employees were strongly agreed with the statement that conducive job performance can be generated by developing good Salary and opportunities for advancement.

Table 8
Q#4 Do you think that Salary and opportunities for advancement increases employees’ job performance in the organization?

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>7</td>
<td>2.89%</td>
</tr>
<tr>
<td>Disagree</td>
<td>6</td>
<td>3.33%</td>
</tr>
<tr>
<td>Neutral</td>
<td>24</td>
<td>13.33%</td>
</tr>
<tr>
<td>Agree</td>
<td>74</td>
<td>41.11%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>69</td>
<td>38.33%</td>
</tr>
</tbody>
</table>

Total 180 100%

From the above table we saw that 41.1 percent employees were agreed and 38.3 percent employees were strongly agreed with the opinion that Salary and opportunities for advancement is helpful in developing a working environment that generates maximum job performance in the organization.

Table 9
Q#5 Do you think that good Training and development plan develops employees’ retention in the organization?

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>5</td>
<td>2.78%</td>
</tr>
<tr>
<td>Disagree</td>
<td>9</td>
<td>5.00%</td>
</tr>
<tr>
<td>Neutral</td>
<td>22</td>
<td>12.22%</td>
</tr>
<tr>
<td>Agree</td>
<td>79</td>
<td>43.89%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>65</td>
<td>36.11%</td>
</tr>
</tbody>
</table>

Total 180 100%

It was clear from the above table that 43.89 percent employees were agreed and 36.11 percent employees were strongly agreed with the opinion that because of good trainings and development plan, a conducive working environment can be created in the organization where high output job performance can be achieved with efficient utilization of the resources.

Table 10
Q#6 Do you think that good Training and development plan increases employees’ job performance in the organization?

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>7</td>
<td>3.89%</td>
</tr>
<tr>
<td>Disagree</td>
<td>6</td>
<td>3.33%</td>
</tr>
<tr>
<td>Neutral</td>
<td>24</td>
<td>13.33%</td>
</tr>
</tbody>
</table>
Table 11
Q#7 Do you think that Attractive, fast incentive and recognition plan develops employees’ retention in the organization?

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>8</td>
<td>4.44%</td>
</tr>
<tr>
<td>Disagree</td>
<td>5</td>
<td>2.78%</td>
</tr>
<tr>
<td>Neutral</td>
<td>26</td>
<td>14.44%</td>
</tr>
<tr>
<td>Agree</td>
<td>65</td>
<td>36.11%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>76</td>
<td>42.22%</td>
</tr>
<tr>
<td>Total</td>
<td>180</td>
<td>100%</td>
</tr>
</tbody>
</table>

From the above table we see that the level of job performance in the organization is increased because of effective trainings and development plan. This is due to the reason that after having necessary trainings employees are able to develop such an atmosphere in the organization or in any department, where level of performance is increased.

Table 12
Q#8 Do you think that Attractive, fast incentive and recognition plan increases employees’ level of job performance in the organization?

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>5</td>
<td>2.78%</td>
</tr>
<tr>
<td>Disagree</td>
<td>9</td>
<td>5%</td>
</tr>
<tr>
<td>Neutral</td>
<td>28</td>
<td>15.56%</td>
</tr>
<tr>
<td>Agree</td>
<td>65</td>
<td>36.11%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>73</td>
<td>40.56%</td>
</tr>
<tr>
<td>Total</td>
<td>180</td>
<td>100%</td>
</tr>
</tbody>
</table>

From the above table we observed that 36.1 percent employees were agreed and 40.5 percent employees were strongly agreed that the level of job performance of employee can be increased by developing attractive and fast incentives and recognition plans in the organization.

Table 13
Q#9 Do you think that adequate Physical facilities develops employees’ retention in the organization?

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>9</td>
<td>5%</td>
</tr>
<tr>
<td>Disagree</td>
<td>8</td>
<td>4.44%</td>
</tr>
</tbody>
</table>

From the above table we observed that 36.1 percent employees were agreed and 40.5 percent employees were strongly agreed that the level of job performance of employee can be increased by developing attractive and fast incentives and recognition plans in the organization.
From the above table, we observed that 40.56 percent employees were agreed and 35.56 percent employees were strongly agreed that adequate physical facilities in the organization were helpful in employee retention that is conducive to employees’ performance.

Table 14
Q#10 Do you think that adequate Physical facilities increase employees’ level of job performance in the organization?

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>11</td>
<td>6.11%</td>
</tr>
<tr>
<td>Disagree</td>
<td>5</td>
<td>2.78%</td>
</tr>
<tr>
<td>Neutral</td>
<td>26</td>
<td>14.44%</td>
</tr>
<tr>
<td>Agree</td>
<td>65</td>
<td>36.11%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>73</td>
<td>40.56%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>180</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Adequate physical facilities in the organization were helpful in employees’ retention that is helpful in increasing employees’ performance in the organization. The argument was validated with majority of the respondents as agreed are strongly agreed.

Table 15
Correlation between employees’ job performance retention due to selected factors

<table>
<thead>
<tr>
<th>因素</th>
<th>r value</th>
<th>p value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reward and recognition</td>
<td>0.876</td>
<td>0.000</td>
</tr>
<tr>
<td>Salary and opportunities for advancement</td>
<td>0.793</td>
<td>0.000</td>
</tr>
<tr>
<td>Training and development</td>
<td>0.886</td>
<td>0.000</td>
</tr>
<tr>
<td>Attractive, fast incentive and recognition plan</td>
<td>0.776</td>
<td>0.000</td>
</tr>
<tr>
<td>Adequate Physical Facilities</td>
<td>0.792</td>
<td>0.000</td>
</tr>
</tbody>
</table>

From the above figure we both have observed that the value of Pearson r is greater than 0.000. It indicated that a positive correlation implies between employees retention of selected factors and job performance. It was also clearly stated that as the p value or sig (2-Tailed) values are less than 0.05 that indicated a significant correlation between employees retentions created due to selected factors and job performance.

Finding and Result

Data analysis obtained from the research outlines the following findings:

Good organizations make employee retention a core element of their talent management strategy and organizational development process very positive. Those that fail to make employee retention a priority are at risk of losing their top talented people to the competition. A more attractive market for job seekers means that the switching costs of seeking new employment are no longer a significant factor in deciding whether or not to leave an organization.
The following were key issues outlined by majority of the respondents:

- All respondents interviewed disclosed that employee retention is one of the biggest challenges of businesses today.
- A key disadvantage of employees leaving, according to total respondents interviewed is interruption of customer service because when an employee leaves, the relationships that they built for the company are severed, which could lead to potential customer loss.
- Trust is the most important factor that is required for an individual to stay in the job as revealed by all respondents. Additionally all respondents from both senior and junior staff level indicated that if the work is not appreciated by the supervisor, the employee feels demotivated and loses interest in the job.
- Majority of employees disclosed that salary has been their greatest challenge working with hotels. A physical facility also plays an important role in retention.
- Employees in the junior staff level disclosed that it is incredibly important to include team members in the decision making processes, especially when decisions will affect an individual’s department or work team. This can help to create a culture of employee involvement and will generate new ideas and perspectives that top management might never have thought of.
- Again, a large number of the respondents were of the view that compensation and lack of training and development were the main reasons why employees have been leaving their jobs.
- Majority of respondents indicated that some of employees have left the job in the past six months due to various reasons such as no employee benefits, low salary and lack of opportunities for advancement.

Conclusions

Given the growing needs for organisations to retain its best employees in the face of competition, the findings of the study suggest that certain variables are crucial in influencing employees’ decision to either leave or remain in an organisation. Such variables include training and development, recognition/reward for good performance, a competitive salary package, physical facility and job security. Nonetheless, the importance of other variables should not be underestimated when formulating a retention policy.

On the other hand organization should provide with a number of strategies to increase employee retention such as: design an interesting employee value proposition; develop a total reward system that contains more than compensation; give constructive point of view on employee performance on regular basis; implement flexibility programs in terms of work-life balance; build a culture of engagement, develop and refine management skills to be effective, as it engages employees while driving improved performance at the same time (Neelman, 2012). Also, employers should focus on issues and on the personal relationships they have with the employee to perform each function.

Human resource managers must create a total reward structure that includes more than compensation. A counseling system may be established regarding counseling employees for their career development, which will enhance employee loyalty with the organization. Organization needs to further improve its culture as it has the potential to retain employees, which will help it to retain its valuable assets (employees).

Organization needs to further improve its culture as it has the potential to retain employees, which will help it to retain its valuable assets (employees).
References
Section-C

Issues and trends related to women in hospitality & tourism industry
Mediating Role of Employee Engagement on Work-Life Balance and Job Performance among Women Workforce in Indian Hospitality Industry

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Abstract

Hospitality industry is the fastest growing service sector which has a huge variety of work and runs 24/7. Women represent a major portion of the workforce in this industry. Due to heavy work load along with multiple roles and long working hours; women finds it difficult to balance their work and personal life. As a result they are unable to get engaged with their work which brings out a negative impact on their job performance. Various factors are associated with an employee engagement which enhances the productivity and performance of an employee; wherein work-life balance acts as an important antecedent. Work-life balance is a feeling of satisfaction and mental peace among the employees for being able to fulfill the demands of both work and personal life. The present study is based on relevant literature and latest studies on work-life balance and engagement among women employees in Indian hospitality industry. This conceptual paper addresses the twin needs of determining the importance of work-life balance among women in hospitality industry and also analyzes the mediating role of employee engagement between work-life balance and job performances. It presupposes the impact of employee engagement on job performance of women employees by considering work-life balance as a precursor to engagement.

Keywords: Employee engagement; work-life balance; job performance; women workforce; hospitality industry; India.

1. INTRODUCTION

Hospitality industry is one of the fastest growing service industries in India. According to the report published by Ministry of External Affairs, Government of India in 2014, the Indian hospitality sector has been growing at a cumulative annual growth rate of 14% every year. Hotel industry is known for long working hours, overtime shifts, managing difficult and demanding customers (Hsieh et al., 2004; Sarabahksh et al., 1989). It is seen that whenever employees try to achieve better quality of life, they have to undergo various imbalances between work and family life (Casper et al., 2011). Henceforth a successful work-life balance is one of the major challenges
faced by employees (Halpern, 2005). During past, issue of work-life balance was considered as the personal problem and was not a part of effective ‘Human Resource Management (HRM)’ policies (Emslie & Hunt, 2009). However with the era of globalization and paradigm shift in technology, many organizations are effectively incorporating work-life balance as important HRM policies (Thornthwaite, 2004). It is true that women of today have struggled a lot to establish their identity and has made a remarkable progress in all the industries. Women in hospitality industry have to undergo a large amount of stress which makes it difficult for them to achieve a proper work-life balance (Karatepe & Magajc, 2008; Lewis, 2003). In this era of organizational restructuring, it is very essential for organizations to take care of its employees especially women, who represent the largest proportion of hospitality workforce, by providing them facilities for balancing their work-family life (Malik & Ahmad, 2010). Providing work-life balance would enhance their well-being which would increase their job satisfaction and organizational commitment. When an employee is satisfied and engaged, they perform their work more effectively and efficiently which is beneficial for the organization as well (Cegarra-Leiva et al., 2012; Wayne et al., 2004). Considering the heavy workload and stressful life of employees in hotel industry, it becomes very essential to take up the issue of engagement of women employees. Employee engagement in simple words is defined as dedication, absorption and commitment of an employee to achieve her/his aims as also to facilitate the development of an organization. Employees who are engaged are believed to have better health, happiness, enthusiasm and joy. They are considered to pass their engagement to others, and they are capable of enhancing their own career and personal resources, thereby contributing towards better job performance (Bakker & Demerouti, 2008; Othman & Nasurdin, 2011). The concept of employee engagement is much wider in nature when compared to satisfaction in job, commitment, motivation, loyalty and organizational citizenship behavior (Hallberg & Schaufeli, 2006; Macey & Schneider, 2008; Shuck & Wollard, 2010; Christian et al., 2011). Engagement is considered very essential as it is about passion and commitment of employees to put-in their extra efforts to help organization succeed which is much more than simple satisfaction and loyalty towards the work (Blessing White, 2008; Erickson, 2005; Macey & Schneider, 2008). Engaged employees facilitates in providing winning advantage which is always beneficial for the growth and success of organizations (Joo & Mclean, 2006). This study would therefore analyze the impact of employee engagement on job performance of women employees by considering the work-life balance as an antecedent to engagement.

2. SIGNIFICANCE OF THE STUDY

Women represent nearly 70% of the workforce in Indian hospitality industry. However, they are unable to make it to the senior positions. According to the Confederation of Indian Industry report, women held only 16% of junior managerial positions, 4% of middle and senior managerial positions and hardly 1% as top leaders in India (Centre for Social Research, 2013). According to the ‘International Labour Organization (ILO)’, women face a lot of challenges and discrimination in the hospitality industry which can be observed in the great difference between their qualifications and their positions in workplace (ILO, 2008). As per ‘Hospitality Valuation Services (HVS)’, although women are pursuing higher education, they are still far behind in getting the top positions in private as well as government organization (HVS, 2014). It was found that only 20 of the fortune 500 chief executive officers are women, and their contribution is merely 4% in C-level positions in these companies (Catalyst, 2013). It was also witnessed that out of thirteen hospitality companies on the Fortune 500 list, no CEO positions were held by women (HVS, 2014). It is very shocking that women being the major workforce in hospitality industry, their ratio with male in managerial position are only 1: 5. Apart from this, women are also paid
less in comparison to their male counterparts (Chaudhary & Gupta, 2010). It is also ascertained that women who are unskilled or semi-skilled in specific to hospitality industry experiences poor working conditions, inequality, stress, mistreatment and sexual harassment (Baum, 2013). It therefore becomes very essential to encourage proper retention and engagement of women employees. There are various factors which can contribute towards engagement of women employees, out of which work-life balance is the most important factor. Work-overload, health problems, child-care issues and lack of social support are the major factors which affect work-life balance among Indian women employee (Mathew & Panchanatham, 2011).

Therefore the purpose of this study is to create awareness among employers of hospitality industry regarding the importance of work-life balance among women employees. If an employee has a better work-life, they tend to be more engaged towards the organization and would be able to perform better. Hence the crying need is to give due consideration to the engagement of women employees in the hotel industry, as various studies have highlighted that fully engaged employees results in better job performances, customer satisfaction, higher level of revenue and better competitive advantage over others (Shuck & Reio, 2011).

3. RESEARCH GAP
Work-life balance has been studied earlier only in the context of job satisfaction. Its relationship with employee engagement and performance has not been studied much in context to women employees of hotel industry. This paper would therefore suggest the mediating role of employee engagement which is not much probed in the given perspective.

4. RESEARCH OBJECTIVES
This paper is an attempt to accomplish the following objectives:
- To highlight the importance of work-life balance among women employees.
- To discuss the relationship among work-life balance, employee engagement and job performance of women employees.
- To propose the mediating role of employee engagement on work-life balance and job performance of employees.

5. THEORETICAL FOUNDATIONS
5.1. Employee Engagement
A clear and best way to define and measure engagement is still debatable, and several disagreements about it are continuing among researchers and practitioners (Bakker et al., 2011). Engagement is defined as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption” (Laschinger et al., 2009). An engaged employee is committed towards organizational goals by taking initiative, participating actively, supporting organizations values and procedures, staying focused and determined and having a view of making a difference (Kaufman et al., 2007: p-76).

Engagement is a positive thought of mind which motivates employees to take interest in the success of the company by performing to an exceeding level and going beyond the requirement of the job. It is the positive feeling of employees towards his job, organization, leaders, work experience and work environment (Mercer, 2007). Engagement represents physical, cognitive and emotional aspects of an individual such that employees are ready to endow themselves fully in their job. (Kahn, 1990). Engaged employees are one who gets satisfaction and a state of
fulfillment from their job role (Ipsos Mori, 2008). They are enthusiastic and dedicated for doing a
good job thereby helps the company to succeed. Engaged employees understand their personal
contribution towards the success of the company and are therefore committed to achieve
organizational goals. Engaged employees are involved in their job role, have a sense of pride and
speak highly about the company. A positive approach regarding organizational values is
developed in an engaged employee. An engaged employee always works for the benefit of the
organization and therefore organization should also promote and measure engagement. Thus
employee engagement inculcates a mutual benefitting relationship between employee and
employer (Robinson et al., 2004).

5.2. Measurement of Employee Engagement
Engagement is a variable which can be measured. There are various methods and instruments
which are in use or designed by HR departments of various organizations to measure engagement.
A large number of consulting firms and survey houses benchmark their levels of engagement and
compare the data with various other companies. Employee engagement is not yet defined clearly
due to different requirement of each organization and as a result there is an ample variation in the
engagement which is measured. Engagement surveys helps in getting the employee feedback
which can be taken as a measure of the performance of an organization. However, there is a wide
difference between the measured data from all the organizations due to their various ways of
defining, assuming and using the word engagement and therefore every organization should
benchmark their engagement scores carefully (Balain& Sparrow, 2009).

Organizations should either use standard measure which may not fulfill their requirements fully
but would help benchmarking or use customized measure which is best in all aspects excluding its
capability to compare with other organizations (Robinson et al., 2007). The three factors by which
employers can measure the engagement among their employees are:(a) The feeling of pride in
employees towards their organizations, (b) Discretionary effort to go beyond the level of work
required and (c) Trust and belief towards their growth and advancements (Robinson, 2007).

5.3. Work-life balance among women employees
The job of women employees in the hospitality industry is a challenging one as they have to
juggle between work and family responsibilities (Karatepe&Baddar, 2006). There are various
programs which assist in balancing work and family life such as flexible work arrangements,
family leave, work-from-home, counseling and day care facilities (Thomas &Ganster, 1995).
Nowadays, work-life policies are incorporated in HRM policies of various organizations to
increase commitment and engagement thereby improving job performance and reducing turnover
intentions (Grover & Crooker, 1995). The availability of work and family balance policies also
makes employees feel that the organizations are concerned of their well-being (Grover & Crooker,
1995). Due to fixed amount of resources like time and energy, it makes an individual to devote
greater resources to one role and lesser to another role while undertaking multiple activities which
often results in conflict between work and family life of women (Greenhaus& Powell, 2003). The
demanding work of hotel industry creates a situation where the stress of work is sometimes
carried to home (Riordan, 2013). The stress developed at home is brought back to work which
leads to poor imbalance between work and family life (Karatepe, 2010).

To develop a good balance between work and family life it is considered to spend equal amounts
of time at work and at home which actually means to have full engagement at work and at home
as well (Riordan, 2013). It is also believed that poor work-life balance affects the health in a
negative manner (Gordon, 2012). Various factors have a negative impact on work-life balance such as job pressure, type of job, environment at home and the attitude of employers (Deery & Jago, 2009). A poor work-life balance affects a lot of personal issues of its employees like marriage, friends, and social life (Hsieh & Eggers, 2010). At the same time there is a substantial decrease in the productivity at work which results in stress, mental agony, depression, anxiety, lack of concentration and tendency of burnout (Hsieh & Eggers, 2010; Withiam, 2013). Various physical problems can also develop which includes fatigue, headaches, feeling of incapability, strokes, dizziness, heart attacks etc. (Blomme et al., 2010; Williams-Myers & Kwansa, 2010). A recent study says that out of every ten employees in hospitality industry four are experiencing stress and the major cause is improper work-life balance (Hsieh, et al., 2009).

5.4. Work-life balance and engagement of women employees

The managers at hotels also have an assumption that women employees tends to have poorer work-life balance as compared to male employees (Franquiz, 2013). Women are more emotional and if at any point they feel that they are unable to cope up with both lives they tend to quit one, preferably work. (Hsieh et al., 2009; Karatepe, 2010). Normally to relieve from such stress, employees should detach themselves from work either mentally, physically, emotionally or electronically. However, the latest technologies and gadgets like smartphones, mobile and laptop has made it easier to overlap the work into home life (Work-Life Balance, 2013). Considering the women employees of hospitality industry who always have long days, little job security, low pay, high demand and irregular hours; it becomes very difficult for them to overcome the burden of heavy workload (Blomme et al., 2010). An organization can help its employees achieve good work-life balance by working with them individually (Brimmer, 2013). Although larger organizations may find it difficult to work with individual, so it is essential to offer such practices and policies which would inculcate a feeling of engagement in employees (Withiam, 2013). This can be implemented by providing flexible work schedules, restructuring of jobs and allowing employees to move to different jobs. By doing so, employees are able to cope better with both work and family life and are thus motivated and engaged. (Williams-Myers & Kwansa, 2010). Engaged workforce are always loyal to the organization and give better performance by creating a better working environment (Fairweather, 2013).

5.5. Employee engagement and employee performance

Previous research has found out that an engaged employee are always loyal, committed and motivated while the one who are disengaged are always stressed and gives a low level of job performance (Fairweather, 2013). Employee engagement represents cognitive, emotional and behavioral aspects of an individual which have a direct association with job performance (Saks, 2006). Organizations who gives importance to engagement develops a better competitive advantage over others and offers good environment and opportunities for employees to perform (Shuck et al., 2011). It has been analyzed that a higher level engagement gives a thrust to employee efficiency, competitive mind and innovative ideas (Welch, 2011). ‘Job Demand-Resource Model’ also highlights that employee engagement has positive co-relation with job performance of employees. Engaged employees who are a good performer, creates their own personal resources and enhances engagement further, thereby creating a positive gain spiral (Bakker & Demerouti, 2008). The major driver to innovative work and better performances is employee engagement (Slatten and Mehmetoglu, 2011). A strong association is found between highly involved and engaged employees with their performances (Ahmad et al., 2014).
5.6. Work-life Balance and Job performance

Work-family balance may be defined as performing properly and satisfactorily both at work and at home without much of a role conflict (Clark, 2000). It is the ability of an individual to fulfill the required commitment at work and at home, and also taking up the responsibilities related to non-work activities (Parkes & Langford, 2008). Various empirical studies have found the positive relationship between work-life balance and employees’ job performance as well as organizational performance (Harrington & Ladge, 2009; Parkes & Langford, 2008). To be more specific, work life balance gives positive outputs such as improved performance, lower turnover intention and job satisfaction (Cegarra-Leiva et al., 2012; Nelson et al., 1990; Scandura & Lankau, 1997). This paper would concentrate on linkage between work-life balance and employees’ job performance (Magnini, 2009). If an employee experiences harmony in life and are psychologically peaceful, they have a better concentration on their assigned role which ultimately brings in better performances.

5.7. The mediating role of employee engagement

Studies in the past have shown that employees who have a better work-life balance happens to be less angry at work, thereby contributing towards an improved job performance. Engaged employee doesn’t get angry at work, have a positive relationship with their guests & co-workers, and are more productive towards their work (Brimmer, 2013). According to the report of Global Human Capital, which has surveyed and interviewed more than 3300 business and HR leaders from about 106 countries, have found that employee engagement is one of the most important issue of an organization, due to the fact that engagement has the most positive relationship with performances of an employees. Hence women employee in a hotel industry who lack engagement and are unable to perform better should be facilitated with proper work-life balance. A study was conducted among workers from service, manufacturing, non-profit and various professional industries; wherein it was concluded that engaged employees always perform better than less engaged employees. Hence employee engagement would behave as the strong mediating variable (Shuck et al., 2011).

6. CONCEPTUAL SCAFFOLDING AND IMPLICATIONS

The conceptual framework is based on ‘Social Exchange Theory (SET)’. SET provides a theoretical foundation to explain why employees become more or less engaged in their work and organization. Employees who receive economic and socio-emotional resources from their organization has a tendency to feel obliged and would repay the organization by being engaged and performing better (Cropanzano & Mitchell, 2005; Saks, 2006). It is stated that an engaged employee tends to work harder with discretionary efforts when compared to disengaged employees (Bakker, 2011). However, it is also the fact that employees cannot always remain engaged to their work; and therefore needs some space and time to recover. Otherwise, employees who are always engrossed and engaged with their work might not be able to devote their time to
family and as such would experience work-life conflict (Bakker, 2011; Halbesleben et al., 2009). Therefore it is important to understand that how employees can be motivated so that they can display their high level of performance at workplace. It is therefore essential to analyze the relationship between work-life balance and job performance of an employee in strategic human resource management research (Boselie et al., 2005; Takeuchi et al., 2007; Tang & Tang, 2012). This paper is therefore based on SET framework, which uses work-life balance as an independent variable and job performance as a dependent variable mediated by employee engagement. Cropanzano & Mitchell (2005) states, “Social exchange relationships evolve when employers take care of employees, who thereby engender beneficial consequences” (p. 882). Accordingly, it appears that when the organization takes care of employees by providing a better work-life balance, employees are more engaged in their work which leads to higher job performances (Karatepe, 2011; Saks, 2006).

Most studies have focused on a selected range of mediating variables like affective commitment, job satisfaction and ‘Organizational Citizenship Behavior (OCB)’ (Allen et al., 2003; Snape & Redman, 2010). However there is a new development from recent past where there are evidences of considering employee engagement as an alternative and potential mediator (Christian; Garza, & Slaughter, 2011; Kahn, 1990; Rich, LePine, & Crawford, 2010; Saks, 2006; Truss et al., 2006). In the recent past, a meta-analysis was conducted wherein employee engagement was chosen as a promising and strong mediating variable (Christian et al., 2011).

7. CONCLUSION AND RECOMMENDATION

This paper proposes employee engagement as a prime mediator, since existing mediators like job satisfaction and commitment have no immediate connection to job performance (Judge; Bono; Thoresen; & Patton, 2001). ‘Organizational Citizenship Behavior (OCB)’ could be linked to job performance but the results have shown it only as partial mediating variable between HRM practices and job performance (Sun et al., 2007). Some studies have shown affective commitment to be a partial mediator while some have shown it to be a non-mediating variable (Kuvaas, 2008; Snape & Redmans, 2010). This paper strongly argues that the relationship between work-life balance and job performance can be better connected by a mediating variable which represents a more holistic view of an individual. Employee engagement is that construct which comprises physical, cognitive and emotional aspects of an individual and therefore represents an inclusive view of an individual (Rich et al., 2010). Hence it is intensively recommended that employers must consider employee engagement as a mediating variable which would link work-life balance and job performance in specific to women workforce in Indian hospitality industry.

REFERENCES


An analysis of unlocking the potential talent of women entrepreneurs in the tourism and hospitality sectors of India

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Abstract
This paper explores the potential for women entrepreneurships in the Indian tourism sector and how to unlock the potential for such businesses. Tourism is one of the fastest growing sectors in the country. It is a service oriented industry and hence can offer many opportunities for women to set up entrepreneurships. A qualitative methodology was adopted using both secondary and primary data. The secondary data indicated that successful entrepreneurships depend on the proper leverage of human, financial and social capital. The primary data was obtained from 30 women entrepreneurs across the country. It was found that hotel / inns, travel agencies and car / bus rental services offer good potential for entrepreneurships. With the proliferation of the internet, virtual services can be provided by women entrepreneurs to tourists. Food and dining service offer additional opportunities. Tourism offers scope even for women living in rural / semi-urban areas to establish entrepreneurships that promote the local environment and its culture on the one hand and on the other provide employment, increase standards of living and improve prosperity. It was also found that women are better positioned than men to start successful entrepreneurships particularly in the tourism sector. However, the ability of women to exploit these many opportunities in the tourism sector is contingent on them leveraging human, financial and social capital. These are the three dimensions of any successful entrepreneurship. It was found that there are several avenues already existing in India for women to gain access to these three forms of capital. These methods of access have been discussed and recommendations on how they can be leveraged to promote successful entrepreneurships in the tourism sector have been made.

Keywords: Women Entrepreneurs, Opportunities, Talent Pool, Social Capital, Skilling Programs

1. Introduction
According to Morrison et al., (2013) entrepreneurship is an important factor that contributes to the economic development of society, unlocking new sources of technology, new markets and new opportunities. Singh (2014) points out that women entrepreneurs in India have been regarded as ‘rising stars’ in the country’s fast growing economy. Women entrepreneurships are enterprises owned and managed by women, where the women control 51% of capital investment and where over 51% of the total employees are women (Lipi, 2009). Sugaraj and Salve (2014) consider women entrepreneurships’ as entities that are owned, managed and employ women. This paper investigates the potential for women entrepreneurships in the Indian tourism sector. The hospitality and tourism sector in India is the country’s third largest foreign exchange earner and in 2015 generated $44 bn in revenues and provided employment to 9% of the total work force (Thomas Cook, 2015). By 2015, 1 out of every 9 jobs will be in the tourism sector in India (Desai, 2015). Several women in India have started highly successful entrepreneurships including Benazir Vaghani of Akbar Holidays, VeenaPatil of Veena World and VeenetaRawat of Amazing Vacations to name a few (Meera, 2015). Therefore, the main hypothesis of this paper is that the Indian tourism sector offers good scope for women entrepreneurships.
Aim: To examine the potential opportunities for entrepreneurship offered by the Indian tourism sector for women

Objectives
- To study the concept of entrepreneurship as it applies to the Indian tourism sector
- To investigate whether there is a compelling business proposition for women entrepreneurs in the Indian tourism sector.
- To understand the challenges for female entrepreneurship in the Indian tourism sector

2. Literature Review
Anderson (2005) defines entrepreneurship as the ‘ability to identify, act and mobilize in order to exploit potential opportunities for gain’. Rane and McBride (2000) explained this by stating that entrepreneurship is the outcome of social interactions where social stimuli is first perceived, interpreted and then the individual’s behaviour is guided enabling them to seize and exploit the opportunity. According to Kundu and Mohanan (2009) female entrepreneurs are women who have developed new sources of economic development and have therefore empowered themselves. Entrepreneurship is therefore both process and outcome. Jha et al., (2014) point out that female entrepreneurs facilitate participation of women in wealth generation, provides them with employment opportunities and improves the socio-economic, educational and health conditions of not only themselves but also of their families. Hild et al., (2007) opine that tourism is one of the sectors that, across the world, has provided women with opportunities to empower themselves through entrepreneurship. Russell and Faulkner (2014) point out that entrepreneurship triggers growth in tourism on the one hand and on the other, tourism provides many avenues for entrepreneurship. UNWTO (2012) indicates the need for enhanced participation of women in tourism as it is one of the largest wealth and employment creators globally. Tourism, particularly in developing countries, provides women with numerous income generating opportunities. The success of any entrepreneurship is dependent on three types of capital including human, financial and social. According to Hild et al., (2007), human capital must be leveraged to progress the entrepreneurship. One of the dimensions of human capital is education. The higher the level of education, the better the ability to start and run a successful entrepreneurship (Robinson and Sexton, 2014). Bates (2015) points out that industry experience or even prior work experience is also important for a successful entrepreneurship. Chrisman (2012) said that training programs provided to budding entrepreneurs can provide them with the necessary skills to successfully establish business on their own. Gartner (2015) stated that knowledge derived from education, past experience and training is a vital resource input to any business and impacts recognition / identification and exploitation of business opportunities. Anderson and Miller (2013) indicate how persons with more human capital in terms of specific knowledge about a particular venture are more likely to successfully exploit opportunities. PACS (2015) indicates that the success of entrepreneurships depends on access to low cost sources of financial capital. Without adequate capital, entrepreneurships cannot be established. Fisher and Massey (2012) stated that access to financial capital provides the individual with enhanced capability to exploit opportunities for entrepreneurship and set up businesses to do so. Reynolds et al., (2012) indicated that debt and equity capital are two main sources of finance for entrepreneurships. Hall (2008) state that social capital – measured in the form of social structures, networks of partners & institutions, and such qualities and mutual reciprocity are necessary for successful entrepreneurships. This means that the individual must be able to create and maintain social networks to exploit opportunities. According to Chrisman (2012) social capital in the form of family support is most important as is having good friends and neighbours as this provides emotional and material support. Social capital results in business contacts and encompasses the
larger community as well. Chandler and Hanks (2008) states that social capital provides the entrepreneur with those financial, human and social resources required for the successful establishment of a new business.

Figure 1 indicates the theoretical model developed based on the literature review.

Figure 1 indicates the theoretical model developed based on the literature review. From figure 1 it is observed that unlocking the potential of women run entrepreneurship in the tourism sector in India is dependent on human, social and financial capital. However, there is no literature on these three sources of capital in the Indian context and it is this gap in the literature that this research will bridge.

3. Methodology

This research adopted a qualitative methodology that uses both primary and secondary data. The secondary data indicated that while successful entrepreneurship depend on human, capital and financial capital, there is a gap in the literature on how these three forms of capital must be leveraged to unlock the potential of women entrepreneurship in the tourism sector in India. The primary data was gathered from 30 female entrepreneurs operating in the tourism sector across the country using an online questionnaire comprising open ended questions. The questionnaire collected information on what opportunities in the Indian tourism sector are available for women to start businesses in and how must these opportunities be leveraged.

4. Discussion & Analysis

The respondents were asked to identify potential sources of entrepreneurship within India for tourism. Figure 2 indicates their responses.

![Figure 2. Potential Entrepreneurship Sources](image-url)
From figure 2 it is observed that running hotels and inns is a very popular option. Within this sector, respondents indicated that ‘budget hotels have the highest potential as the budget hotel sector in India is very fragmented and there is an urgent need to standardise services in budget hotels that will attract the discerning business / budget traveller’. Travel agencies and tour operator services is another popular option. Here respondent 3 indicated that ‘women run travel agencies can differentiate themselves by providing personalized services not given by other tour operators’. Some of these include ‘providing tourists with special experiences such as scuba diving in Lakshadweep, wildlife safaris in Madhya Pradesh, developing manageable itineraries for tourists which recommends places to be seen as well as places to avoid and providing personal guides for monuments’. Running car / bus rental services is another popular option. Some of the respondents indicated the potential for mobile food vans that ‘offer specialities such as Hyderabadi biryani for tourists in Hyderabad or kababs for tourists in Lucknow’. Respondent 10 pointed out the potential for ‘women only tourist activities’that cater only to female travellers who want to travel by themselves. These services include providing a safe and comfortable environment for female travellers to ‘experience local festivals, stay in rural areas, eat street food, experience the night life in cities as well as use local transport’. Most of the respondents indicated the potential for electronic / internet enabled businesses. Respondent 29 indicated that with more ‘computerization, automation and access to the internet, it has become easy for women to run virtual tourist services’. These include running online businesses that allow tourists to make ticket / hotel bookings, order special foods, and access bespoke / specialized tourist services. Developing, selling and running tourist applications that can be accessed on their smartphones is another potentially big opportunity for women entrepreneurs.

All the respondents indicated that the aforementioned opportunities are for urban women who possess some education and independence. For the vast majority of women in India however, they recommend sustainable / rural tourism opportunities. These are indicated in figure 3.

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<tr>
<th>Eco Tourism Activities</th>
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<tr>
<td>Catering / Promoting local foods</td>
<td>100%</td>
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<tr>
<td>Nature Based tourism activities</td>
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</tr>
<tr>
<td>Traditional Arts &amp; Crafts</td>
<td>100%</td>
<td></td>
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<tr>
<td>Village bed and breakfast</td>
<td>100%</td>
<td></td>
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<tr>
<td>Local Agricultural Products</td>
<td>97%</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Souvenir making</td>
<td>93%</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Specific Cultural Events</td>
<td>93%</td>
<td></td>
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</tbody>
</table>

Figure 3 summarizes the key opportunities available in India for women living in rural / semi – urban areas to establish entrepreneurship. Respondent 8 indicated that ‘rural India is slowly changing and women are looking beyond manual, household or farm related activities to supplement their incomes’. Rural tourism is important as it ‘eliminates poverty, preserves the environment, creates jobs and advances the lot of women and their families’. All of the aforementioned activities are also sustainable in that ‘they enhance local prosperity and provides...
employment for local women without impacting the environment or forcing them to compromise on cultural values’.

Having established the various opportunities available for women entrepreneurship, the respondents were queried as to why they believe women can establish successful entrepreneurship in the tourism sector. Their responses are summarized in figure 4.

Figure 4. Motivations for Women Entrepreneurs

The respondents indicated that due to cultural reasons in India, women are not able to leave their houses for work, nor do firms provide women with employment easily. In this scenario, entrepreneurship provides them with self-employment opportunities leading to financial independence. Respondent 26 indicated that ‘with computerization and automation, women can easily start and run their businesses, even from their homes’. Respondent 10 indicated that ‘because women have to run homes as well, entrepreneurship provides them with greater flexibility of time than regular jobs’. Respondent 8 indicated that ‘women are inherently able to multi-task better than men and this enables them to look after both the home and the business’. Respondent 18 indicated that ‘women are stronger in character, have more will power and are better able to empathise with people, show and express feelings and are soft in nature all of which will predispose them better than men in their dealings with tourists’.

Respondents were queried as to how women entrepreneurs can establish successful business in the tourism industry. Figure 5 indicates responses related to human capital.
Figure 5. Unlocking Human Capital

All the respondents indicated that ‘women in India may lack higher education or access to basic education even’ but ‘this should not pre-empt starting entrepreneurialships’ as there are ‘several sources of entrepreneurship education and training’. Respondent 12 indicated ‘ignorance of these avenues of training should be dispelled’. All the respondents indicated government programs ‘specifically for developing entrepreneurship skills amongst women’. These include the recent ‘Mahila E – Haat’ and other programs such as Swarna – JayantiSahariRozgarYojana (SJSRY) as well as programs run by the Small Industries Service Institute (SIS)and the EntrepreneurshipDevelopment Institute of India all of which are geared to empowering women. However, the respondents indicated that these programs ‘must also include training specifically for tourism’. Respondents indicated the need for greater participation by private players in the tourism sector to train and educate women including NGO’s.

The respondents indicated that a ‘lack of access to finance should not hold back women from starting entrepreneurialships as there are several sources to finance’. Figure 6 summarizes sources of financial capital. Respondents indicated that ‘they started their businesses using own funds and interest free borrowings from friends / family’. However, ‘when access to such funds is not possible, borrowings are possible from commercial and co-operative banks as well’.

Figure 6 – Sources of Financial Capital
Respondents state that ‘almost every bank has a scheme for women entrepreneurs’. These include ‘Priyadarshini Yojana of Bank of India, CAN Mahila from Canara Bank, Stree Shakti Package from SBI and State bank of Mysore’ and others.

Respondents stressed the importance of ‘leveraging social networks to establish profitable enterprises’. These networks are indicated in figure 7.

Figure 7 – Sources of Social Capital

Figure 7 corresponds to social capital discussed in the literature review. Support from family / society is ‘critical to for women to establish successful entrepreneurships’. Other ways of leveraging social capital include partnering with NGO’s, Tourism / Government boards, private sector and establishing local co-operatives and self-help groups. Respondents indicated that entrepreneurship not only benefits the individual but also results in overall growth in prosperity of the local communities.

Based on these findings, the conceptual model indicated in figure 8 was developed.
5. Conclusion & Recommendations

From the analysis, it is evident that there are several compelling reasons for women to take up entrepreneurship activities in the tourism sector in India. Several opportunities do exist for women to start entrepreneurial ventures. Not only will such activity benefit the women and their families, it also leads to the development of the tourism sector, in employment generation and an increase in the overall prosperity of local communities. However, the ability to unlock the potential of women entrepreneurship in the tourism sector will depend on the following:

- There are several possible opportunities that can be leveraged in India in the tourism sector. These mainly pertain to the hospitality segment, online or ecommerce business offerings and to rural tourism offerings. How these are to be identified and leveraged will depend on the resources available to the individual and the workings of an opportunity in the area in which the individual is situated.

- Social attitudes and family restrictions are the biggest hurdles to women entrepreneurship. There must be a re-education at the level of society in India to facilitate women entrepreneurship.

- Another hurdle in establishing successful entrepreneurship is ignorance of the training / education and skilling programs available that facilitate women entrepreneurship. It is recommended that awareness programs be created that will enable women in India to avail of the many training and development schemes launched by the government of India on entrepreneurship. It is only against such training that opportunities such as those offered by the world-wide web can be leveraged.
• A lack of access to finance need not prevent establishing entrepreneurships. There are several sources of finance available specifically for women entrepreneurs in public sector banks. It is important to tap into these specific sources of finance given the credit discrimination and non-cooperation by officials that routinely occurs in India. Once again, creating awareness of these schemes is essential to promote tourism related entrepreneurships.

• Entrepreneurships cannot succeed alone. Friends, family and the individual must make all possible efforts to leverage social networks to promote the business.

References


Under Representation of Female in Leadership Role: 
A descriptive study

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Abstract
The females employment in different organization, it is till treated in different disciplines differently. There are some gaps linked to it which still need to be filled in order to give equal opportunities to females as well. Although, from the last few decades it is been said and noticed that the number of females are rising to the top which is a symbol of progressive social change. However, it is also been noticed that there is still gender inequality in top management positions which leads to under presentation of females in top management position.

The approach for the empirical study is quantitative. The society and the masculine man has developed some theories. Due to which, it is been said that female qualities do not contribute to the required management attributes. For instance, In order to have an executive role, a person must be more aggressive, competitive, more task oriented etc. but females always have the opposite qualities. For instance, interpersonal relations, emotional, collaborative etc. Results suggest that male managers have more preferences towards pursuing a career than female managers; they are significantly more willing to consider promotions and aim to achieve a higher organizational level. Female managers on the other hand show more preferences towards family. Having children does not permanently alter managers’ career goals differently; however women take a significantly larger share of household and childcare duties and are more likely to face a temporary career slowdown after having had children. Further, Indian managers in general, are rather traditional in their beliefs regarding women’s career interests. These beliefs appear to have an impact on what is considered acceptable and how individuals act. The differences in preferences, societal structure and social norms seem to affect each other and help to explain gender differences in promotions.

Keywords: statistical discrimination, promotions, female leadership, career aspirations, family and work balance

Introduction
Leadership is a topic that comes up mostly in the discussions when it comes to leading the organizations in the professional lives. There are certainly some basic characteristics that most people associate with the leadership. These characteristics may include risk taking, independent, dominant etc. Therefore people who hold these characteristics are considered to be ‘leaders’. According to Bass 1989 and 1990 theory of leadership states: that there are three ways to say how people become good leaders.
These are:
1. People possess some personality traits which may lead people naturally into leadership roles.
2. A crisis or an event may cause a person to rise to an event and become an effective leader.
3. People learn leadership skills in order to become effective leaders. This is a transformational leadership which is mostly used nowadays.
Looking at the first two concepts of Bass theory of leadership one could say that a good leader or an effective leader can be the one in which the team or group members can accomplish more than they would have otherwise accomplished without that leader’s involvement. With regular proper care and motivation the team can accomplish a goal more together than they ever could have their
own specific skills. For this reason, one would say that leadership effectiveness is not gender specific but it depends on certain level of qualities which the both male and female leaders possess to become an effective leader.

**Definitions of Leadership**
Quoting some of the definitions of leadership will form the basis of our understanding as we go into further details of relation between the leadership and the gender issues.

“My definition of a leader . . . is a man who can persuade people to do what they don’t want to do, or do what they’re too lazy to do, and like it”.

(Harry S. Truman, 1884-1972, Thirty-third President of the United States, Miller, *More Plan Speaking*). Or another definition “The first job of a leader is to define a vision for the organization.... Leadership of the capacity to translate vision into reality”.

(Warren Bennis, President, University of Cincinnati, University of Maryland symposium, January 21, 1988.) Yet another definition “Managers have subordinates—leaders have followers”. (Murray Johannsen).

Many more definitions like this which points out that there is an equitable approach to leadership whether it is related to male or female. There is a large part of research done which stated that leadership is gender neutral and today’s managerial environment offers a vast array of opportunities for both male and female to excel to the higher positions. But, still the women in today’s world face some barriers in leading to higher positions. Therefore we must examine the effectiveness of leadership and determine if gender plays a major role in this concept.

This paper aims to stimulate my thinking as well as the reader’s thinking to know if female participate as a leader or follower in the managerial environment, and to assist some of the bias that today’s women are still facing to reach the top levels of leadership.

**Literature Review**
In past few decades, more women have entered the workplace because of advancements in their education level and the equal rights which were previously not given to women. Rapid modernization processes have a great influence on the employment opportunities given in today’s modern world, as well as their professional development that might increase the number of women in educational administration. Thus, gender issues have become an interesting topic to investigate. These gender issues include many problems like pay equity, glass ceiling, perception about gender issues, sexual harassment, gender stereotypes, gender impacts on leadership and many more (Ming Yi-Wu, 2006 p 37).

**Transformational Style of Leadership for Women**
Among, the research issues about gender stereotypes, and gender impacts on leadership expectations/styles there are many research papers done. In these research papers it is been said that females mostly adapt more of transformational leadership style while males follow transactional style of leadership which contributes to the management attributes. According to Eagly and Johnson (1990), they found that leadership styles between male and female are somewhat gender-stereotypic. In this research they found out that women more than men manifested relatively interpersonally oriented and democratic styles and men more than women manifested task oriented and autocratic style. Furthermore, it was also stated that the transformational style of leadership is more of future oriented than the present one. Therefore, it builds more of the trust and confidence in the followers. It was also revealed by comparing male leaders with female leaders, females were more transformational. (Eagly A.H, Carli L.L, 2003). Bass and Avolio( 1994), stated that female leaders have more transformational style of leadership which is quiet commonly perceived as positive. (Ming Yi-Wu, 2006 p 37). Additionally, with time some other researchers in 1992 also said that men are generally stereotyped to be objective, competitive, logical independent,
aggressive, responsible, rational, and ambitious whereas stereotypes of women often includes characteristics such as being gentle, emotional, intuitive, dependent, sensitive, passive, illogical, nurturing, warm, and accommodating. They also added that the male traits often include the ability to accomplish tasks, in contrast feminine traits tend to be ‘expressive or communal’. Hence proving their statement that women are less in leadership roles because of more of their feminine qualities. (Dennis, Michael Robert, Kunkel; 2004).

Similarly, sex role stereotypes produce negative evaluation of women and preferences for masculine traits which can influence personal decisions such as hiring, promotions, especially among top executives and leaders. As it was been argued that the top executives positions need more managerial driven, objective, assertive and authoritative type of characteristics which are mostly and generally found in masculine leadership and not the feminine (Dennis, Michael Robert, Kunkel; 2004).

Prejudice Against Females
Eagly and Karau (2002) stated that the incongruity between expectations about women and expectations about leaders forms the prejudice against female leaders. Women are sometimes faced with conflicting demands of their roles as women and their role as leader. In general people expect that women be communal, manifesting traits such as kindness, concern for others warmth as compared to men which are more agentic and have more masculine traits such as confidence, aggressiveness, self direction. So, as leaders are said to have more agentic qualities as compared to communal qualities, stereotypes about leaders generally resembles stereotypes of men more than stereotypes of women. Consequently, placing men having usual leadership roles and placing women at a disadvantage. Because of these types of cultural stereotypes female are often faced with double blind. They are expected to behave as communal for having female gender and also expected to be very agentic as it is the major trait of having leadership role. However, the agentic display appears incompatible with being communal, so females are faced with the discriminations and prejudice. Sometimes, people also tend to dislike a female leader who have more of masculine type of behavior and very directive. When the female leaders are faced with such type of situation either to be very communal which is a female quality or to adapt agentic qualities which are masculine traits they are faced with cross pressure. Therefore, often faced with disapproval (Alice.H.Eagly; 2007).

Furthermore, the impact of sexual stereotypes by Broveman (1972) and Heilman (1989) states that when male managers were asked to describe the styles of both male and female they described female managers as less confident, less emotionally stable, less consistent, less analytical as compared to male managers. In addition they also found that the managerial traits are more in sync with men and less desirably be associated with female. Moreover, more women stereotypes who often serve as barriers for women to rise up were pitch of voice, physical appearance, and mode of dress. (Oakley.J.G, 2007).

“Glass Ceiling” Effect
According to (Oakley.J.G, 2007) says that the number of women in middle management and lower management has grown rapidly but there are still few females who could rise to the top management levels. He said that there can be many reasons which are preventing the women from reaching to the higher levels. Additionally, the barriers which prevent these female in rising up can be described by the metaphor “glass ceiling”. This glass ceiling effect can be very relevant to those people whose careers are affected by it. In the largest corporations women hold less than 0.5% of the highest paid management jobs. According to the 1995 fortune magazine an estimated 95% to 97% of senior managers are male.

Some Common Stereotypes about Females, Barriers to Reach Top Management Positions
Research shows that women do not easily gain access to the top executive roles while it is easier for men to reach that level. This is because of some seen and hidden barriers which is preventing females to attain such a position. Stereotypes that assume that there are wide differences in the abilities of men and women and that men are better suited for leadership positions. Feminine leadership style observed by few researchers were that women solicit input from other people in an effort to make people feel included and create open communication flows (Oakley J.G, 2007). Moreover, it has been stated that women executives often report that their male colleagues feel uncomfortable or even threatened to their presence and this discomfort was the failure of men to reconcile their traditional values about sex roles they were brought up with and their experience of working with women as peers. (Oakley J.G, 2007). Organizations need good and strong leaders for the development of their organization but when it comes to women as leaders then gender stereotypes lead these organizations to underestimate the competency of the females who are capable of doing as better as males can do. There are basically some stereotypes regarding female as leaders in the organization. These stereotypes are:

*Extreme Perceptions*: Women are never considered as right. If they act consistent with gender stereotypes they are considered as too soft but if they go against the stereotypes they are considered as too tough (HR Focus, 2007). The same is true in regard to negotiation, pay and promotion. It is commonly assumed that women do not ask for a promotion or for more money but wait to be noticed and nominated. If a woman violates this rule they are penalized by both men and women for doing so. People have usually strong belief that women and men behave differently due to either biology or socialization. These types of stereotypes may influence our behavior, and people may fear that stereotype is correct which in turn effects our performance in our work life in an organizations.

Management literature illustrates the power of stereotypes. Earlier management literature excluded and ignored women as it was just written for men. Women now appear in management literature but usually rather in stereotypical roles (Kalen, Elisabeth: 2008). Behavioral and cultural explanation includes gender stereotyping of leadership, gendered communication styles, and social exclusion etc.

In a US survey which reports that most CEO’s (82%) thought that women were held back by lack of significant general management or line experience. 64% of CEO’s thought that women had not been in the pipeline long enough. While 52% said that male stereotypes held them back (Singh Val, Vinnicombe: 2004).

**Effect of Female Behaviour on Their Job Roles**

It is being observed that women tend to behave differently from men in organizational life. They often ignore the use of impression management as tactics or strategies which can be useful in their overall performance and high visibility to rewards and also visible commitment. Women tend to be more modest than men, they often prefer to share praise rather than take credit due to their personal efforts and believe in the fairness of formal structures (e.g., promotions system) of the organization. Hence women do not easily gain upwards visibility and they tend to dislike and avoid organizational politics. In one of the report by (Kathleen Grace; 2004) which stated that there are some reasons in which the talented driven women still have difficulty to reach the top management levels. The women leaders are more likely to be liked as compared to be admired or respected. It can be a barrier for her career development as the future modern leadership does not prefer liking but the accomplishments of a person and to be respected more. Additionally, female leaders have lack of self confidence, they think that if they just work hard they will be noticed in public and therefore do not show up their capabilities in other words they are faced with lack of advertisement. Furthermore, women feel hesitated to deal with conflicts but actually conflicts can strengthened
their personality and their career as a problem solver. So, these conflicts make women uneasy to climb up the ladder.

Women and men accomplish almost equally all the leadership tasks in much the same way, but women still have to deal with unique set of difficulties because they are female in a traditionally male position. Having to confront these gender based difficulties does have an impact on the leadership strategies women choose. In a way it can be said that there are different reasons that have kept women underrepresented in top management positions. In finding reasons to this research many researchers have indicated that there are significant differences in the way male and female leads.

**Conceptual Model**

**Obstacles in order to reach top Management Roles:**

Social scientists differentiate between gender and sex. Sex is the biologically given physiological differences between men and women. Gender is the social build up of differences between men and women. These include different traits, behaviors, attitudes, roles which male and female are expected to display. (Tona Henderson). This statement refers that the inequality of positions between men and women can be the gender differences and not the sex differences. Women represent a large part of our society and they have equal rights to go hand in hand with men in order to obtain top management positions in the organizations. From research and studies it is clear that the amount of women managers in middle management and lower management increase, but the number remains very low in higher management positions. These unseen barriers which are preventing women or discriminating women to achieve highest positions can be the “Glass Ceiling”.

Some visible and invisible rules have been constructed around “male” norm which women sometimes find difficult to coop up with it. People automatically do not see women equal as men. Women tend to have work much harder than men to prove them and sometimes they adapt to “male” working styles and attitudes more than necessary. Furthermore, women tend to be excluded from the informal networks dominated by men at workplace, which are vital for career development. The problem is that people tend to believe that women, unlike men are not able to devote their full time and energy to the paid work because of their family responsibilities. Consequently, women are not given as many opportunities as men to do more demanding, responsible jobs which would advance their careers. However, there is evidence that once women attain the upper levels of management, attitudes towards them are not much different to those towards men.

<table>
<thead>
<tr>
<th>Average number corporate officers.</th>
<th>Average number women corporate officers.</th>
<th>Average percentage women corporate officers.</th>
</tr>
</thead>
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<td>F1-100</td>
<td>28.0</td>
<td>4.9 17.5%</td>
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<td>F101-200</td>
<td>20.8</td>
<td>3.3 15.7%</td>
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<td>19.1</td>
<td>2.9 15.3%</td>
</tr>
<tr>
<td>F301-400</td>
<td>21.8</td>
<td>3.7 17.1%</td>
</tr>
<tr>
<td>F401-500</td>
<td>19.0</td>
<td>3.0 15.9%</td>
</tr>
<tr>
<td><strong>F500 Average</strong></td>
<td><strong>21.8</strong></td>
<td><strong>3.6 16.4%</strong></td>
</tr>
</tbody>
</table>

*Source:* 2005 Catalyst census of women corporate officers and top earners of fortune 500. This table is a clear illustration of female representation in top management roles for the year 2005. The organization reality is that many women still struggle with rigid and male dominated
hierarchies, promotion based on uninterrupted linear career paths, with little flexibility, lack of credibility in masculine culture, isolation from other women and transactional(as opposed to transformational) management styles (Oakley 2000).

Lack of female role models
Role models are vital for the success of young managers, and yet there is very little research into the gendered aspects of this phenomenon in business settings. Research by Came, Vinnicombe, and Singh (2001) shows that both men and women still consider that masculine styles of management are required to be successful, particularly at director level. If role models and culture of an organization are masculine than women’s own managerial capital is less likely to be appreciated, both by themselves and the organization.(Ruth Sealy, Val Singh;2006).

Gibson and Cordova’s (1999) looked for differences in how men and women used role models. They found that across organizations, women were less likely to have specific role models for success and more likely to have negative role models. Additionally, women in sex-balanced firms were less likely to place an importance on same sex-role models.

Singh et al (2006) investigated the choice of role models of young women managers, and found many of them were outside the workplace. Sheppard’s (1989) work highlight some of the problems for organizations without senior role models. He said that women need additional time and effort as how they should behave and represent themselves in the work place. Women often find themselves in a dilemma of being unprofessional and “not very nice”. (Ruth Sealy, Val Singh; 2006). Therefore, in our point of view it is one of the main barrier for women to achieve and aim for the top management roles as women perceive male to be more efficient in the directive roles as majority of the executive roles are male dominated in which the women and others still believe that the top directive roles need more masculine leadership style as compared to females.

Traditional view of women:
The second barrier which can interrupt women from rising up to top level can be the family problems related to women. Women are mostly not regarded efficient in the work place because organizations consider women to have a family orientation. If the women are not even married or do not have children but still the male executives believe that the women can have negative impact of family on their work which is required for the executive role. This usually influences the female to be selected at a top management level, which is a big disadvantage for the females. (Tharenou,1999). Therefore, the organizations while hiring the best managers often think that women are more responsible for their family and child care if they are married, or if they will marry then these females work efficiency will start decreasing because of their family orientation. Consequently, female as compared to male gets less chance to work on top management roles.

Mobility of job for female leaders:
As said by (Tharenou 1999) that one barrier for women in reaching to top roles can be the responsibility of their family for females. Additionally, many researchers have pointed out that women are often less mobile. Their family priorities prevent them from moving to far places which are required by the executive roles in any organizations. Since top management roles are more responsible at the work place and require more efficiency as compared to other levels of management. This can be a great disadvantage for the female as they are also required to take care of their children and family. Thus, preventing the females in advancing to top managerial post.(Tharenou 1999). Therefore, many organizations place women in the middle or lower management levels and not the top levels in order to have flexible work time so that they can easily handle their work at the organizations as well as to their family. But, if we look at the other hand, it is obvious that female hold a large amount of responsibility towards their family and for that reason they cannot achieve the top management roles, but the organizations also have to take into
consideration that they might lose a huge amount of talent which is required for their organizations growth and profitability. So, these organizations make themselves a little flexible towards this issue in order not to lose female talent.

**Performance Evaluations of Females:**

With regard to self evaluations some researchers suggest that men and women have different perceptions of identical levels of performance. Maccoby and Jacklin (1974) found that females usually expect lower performance than males and specially when it is more masculine type of evaluation. Females as compared to male undervalue their contributions. However, it is been said that these findings were more likely to occur when the female workforce was in a small proportion, or they were in minority. Furthermore, according to the new research it is suggested that in spite of the female achievements there is still a strong male stereotype in minds of supervisory personnel. The main cause for this is the lack of proper socialization and mentoring which leads to the diminishing expectations for women. (Brent M Wren; 2006). Therefore, the female in order to rank themselves equal in performance evaluations they think that they have to work hard twice as men do, in order to be recognized and evaluated as male.

**Stress as Barrier for Female:**

One reason for the under representation of females in the upper level of management is also a stress. As, it is pointed out by (Bellamy and Ramsey, Davidson and Cooper, and Powell) that many females work in the environment in which mainly there is a male dominancy and this type of environment can have impact on both the leadership style and stress levels of women managers. Moreover, the resulting stress on women and masculine style of leadership is the reason for keeping women away from the upper level of management. (Maria Gardiner and Marika Tiggemann; 1999). There are mainly two reasons for which are liable to increase the rate of stress in women. They are exaggeration of differences, and stereotyping. First, is that female may become isolated from the main group i.e. (male) and they lack a formal or informal support which may lead them to be more stressed. Third, sex stereotyping is widely recognized as a negative consequence for female in work place. Consequently, they face more stress. (Maria Gardiner and Marika Tiggemann; 1999). So, one can say that besides the stress at work place female are also more prone towards their family problems and they face the stress from that side as well. This in turns prevent women to reach up the top levels.

**High Visibility of Female:**

If female are more visible in the organization or in minority in a male dominated place then they are likely to face greater performance pressures as they are constantly under observation. As a result they are faced with more stress as they think that they have to perform better than their male counterparts.

**Women Seeking Part time Jobs:**

Female related responsibilities is one of the main explanation of gendered labor market positions. Research has shown that female employment is affected by family composition (Ilse Laurijisen). Mothers are less frequently employed, work in part time and lower status positions more often, and have lower average salary than other women. Most studies conclude that family formation is one of the reason for women’s development of a successful professional career. Additionally, the reasons for part time work and discontinuous careers of women are not to be found in personal attitudes and orientations, but in the characteristics of women’s job and family formation. Therefore, one would say that the female choice for part time work is constrained by the context of domestic responsibilities. (Ilse Laurijisen).

**Lack of Self Confidence:**

Lack of self confidence can also be one of the barriers which can prevent women in showing her capabilities as how much capable she is. Female leaders often suffer from a belief that by keeping
one’s head down and working hard, you get noticed. This can be the main problem as this can be the lack of advertising themselves to others. As letting others know about areas of interest, skills and accomplishments is not bragging, it is giving people valuable information. As, showing up the achievements and one’s skills can also value the respect of a person and if females lack this confidence to show up themselves, probably it could be an obstacle for them to rise up the top management level.

**Sexual Harassment:**
Social scientists say that sexual harassment disrupts one’s work life. Survey data also indicates that harassment negatively effects both the perceptions of job performance and work satisfaction. In a survey of over 3000 women, 70% of harassment victims that unwanted sexual advancements or comments interfered with their ability to do job. The legal system also says that sexual harassment is disruptive producing work performance stress as well as distraction from tasks, dread of work and inability to do work. So, it can be said that in many organizations women are facing this major problem which can diminish their real interest to work in such a diverse working environment because they are generally conditioned by their biological sex.

**Analysis**

**Obstacles:**
In order to briefly summarize and analyze the views of managers it can be said that there is lack of feminine values in traditional organizations. But on the other hand, it can also be said that in today’s dynamic organizations people do not care about the old female stereotypes. Nowadays they can work along with males and achieve their goals in order to reach their destiny as men do. It can also be said that today’s organizations need much greater diversity, for which women are getting equal opportunities of employment in the organizations. Another aspect of this analysis is the existence of a strong obstacle which is the conciliation between professional life and the family life.

As mentioned in the conceptual model that when a person reaches on executive rank then he/she has greater level of responsibilities as compared to other employees. Due to this reason, many women also decide not to marry and to give full attention towards their professional life. So, in order to have a greater diversity in an organization the females should be given a little more flexibility than men. For instance, Paid maternity leaves, change of time tables etc for females.

**Organizational Culture**
When a person joins an organization and becomes part of it, then he/she has to adapt according to the organizational values and culture. New challenges and new dynamic organizations need a lot of talent. This talent cannot be under estimated if we talk about females. They indeed, contribute a lot to the success of an organization. As mentioned in the conceptual model, masculine stereotypes are to a greater extent connected with the organizational culture. Where there is male dominance the females feel pressurized. But, on the other hand the empirical study proves that masculine stereotype is not getting in accordance with the above statement. Hence, maybe we can say that masculine stereotype cannot be the reason for lack of females in top positions.

**Leadership Style**
While analyzing this part of empirical study I found out that males and females do not actually follow the stereotypes mentioned in the conceptual model. It can be said that both male and female try to adapt more diverse set of values which are not clearly connected with the transformational and transactional styles of leadership. Therefore, one can easily say that it is not always true that men, for being men, are related to the transactional leadership style and women for transformational style of leadership. Hence, it is also been said that as masculine stereotypes are more authoritative one and focused on task therefore it is regarded as essential for management positions. Females haracteristics, on the other hand do not contribute to management attributes.
Considering other variables, can make us understand the connection of masculine stereotypes with transactional leadership and the feminine stereotypes with transformational leadership style. These variables are the age factor and the job experience. Therefore, a manager who is more aged or above 50 years of age gives more preference to the traditional styles of leadership and prefers to have traditional culture and values in an organization which is directly connected to the masculine stereotypes. We can observe the same behavior in a manager or leader has a more managerial experience (length of time); the same type of behavior was found which can be connected to the masculine character. Therefore, it can be said that it is not always true that feminine stereotypes characteristics cannot easily be fitted in traditional organizations. However, it is possible to state that in today’s dynamic organizations female values are of great and vital importance for the success of an organization. According to the second model of post heroic leadership it challenges the static command and control images of leadership. Therefore, focusing on more of a collaborative and mutual understandings. The third model, says that leaders are expected to create an environment where people can get a collaborative learning and continuous improvement can occur. (Simons school of Management; August 2002). Therefore, the new mangers take into consideration those values which they think can be of vital importance for the success of an organization. For instance, a collaborative environment in an organization.

**Importance of this study:** If we talk about the Asian countries like Pakistan, India, Bangladesh, Nepal, and more third world countries females are still not given equal laws. They are still considered just for taking care of their family and no more. For instance, the job opportunities for women in Pakistan are far too limited. In 1999 in UNDP’s Gender Employment Index, Pakistan was second from the bottom in 102 countries. Pakistan has still to make far more progress in giving equal opportunities to females. In my opinion if the government makes some possible solutions in order to give equal opportunities then female leadership can also grow more rapidly as in European countries.

There must be high visibility of women in public life. Points of some possible solutions:

a) More flexibility to females in order to have balance in their professional life and family life.

b) Education for females should be made important. This is the most important step to be taken.

c) Diversity in companies as a positive factor for the organization.

d) Females should not be discriminated in selections, recruitment, and in development of their career.

**Conclusion**

As discussed above many points related to why there is under presentation of females on top management position in the conceptual model. In these points there were some gender stereotypes and also that the leadership styles of male and female are different which leads to stated problem. The transactional style of leadership is linked to the masculine stereotypes and the transformational style of leadership is linked to the feminine stereotypes. Therefore male having the masculine qualities possess those values which are required for the managements posts and they can easily reach for it. While, females having feminine qualities cannot reach to these positions as it requires more of masculine qualities. On the other hand, in the study it was found that gender does not matter in leadership styles. Furthermore, one could say that females do not have the feminine stereotypes and same as men do not show up any masculine stereotypes in the study. Hence, one can easily say that females do not have transformational style of leadership and same as males do not follow transactional style of leadership.

So, this can provide us with the result that differences between male and female styles of leadership do not contribute to under presentation of females on top management positions.
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Employer’s expectations vs. Employees’ Competencies: a comparative study on female employees in selected hotels of Mussoorie, Uttarakhand

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Abstract
The paper has made an attempt to explain the mindset of the employer’s and managers in the hospitality (accommodation) industry. The paper traces the prime objective, the expectations of hospitality industry employers on competences of female employees. The results would be used to focus on ensuring that the aspirants are aware of the employability and management competencies they need in order to conduct themselves in the business world of hospitality with confidence and competently.

Data was collected from selected hotels of Mussoorie, which is one of the favourite tourist destinations of the Uttarakhand state, using questionnaire over eight week period through 90 respondents between January and February 2016. The sample was made up of Employers, Managers, Head of Departments (HODs) and Female Employees. Results indicated differentials on employers and female employees’ expectations on communication skills, specific technical skills, computer skills, good work habits, customer service and self-discipline. The employees’ expectations were higher (especially in terms of payroll and other employee benefits) than that of the employer’s apart from conflict resolution and multi-skilling where the employers’ expectations were higher.

The findings suggested the standards operating procedures (as laid by the management) should be communicated regularly to all employers, employees and training providers. The employer and training provider to remain linked and both should emphasize the use of contemporary tools (both operational and training tools) to enable their employees to be more competitive, productive and hence result oriented.

Key words: Hospitality industry, employers’ expectations, employees’ competence, conflict resolution, multi-skilling, standard operating procedures.

INTRODUCTION:
Hospitality industry has always been considered of paramount importance to national economic growth. Uttarakhand is no exception. To boost the state’s attractions for tourists, the government has been endeavouring to attract more tourists. Hotels and restaurants sector faces a number of employment and labour related challenges such as high staff turnover, skills shortages, lack of training, and a growing demand for flexibility and multi-skilling. Also, global trends such as the increased awareness of healthy lifestyle, individualisation in customer demands, environmental concerns and digitalization of information and communication systems will challenge the Hotels and restaurants sector, making the discussion of skills needs and emerging competencies even more relevant than ever.

Competency mapping process is designed to consistently measure and assess individual and group performance as it relates to the expectations of the organization and its customers. It is used to identify key attributes (knowledge, skills, and behaviour attributes) that are required to perform effectively in a job classification or an identified process. The value of competency mapping and identifying emotional strengths is that many employers now purposefully screen employees to hire people with specific competencies. (Shruti Ahuja, 2012)¹¹
In view of the expected increasing demand of capacity to accommodate the growing number of tourists, there emerges a need for qualified hotel employees with required proficiency to handle guests and provide best accommodation experience. As such, hotel employee’s competence becomes an essential and specific job requirement to ensure that hotel guests enjoy a satisfying stay and experience service. As the demand for hospitality personnel trained to deliver high-quality guest service continues to grow, such proficiency cannot be promoted without first analyzing carefully what are the needs for workplace. Further and unavoidably linked questions are whether or not these perceived needs mesh with actual performance and whether or not there are gaps between performance and needs. (Wenyuh Shieh, 2012)

The tourism industry is one of the world’s largest employers. This industry has a major impact on the economy of most countries, generates close to nine percent of the world’s employment (WTTC, 2012) and accounts for nine percent of the world’s GDP (WTTC, 2012). The hospitality industry is one of the oldest branches of tourism, yet despite its modernization and technical developments, its main resource remains the human resource, and high employee turnover remains one of the industry’s major problems (Shosh Shahrabani et al., 2015).

All organizations are talking about competencies. Some have truly worked the concept into several of their processes. A few have a fully implemented competency modelling and reporting system in place. However, quite a few organizations are still striving to build a competency model and implement it. Most organizations of all sizes are still struggling with defining, designing and implementing competency model projects. (K Rajesh Kumar et al., 2014)

In the coming years, the most successful enterprises in the hospitality industry will have managers who are not only adept at the technical competencies required of them, but have significant capability in people management: more specifically, the ability to foster employee engagement. Employee satisfaction is characterized as a feeling of gratification and contentment. Studies have demonstrated the link between employee satisfaction and customer satisfaction and profit. While employee satisfaction is an important point of focus for hospitality managers, these managers must look beyond ensuring employee satisfaction to fostering employee engagement. Employee engagement is characterized as a feeling of commitment, passion and energy, which translates to high levels of effort, persistence with even the most difficult tasks, exceeding expectations, and taking initiative. The result of engaging employees is profound. From lower turnover rates to higher productivity, the engaged employee is a valuable business asset. (Donna Dickson, 2008)

STUDY AREA:

According to the statistics of the Ministry of Tourism, Government of India, the percentage share of Uttarakhand in domestic and foreign tourist visits during 2012 was 2.6 % and 0.7 % respectively (Indian Tourism Statistics, Ministry of Tourism, 2012). In view of this tourism has placed a higher demand for the quality hotels in the state as more affluent travellers travel to the tourist places of this area. The present study is based upon Mussoorie which is one of the important tourist places of Uttarakhand, attracts significant percentage of recreationist for summer vacations and for fun and visiting scenic attractions.

The present study was based on Mussoorie as the place enjoys maximum tourist visits for leisure and recreational purposes and saturated with the number of hotel properties including the hotel units of internationally recognized branded hotel chains. Mussoorie hosts mainly vacation hotels that are influenced by the seasonality of tourism. The population of the study was composed of HR/Managers/HODs, owners, and female employees from 06 hospitality organizations of Mussoorie. A sample size of 22 managers and 68 female employees was chosen. The sample work was conducted between January and February 2016. A questionnaire as a survey instrument was developed to measure the managerial and employees’ competencies required in the hotels. In order to obtain detailed information concerning the performance measurement practices, semi-structured interviews were also carried out. In both the questionnaires, the first section of the questionnaire included questions on demographics (age, gender, education, current
position and work experience). The second section included the various key competencies required and rated by both the managers and the female employees on the Likert scale of 5.

**LITERATURE REVIEW:**
Flexible and flatten organization structure allow the hotel to response to change and to make decisions more quickly which lead to superior services. In addition, the nature of hotel business is highly interactive with its customers. To response the needs quickly, this requires the decentralize authority. (Lan Sun, 2011) [6]

There are numerous constraints in implementing competency mapping at various levels in Hotel Industry, like structural problems, quality of work force, turnover, tailor made strategies etc. It is essential to galvanism the performance of various employees towards achieving the organizational goals or objectives. Hotel employees require a set of abilities and performance traits for superior performance to score over competitors. It is difficult to access those elements without doing a research. (K Rajesh Kumar *et al*, 2014) [4]

Employees follow certain professional conventions and transactional procedure when serving guests in different stages of service encounters. These service encounters conform to certain predictable interacting activities and behavior, and a cluster of identifiably standardization of linguistic requirements (Blue & Harun, 2003).[7]

Professional development and further training are needed to help reduce the high turnover rates. These results can differ when multinational companies bring their global workplace practices to a developing country and a high proportion of the employees are international. (Shosh Shahrabani *et al*, 2015) [3]

Misty Johanson *et al*, 2010 emphasized upon the various competencies like communication skills, the ability to speak on one’s feet to customers, employees, managers, suppliers, and partnering agencies is a skill needed and used on a daily basis. Furthermore, being able to communicate ideas to lead, instruct, motivate, train, and coordinate often involves writing skills. GUEST satisfaction and conflict resolution by resolving customer problems, manage guest problems with understanding and sensitivity, and solve customer problems. Computer skills are essentially required with the growth of social media venues and the corresponding opportunity for businesses representing all sectors of the economy points to the need for the development of skills in this area.

**OBJECTIVE OF THE STUDY:**
1. Finding out the competencies required by Employers and Managers of different departments in Hotel.
2. Make out gaps in self and superior rating to competencies at individual level.
3. By recognizing gaps between required and existing competencies, identify the training and development needs of individual and formulation of appropriate incentive plans.

**TYPES OF INSTRUMENTS AND METHODS USED FOR RESEARCH:**
1) Data collection through Questionnaires with HR/Managers/Head of the department (HOD) and employees.
2) Respondents Core and functional competencies are recorded in questionnaire.

**ANALYSIS TOOLS:**
1) Development of Hypothesis
2) For analysis of data, descriptive statistics is used.

**H0:** Difference between self (female employees) and superior (managers/HOD) rating to competencies is significant

**H1:** Difference between self (female employees) and superior rating (managers/HOD) to competencies is not significant
DATA ANALYSIS:
Table 1, shows the demographical characteristics of respondents. 47 (52.22%) of respondents were from age group of 21-30 years and 21 (23.33%) were from age group of 31-40 years while, 14 (15.55%) were from 41–50 years, 08 (8.88%) were from age group of 51–60 years. This shows that there is a balance of young and aged workforce (at managerial level) in the hotel industry from Mussoorie. The percentage of the females as respondents is 80% while rest of 20% constitutes by the males. The highest number of the respondents 36 (40%) indicated they had a professional degree in hotel management; 20 (22.22%) had a diploma in hotel management. Only 10 (11.11%) of all respondents had graduation degree. 22 (24.44%) respondents had working experience in the hospitality field for 5-10 years; 18 (20%) respondents had 10-15 years working experience in this field. There is a considerable number of respondents 42 (46.66%) working experience less than five years, which depicts the trend of freshers in the hospitality industry. The table also indicates that the managers used in the sample are relatively experienced in hospitality operations in Mussoorie. Respondent managers/HODs and the female employees were selected from various departments of the hotels i.e. human resource, front office, housekeeping, food and beverage production, food and beverage service etc.

Table 1: Demographic Characteristics of Respondents

<table>
<thead>
<tr>
<th>Demographic Characteristics</th>
<th>No of Respondents</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21-30 years</td>
<td>47</td>
<td>52.22</td>
</tr>
<tr>
<td>31-40 years</td>
<td>21</td>
<td>23.33</td>
</tr>
<tr>
<td>41-50 years</td>
<td>14</td>
<td>15.55</td>
</tr>
<tr>
<td>51 and above</td>
<td>08</td>
<td>8.88</td>
</tr>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>18</td>
<td>20</td>
</tr>
<tr>
<td>Female</td>
<td>72</td>
<td>80</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate</td>
<td>10</td>
<td>11.11</td>
</tr>
<tr>
<td>Graduate (HM)</td>
<td>36</td>
<td>40</td>
</tr>
<tr>
<td>Post graduate</td>
<td>22</td>
<td>24.44</td>
</tr>
<tr>
<td>Diploma</td>
<td>20</td>
<td>22.22</td>
</tr>
<tr>
<td>Others</td>
<td>02</td>
<td>2.22</td>
</tr>
<tr>
<td><strong>Experience</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; 5 years</td>
<td>42</td>
<td>46.66</td>
</tr>
<tr>
<td>5-10 years</td>
<td>22</td>
<td>24.44</td>
</tr>
<tr>
<td>10-15 years</td>
<td>18</td>
<td>20</td>
</tr>
<tr>
<td>15-20 years</td>
<td>06</td>
<td>6.66</td>
</tr>
<tr>
<td>&gt;20 years</td>
<td>02</td>
<td>2.22</td>
</tr>
<tr>
<td><strong>Total Number of Respondents</strong></td>
<td>90</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Segregation of Respondents</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MANAGER/HOD/HR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No.</td>
<td>%</td>
<td>No.</td>
</tr>
<tr>
<td>22</td>
<td>24.44</td>
<td>68</td>
</tr>
<tr>
<td><strong>Number of Hotels</strong></td>
<td>06</td>
<td></td>
</tr>
</tbody>
</table>
Figure 1: Composite Graph for Competencies:
Table 2: Key Competencies Required In Hospitality Industry

<table>
<thead>
<tr>
<th>Payroll &amp; Employee Benefits</th>
<th>Communication &amp; Presentation Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>MEAN</td>
<td>MEAN</td>
</tr>
<tr>
<td>HOTEL 1</td>
<td>4.4</td>
</tr>
<tr>
<td>HOTEL 2</td>
<td>4.5</td>
</tr>
<tr>
<td>HOTEL 3</td>
<td>4.66</td>
</tr>
<tr>
<td>HOTEL 4</td>
<td>4.33</td>
</tr>
<tr>
<td>HOTEL 5</td>
<td>4.25</td>
</tr>
<tr>
<td>HOTEL 6</td>
<td>4.33</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Guest Satisfaction &amp; Conflict Resolution</th>
<th>Self Discipline</th>
</tr>
</thead>
<tbody>
<tr>
<td>MEAN</td>
<td>MEAN</td>
</tr>
<tr>
<td>HOTEL 1</td>
<td>4.4</td>
</tr>
<tr>
<td>HOTEL 2</td>
<td>4.5</td>
</tr>
<tr>
<td>HOTEL 3</td>
<td>4.33</td>
</tr>
<tr>
<td>HOTEL 4</td>
<td>4</td>
</tr>
<tr>
<td>HOTEL 5</td>
<td>4</td>
</tr>
<tr>
<td>HOTEL 6</td>
<td>4</td>
</tr>
</tbody>
</table>
The composite mean scores of the competencies rated by both managers and female employees are presented in Table 2. The managers’ composite mean scores for different competencies ranged from the maximum 5 down to 2.87 while the female employees ranged the competencies from 4.09 down to 2.87 on the Likert scale of 5.

Managers from the surveyed hotels rated Payroll and employee benefits from 4.66 down to 4.25 which shows the significance of the same while the female employees rated it 3.82 down to 2.87 which shows that the companies/employers/managers/HR should refine the salary structures and other employee benefits in such a way so that it may not hamper their performance.

Managers rated communication and presentation skills from 5 down to 4.25 which depict the less of difference between the mindsets of the managers from the different hotels while the female employees rated the same from 4.09 down to 3.82.

Managers rated guest satisfaction and conflict resolution from 4.5 down to 4 which shows the uniformity in the competency as the factor itself plays a dominant role in the hospitality industry. The female employees rated the same from 4.05 down to 3.7 which again shows the same similarity.

<table>
<thead>
<tr>
<th>Computer Skills</th>
<th>Multi Skilling</th>
</tr>
</thead>
<tbody>
<tr>
<td>MANAGER</td>
<td>EMPLOYEE</td>
</tr>
<tr>
<td>HOTEL 1</td>
<td>4.4</td>
</tr>
<tr>
<td>HOTEL 2</td>
<td>4.5</td>
</tr>
<tr>
<td>HOTEL 3</td>
<td>4.66</td>
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<tr>
<td>HOTEL 4</td>
<td>4.33</td>
</tr>
<tr>
<td>HOTEL 5</td>
<td>4.25</td>
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<tr>
<td>HOTEL 6</td>
<td>4.33</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Technical Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>MANAGER</td>
</tr>
<tr>
<td>HOTEL 1</td>
</tr>
<tr>
<td>HOTEL 2</td>
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<tr>
<td>HOTEL 3</td>
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<tr>
<td>HOTEL 4</td>
</tr>
<tr>
<td>HOTEL 5</td>
</tr>
<tr>
<td>HOTEL 6</td>
</tr>
</tbody>
</table>

ABBREVIATIONS:

SD = STANDARD DEVIATION
Self discipline is rated from 4 down to 3 by the managers while the female employees rated it from 3.48 down to 3.12 which once again show the similarity between the rating trend of the managers and the female employees.

A computer skill is rated by the managers from 4.66 down to 4.25 which signify that the managers are more likely towards their employees to possess computer skills. While the female employees rated the same from 3.82 to 2.90.

Multi skilling has always been considered as an important trait in an employee. The data depict the same when rated by the managers, who ranged it from the highest 5 down to 4.25. The same was rated from 4.09 down to 3.36 by the female employees.

Technical skills which play an important role in the effective and efficient delivery of an employee, is rated from 4.33 down to 4 by the managers and 4 down to 3.75 by the female employees. This again shows that there is no as such disparity among the perceptions of both the managers and the female employees while rating this competency.

On a Likert scale of 1 to 5, the managers’ lowest mean score was 3 for staff self discipline and the highest mean score was 5 for Multi skilling and communication and presentation skills. While, the female employees’ lowest mean score was 2.87 for payroll and employee benefits and computer skills and the highest mean score were 4.069 for Multi skilling.

DISCUSSION

The calculated ranking of the competencies in the hospitality industry can be analyzed by both managerial characteristics and female employee perceptions. The study reveals managers rank financial indicators such as payroll and employee benefits (4.66), communication and presentation skills (5.0), guest satisfaction and conflict resolution (4.5), self discipline (4.25), computer skills (4.66), multi skilling (4.66), technical skills (4.33). Whereas on the other hand, the female employees ranked the competencies as payroll and employee benefits (3.18), communication and presentation skills (4.09), guest satisfaction and conflict resolution (4.05), self discipline (3.48), computer skills (4.0), multi skilling (4.09), technical skills (4.0).

It is widely acknowledged that tourist destinations are becoming more competitive and hotels must catch up with effective and efficient staff equipped with contemporary trends in order to remain in existence and be competitive. Hotels face many challenges with regard to improving the profitability of operations and exploiting the new opportunities that have arisen due to the growth in the economy and the changing nature of tourism in India. Furthermore, it is also observed that managers in the hospitality industry are still using traditional management style, and are not emphasizing on employee advancement and training on customer orientation, satisfaction, communication and presentation skills, multi skilling, computer skills etc. The payroll and other employee benefits need to be thoroughly revised by the management.

Peter Ricci, 2005, suggested the same that by providing career ladders and increasing the opportunities for personal development for each employee, tourism firms will be able to overcome the stigma that is often attached to this industry, namely low paying jobs, in poor working conditions, with high turnover rates. Tying every job in the organization to every other job, and providing the necessary training to be promoted along the career ladder, will not only improve the motivation and satisfaction of the employees and reduce staff turnover, but will also attract more talented and educated individuals and thus, totally change the industry’s image.

Tesone et al, 2012, had the same observation that the practitioner participants in the study noted knowledge, skills, and attitudinal qualities that indicate worker success in the industry. More specifically dominant skills and abilities were noted in the areas of teamwork, communications (listening skills, verbal and writing skills, and empathy with others), and guest/customer services. Other job related requirements were found in general knowledge, professional image (grooming, attire, and demeanor), comprehension of performance standards, and realistic job/career expectations. This study also identified some attitudinal priorities such as pride of service, prioritizing needs of others over needs of self, and achievement.
CONCLUSION:
The research reported in this paper provides an understanding that hotel managers of a major tourist destination should incorporate both financial and non-financial dimensions. From the study, it can be concluded that the perception of hospitality managers towards key competencies is overwhelmingly dominated by financial dimensions with inadequate or little attention being paid to non-financial measures which demonstrates imbalance between the perceptions.

LIMITATIONS AND SCOPE FOR FUTURE RESEARCH:
The industry population surveyed represents hospitality managers and female employees in some selected hotels of Mussoorie; therefore it is not appropriate for this study to make the claim that the findings are applicable to the hospitality industry in the whole state and outside Uttarakhand also. However, it is hoped that the study can be reproduced to test the extent of the applicability of the findings. On the other hand, this limitation may provide an opportunity for future research on such competencies. As the number of female employees is quite less, the sample size was brought down to 90 instead of 120. The future research could use a larger sample to enable a test for competencies required by the hospitality industry and cause-and-effect relationships between managerial characteristics and employees perception.

Due to the fact that the being the busiest industry, the managers and employees both remain occupied with their operations which was a limiting factor for accepting an interview. Therefore, the method that was employed to obtain the primary data was the questionnaire survey.

REFERENCES:
Women Participation and the Work Conditions
In The Hotel Industry of Dehradun City

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Juhi Garg
Assistant Professor, Graphic Era University, Dehradun, India

Abstract
The objective of this qualitative study is to find out women participation in the hotel industry of Dehradun city and their working conditions. For data collection, a questionnaire was developed and then administered on 31 hotel personnel. Women are less preferred in the hotel industry at Dehradun and are considered at lower positions in the hierarchy. Koenig et al. (2011) reported that in spite of some efforts, it is still considered that men have good leadership skills and discrimination against women still persist in the society. University of Massachusetts (2010) reported that from the past years it is believed that women are better at homes and men are better at a field where they can earn. The study will showcase the percentage of women participation in emerging hotel industry of Dehradun city. It will also help researchers, policy makers and industry to know the present status of women participation and their work conditions. It will also provide a base to future gender-based studies.

The study will submit the percentage of women participation in emerging hotel industry of Dehradun city. It will also help researchers, policy makers and industry to know the present status of women participation and their work conditions. It will also provide a base to future gender-based studies.

Keywords: Female employees, hotel industry, and women participation.

INTRODUCTION
Hotel and Tourism industry has their major contribution in the developing countries. Hotel and tourism go side by side. They are growing at a high rate. In next 10 years, Indian tourism sector will a rise at annual average rate of 7 percent (IBEF, 2017). According to Global Report on Women in Tourism (2010), Asia has the maximum fraction of women working at marginal positions in the tourism industry.

India is well known for its diversity that attracts tourist. In India, the third biggest ‘foreign exchange earner’ is travel and tourism industry. It is predicted that by 2025, India's GDP will grow from USD 275.2 billion in 2015 to 136.3 billion by travel and tourism sector. India in 2014 made USD 19.7 billion the by tourism sector (Fabian Media Team, 2017). The total contribution by tourism and hospitality sectors in GDP of India is approximate USD 47 billion in 2016 (IBEF, 2016)

Ministry of Tourism, Brazil (2011) conducted a survey and the findings revealed that 27 million people were hired in the tourism industry in 2008 which contributed 5.76 % of the total employment in the country. Hotel and tourism industry generates high employment opportunities. The hotel industry is one of the world's largest employers (Reigel, 1998). A large number of women are hired in the Tourism sector (Global Report on Women in Tourism, 2010); however, women are preferred in low hierarchy levels like housekeeping, front office, and other
departments. A very few of them are hired or could make it to the top marginal level like the general manager, moreover, they are paid 10% to 15% less compared to their male counterparts. This shows that Tourism industry is still a male dominant sector at top managerial levels and at administrative-strategic levels.

The State of Uttarakhand is located at the foothills of the Himalayan mountain range and the hill stations, wildlife parks are the Centre of attraction for tourist. The State of Uttarakhand is growing enormously; the total contribution of Uttarakhand in terms of Gross State Domestic Product (GSDP) is USD 28.37 billion in 2015-16. The GSDP of Uttarakhand has risen from 2004-5 to 2015-16 at a compound annual growth rate (CAGR) of 16.03%. But still women participation seems discouraging. The study will find out the facts and figures about the present status of women participation.

**REVIEW OF LITERATURE**

Alonso-Almeida (2013) suggested that women should be given a chance to represent themselves at the top positions. The tourist companies are more likely to grow when lead by women. Aykac (2006) found that women mostly were hired in low hierarchical levels and therefore are paid less than their male counterpart in Turkish hospitality industry. Baum (2015) reported that in hospitality industry 70% of employees were women but in contrary to this, below 40% of them could make it to professional positions, below 20% were hired for the general manager position and 5-8% were hired for board positions. Baum (2013) identified the challenges faced by the women working in low hierarchical levels were (a) discrimination (b) pitiable working situation (c) tension (d) workload (e) mistreatment (f) sexual harassment.

Bosak & Sczensny (2008) highlighted that women were considered to be good in performing their duties where leadership skills were not required. Hence preferred at lower hierarchical levels and paid less. Cave and Kilic (2010) found that women earn less. They highlighted that presence of prejudice against women in the society leads to the lower participation of women in the hospitality industry. Elliott & Smith (2004) pointed out that the prejudices against women in the society are responsible for the majority of women holding positions at lower hierarchical levels and earning less than their male counterparts. Eagly, Makhijani & Klonsky (1992) argued in their studies that men have better leadership skills. Gibelman (2002) reported that although women are working hard still they are not paid equally as compared to their male counterparts.

Kara, Uysal &Magninni (2012) in their correlational studies found out that equal distribution of wages among men and women can encourage the participation of the women employees. Kattara (2005) reported that in Egypt, women employees are prohibited from holding top positions in the hotel industry and the responsible factors are a) their age b) knowledge and c) their household duties.

Purcell (1996), Koenig, Eagly, Mitchell &Ristikari,(2011) and García-Pozo, Campos-Soria, Sánchez, Ollero & Machante-Lara (2012) pointed out that in Spanish Hospitality industry, due to gender discrimination present in the society, women are represented in low waged jobs and low-skilled jobs. Sharma (2006) reported that women are growing in diverse fields but the process is very gentle. The study revealed that total women participation in 1997 in public sector was 13.8% as compared
to 8.6% in 1971. This provides evidence that the participation of women is increasing but at a very slow rate. According to a survey conducted by CII (2006) on 149 Indian companies. The findings of the survey highlighted that concentration of women was found at lower hierarchy levels of about 16% against 4% of higher hierarchy level.

OBJECTIVE
The main objectives of the study are:
a) To find out women participation in the hotel industry at Dehradun city.
b) To find out the working conditions of women employees in the hotel industry at Dehradun city.

ASSUMPTIONS:
a) There is a low participation of women employees in the hotel industry of Dehradun city.
b) Women face poor working condition in the hotel industry at Dehradun city.

METHODOLOGY
A survey was conducted in Dehradun city with a sample size of n= 31 (hotels). A questionnaire was developed and administered on randomly selected hotels usually of 2-4 star categories (The city does not have a five-star category hotel).

LIMITATIONS OF THE STUDY
a) Restricted sample size.
b) Locale of the study was restricted to Dehradun city only.
c) The research is only focuses on women working in the hotel industry.
d) Mostly 2-4 star hotels are selected (The city does not have a five-star category hotel).

RESULTS & FINDINGS
The questionnaire was administered on thirty one (31) randomly selected hotels of Dehradun city of 2-4 star categories. After the administration, conduction and personal interaction with hoteliers the findings of the study are displayed in the following Table No(s) 1-11 and figures No (s) 1-11:

<table>
<thead>
<tr>
<th>Variables</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total no. of male employee</td>
<td>988</td>
<td>96.77</td>
</tr>
<tr>
<td>Total no. of women employees</td>
<td>33</td>
<td>3.23</td>
</tr>
<tr>
<td>Total</td>
<td>1021</td>
<td>100</td>
</tr>
</tbody>
</table>
Table and figure No 1 reveals that total contribution of women employees in hotels of Dehradun city is about 3.23% as compared with male employees and it is evident from the data there is low participation of women in the hotel industry of Dehradun city.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women employees in Front Office</td>
<td>18</td>
<td>54.55</td>
</tr>
<tr>
<td>Women employees in Food &amp;Beverage Service</td>
<td>00</td>
<td>00.00</td>
</tr>
<tr>
<td>Women employees in food &amp;Beverage Production</td>
<td>00</td>
<td>00.00</td>
</tr>
<tr>
<td>Women employees in Housekeeping</td>
<td>14</td>
<td>42.42</td>
</tr>
<tr>
<td>Women employees in TM(Top management)</td>
<td>01</td>
<td>03.03</td>
</tr>
<tr>
<td>Total</td>
<td>33</td>
<td>100.0</td>
</tr>
</tbody>
</table>
In the above table and figure No. 2: 54.55 % of women hired in the front office and 42.42 % hired in housekeeping but only 3.03 % of females were hired at top management which is negligible and no women are hired in food and service department nor in food & production department. This shows that women are preferred in low hierarchy levels and were also isolated from some specific departments like F&B Service and Production. Women are proffered for receptionist and housekeeping jobs because they have good communication skills and good in the aesthetics and upkeep of the property. But their leadership skills not considered and that’s why very few of them are hired to the top post. This indicates that Dehradun city’s hotel industry is still male dominant sector at the top managerial levels. Elliott & Smith (2004) point out that the prejudice against women in the society is responsible for the majority of women holding the position in low hierarchy levels and earning less than their male counterparts.

<table>
<thead>
<tr>
<th>Table 3: Average Salary Of Women Employees in Hotels of Dehradun City</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average salary of women employees in different departments</td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
</tr>
<tr>
<td>Front office</td>
</tr>
<tr>
<td>Food &amp; beverage production</td>
</tr>
<tr>
<td>Food &amp; beverage service</td>
</tr>
<tr>
<td>Housekeeping</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

By referring Table & Figure No 3, Women employees working in housekeeping department are paid less as compared to the average salary of women employees in the front office. This signifies that guest relation skills and communication skills for the front of the house is regarded more than services required at the back of the house like housekeeping. As revealed in earlier tables that
females are not welcomed in F&B Service and production, hence comparisons’ cannot be measured for these departments.

Table 4: Average working hours of women employees in hotels of Dehradun city

<table>
<thead>
<tr>
<th>Department</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Front office</td>
<td>8.62</td>
<td>49.9</td>
</tr>
<tr>
<td>Food &amp; beverage production</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Food &amp; beverage service</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Housekeeping</td>
<td>8.67</td>
<td>50.1</td>
</tr>
<tr>
<td>Total</td>
<td>17.29</td>
<td>100</td>
</tr>
</tbody>
</table>

Table and figure No 4 revealed that women employees working in the front office and housekeeping department works for approximately same hours, in-spite of that women employees working in housekeeping department were paid less. Housekeeping job is not recognised and regarded as front office job as declared by the housekeepers during the time of interaction. Housekeepers disclosed that our average work hours are of 9 hours per day but we are treated differently by the hotel managers or owners as they feel front office jobs are more specialised.

Table 5: Working conditions of women employees in night shifts in hotels of Dehradun city

<table>
<thead>
<tr>
<th>Variables</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hotels in which women employees do night shift</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Hotels in which women employees do not work in night shift</td>
<td>15</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>15</td>
<td>100</td>
</tr>
</tbody>
</table>

Figure No. 4: Average working hours of women employees in hotels of Dehradun city
The table above shows that women do not work in night shift in hotels of Dehradun city. During the conversation with women employees, they shared that we are not provided with pick and drop facility and also it is not considered safe to work overnight as we (women) are in very less number in the hotel and our husband/father does not let us work in the night hours/shift. There may be various other reasons which are still creating hotel career as a big challenge for women among them women safety is still the major issue. This loophole demands much attention of the hoteliers of Dehradun.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hotel provide meals</td>
<td>15</td>
<td>100</td>
</tr>
<tr>
<td>Hotel don’t provide meals</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>15</td>
<td>100</td>
</tr>
</tbody>
</table>

Almost every hotel in Dehradun provides meals to their women employees according to Table No 6. Most of the hotels provide meals twice or thrice as represented in table 7. This shows that hotel
owners are at least conscious about providing meals to the lady employees. On further probe and discussion with women employees, it was found that provision of food at the hotel saves a lot of time resource for both employer and the employees; it also brings a sense of affiliation. Women employees from poor socio-economic background feel motivated to contribute because paying attention and giving hygienic food to them is a great help and saving for them.

Table 7: Hotels Provide Meals To Women Employees Per Day In Dehradun City

<table>
<thead>
<tr>
<th>Meals per day</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Once</td>
<td>1</td>
<td>6.6</td>
</tr>
<tr>
<td>Twice</td>
<td>7</td>
<td>46.7</td>
</tr>
<tr>
<td>Thrice</td>
<td>7</td>
<td>46.7</td>
</tr>
<tr>
<td>Total</td>
<td>15</td>
<td>100</td>
</tr>
</tbody>
</table>

Refer to Table 7: Most of the hotels provide meals twice or thrice per day but 6.6 % of hotels provides single meal per day. Employees of such hotels feel de-motivated and move out from the hotel to consume food or bring their lunch boxes, as shared in the interaction. Every hotel should provide meals at least twice a day so that employees feel attached and sustain themselves in the jobs for longer period of time.

Table 8: Hotels Provide Uniform to Women Employees of Dehradun City

<table>
<thead>
<tr>
<th>Variables</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hotels provides uniform</td>
<td>14</td>
<td>93.33</td>
</tr>
<tr>
<td>Hotels don't provide uniform</td>
<td>1</td>
<td>6.67</td>
</tr>
<tr>
<td>Total</td>
<td>15</td>
<td>100</td>
</tr>
</tbody>
</table>
Table and Figure No. 8 shows that 93.33% hotels provide uniform to their women employees which are indicative of good working conditions. Women from poorer socio-economic classes feel uniformity and parity with other employee who does belong to relatively higher socio-economic classes. Also, provision of uniform represents standards of a hotel which it tries to maintain with the help of various actions and decisions. Uniform in hospitality industry plays a major role as it is one of those services where maximum public dealing is required and people basically appreciate standardised look and performance. By wearing uniforms, employees feel sense of affiliation, belongingness and sense of duty at work.

Table 9: Hotels provide accommodation to women employees of Dehradun city

<table>
<thead>
<tr>
<th>Variables</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hotels provide accommodation</td>
<td>2</td>
<td>13.33</td>
</tr>
<tr>
<td>hotels don't provide accommodation</td>
<td>13</td>
<td>86.67</td>
</tr>
<tr>
<td>Total</td>
<td>15</td>
<td>100</td>
</tr>
</tbody>
</table>

According to Table and figure No. 9, only 13.33% of the hotels provide accommodation facilities.
in Dehradun city and the majority of hotels don't provide the facilities to their women employee which is an indicative of challenging work conditions. Women those who live far away from the hotels find it extremely difficult to manage work and life. They spend a lot of time in commute as they have to sometimes change multiple public transports to reach to the destination. Ladies also shared that this one of the prime reasons why we have to leave or change the jobs frequently as hotels in Dehradun doesn’t make efforts to sustain us. They shared that if they will be provided with the accommodation, they can plan their children’s schools admissions and husband and wife (in case of married females) can together plan their careers. They revealed that in some good places both husband and wife work for the same hotel for years together because hotels gives them accommodation and which is the biggest advantage.

| Table 10: Hotels Providing Transportation Facilities to Women Employees of Dehradun city |
|----------------|----------------|------|
| Variables                                | Frequency | %   |
| Hotels provide transportation facilities  | 6          | 40  |
| Hotels don't provide transportation facilities | 9          | 60  |
| Total                                   | 15         | 100 |

By referring to Table and Figure No 10: 40% of the hotels in Dehradun city provide transport facilities. Whereas 60% hotels don’t provide transport facilities and that is one of the prime reason why women don’t work in night shifts (referring table 5). Hotels must provide transport facilities to their women employees in order to encourage them to consider working long hours or for late evening shifts. Also, they spend a lot of time in commute as they have to sometimes change multiple public transports to reach to the workplace. This is an indicative of taxing job conditions for women hoteliers.

| Table 11: Hotels Having Male-Female Policy of Dehradun City |
|----------------|----------------|------|
| Variables                                | Frequency | %    |
| Hotels having male-female employees policy | 4          | 26.67|
| Hotels don't have male-female employees policy | 11         | 73.33|
| Total                                   | 15         | 100  |
By referring Table and Figure No. 11: The majority of the hotels i.e. 73% hotels of Dehradun city don’t have the male-female ratio policy, due to which there is prominently low participation of women employees in the hotel industry of the city. Women participation is not much encouraged and women don’t get a chance to participate and apply for the jobs. Implementation of male-female ratio policy will generate more job opportunities for women employees and will bring the equality also. Such rules or laws in the hotels may bring rewarding benefits’ to the hotel owners and will improve the employment opportunities in the state. Female and elderly tourists and travellers will feel safe and secure in staying with such hotels where women employees are on board around the clock.

CONCLUSION

Hotel industry of Dehradun city has seen or is bearing low participation of women as compared to males counterparts. Women are not encouraged much and their work is not appreciated by the organizations. They are not considered for leadership roles which is why there found to be negligible presence of women at managerial or leadership roles. Women are mostly hired for lower hierarchical levels jobs and their participation is nil in the F&B Service and Production departments. There are poor working conditions for women employed at hotel industry of Dehradun city as most of the hotels don’t provide transport facilities and accommodation facilities. However, hotels provide meals to their employees. Most importantly, hotels of Dehradun city do not have male-female ratio policy for working in a hotel.

After intensive discussions with employees’, it was felt that a lot needs to be done in order to improve the working conditions of women employees in the hotel industry of the city. Issues needs attentions are health & hygiene, safety & security, praise and appraise, skill training and training on changing the mind set of people in the profession or otherwise is important.

By educating and training women, we will ensure the growth and progress of the sector and the state at large.
RECOMMENDATIONS
Stakeholders’ i.e Government, Hotels industry, associations, investors, employers, employees and customers must ensure the following, in order to give a good boost to the industry for overall development.

1. Development and implementation of human resource policy which supports and empowers women employees in the hotel industry.
2. The HR Policy should have features for women health and hygiene, safety and security, wages and salaries, career advancement schemes, leave rules, training and development and special leaves like maternity etc.
3. Basic benefits’ should be provided by the hotels like meals on job, uniforms, accommodation (free or on partial payments), transport facility for office commute, medical insurance and health checkups etc.
4. Hotels should have male-female ratio policy in the rule book in order to encourage the women participation/employment and also to boost female and elderly travel and stay at the hotel.

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Link

2. [https://www.ibef.org/industry/tourism-hospitality-india.aspx](https://www.ibef.org/industry/tourism-hospitality-india.aspx)
3. [http://www.fabianmedia.net/article/hospitality-industry.aspx](http://www.fabianmedia.net/article/hospitality-industry.aspx)
5. [https://www.ibef.org/states/uttarakhand-presentation](https://www.ibef.org/states/uttarakhand-presentation)
### QUESTIONNAIRE

**Name of the hotel:**

1. **No. Of employees**
2. **Number of female employees**

3. **Number of female employees in each department**
   - a) Front office
   - b) food and beverage service
   - c) Food n beverage production
   - d) Housekeeping

4. **Number of female employees in each department**
   - a) Front office
   - b) food and beverage service
   - c) Food n beverage production
   - d) Housekeeping

5. **Average duty hours for women employees in**
   - a) Front office
   - b) food and beverage service
   - c) Food n beverage production
   - d) Housekeeping

6. **Do female employees work in night shift**
   - Yes
   - No

7. **Do you provide meals' at the work place? If yes, then how many meals do you provide:**
   - Yes
   - No
   - One
   - Two
   - Three

8. **Do you provide 'uniform' to your workers**
   - Yes
   - No

9. **Do you provide accommodation to female employees**
   - Yes
   - No

10. **Do you provide 'transportation facilities ' to female employees**
    - Yes
    - No

11. **Does your organization has any employment policy /rules for male -female ration in your hotel**
    - Yes
    - No
Barriers to Career Advancement of Women in the Hospitality Industry: A Review of Literature
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Faculty, Department of Management Studies, Graphic Era University, Dehradun
Alisha Ahuja
Faculty, Department of Humanities and Social Sciences, Graphic Era University, Dehradun

Abstract

Despite the fact that the proportion of women in jobs has increased substantially in recent years both in developed and developing countries, due to increasing number of women undertaking professional studies, and there being growing legislation addressing issues of women and work, women are still poorly represented in the senior management ranks in most sectors. Gender diversity is known to contribute positively to workplace interactions and organizational outcomes, yet we still seem to be miles away from achieving parity in the workplace in terms of gender. In fact gender stereotyping is one issue that plagues most workplaces and hence a common concern for many Human resource professionals. There is no doubt that the proverbial “glass ceiling” is more than a myth and it still remains a serious barrier women face in their life (Meharoof, 2009). The hospitality Sector is no exception and follows the same trend as it is marked by high inequality in women’s empowerment and career advancement. Infact indisputably the hospitality industry is one of the most difficult environs for women to work (Martin, 2000)

Given this background, this paper aims to study various barriers that prevent the career advancement of women in the Hospitality Industry and the reasons behind the gross under-representation of women in Managerial Positions and leadership Roles.

Methodology: The present study is a descriptive research using secondary data. This data was gleaned from various books, reports, white papers, research papers, research proceedings, magazine articles, newspaper articles/reports and, blogs.

Findings: Our study revealed that there are serious impediments that are limiting the upward mobility of the women in the organizations. The major factors that hindered the career advancement of the women were found out to be gender stereotyping, work/family conflicts, absence of gender policy, personal factors and lack of networking and coaching opportunities. Recommendations of the study will provide insight about the factors barring women advancement in hospitality industry and stakeholders may use the findings to create a better eco-system for women positioning into the hospitality industry which will help organizational leaders who wish to promote the best people irrespective of the gender.

Key words: Hospitality industry, women, career, barriers and advancement.

“Real change will come when powerful women are less of an exception”
Sheryl Sandberg-COO of Facebook (Lean In: Women, Work, and the Will to Lead)

INTRODUCTION

According to a study by the Rockefeller Foundation and Global Strategy Group, Women in Leadership, Why it Matters Women have historically faced greater barriers when it comes to participating in the economy. Across geographies, disparities between men and women persist in the
form of salary gaps, unequal opportunities for career growth, and under representation in the top leadership positions.

Even though, over the years an impressive number of women are entering the workforce, with the key instrumental factors are the increasing amount of education and professional studies women are undertaking. (Patwardhan, Mayya & Joshi 2016), the changing socio economic realities and growing supporting legislation. It is also noted that this increase in women’s participation in the workplace also began to supplement male income capacity, when a single-income household found it difficult to sustain an aspirational, middle-class lifestyle. Infact there has been an awakening among women towards their needs and are aspiring for greater equality and status both at home and outside (Nath, 2000). However inspite of the rise in the women participation in the worforce, research indicates that women are still very poorly represented in top leadership (HVS, 2014). Women also continue to be overwhelmingly employed in certain occupations that have been traditionally oriented toward women and face discrepancy in wages. So even though there have been some positive changes for women in terms of employment opportunities available to them and have worked their way towards some parity yet inequity persists and should be seriously addressed with special emphasis on increasing the representation of women in the top echelons.

WOMEN IN TOP MANAGEMENT
Catalyst’s research shows, women’s share of corporate board seats, at 16.6%, hasn’t grown at all since 2004. The percentage of female executive officers at Fortune 500 companies is even smaller than 14.3% and has remained flat for three straight years.

As per NDTV Business (2014) report, compared to the global average of 20%, only five (5%) percent of working women in India make it to senior leadership positions in the corporate sector. The study showed that in India, women's strength in the workforce stands at 28% at the junior level, 14.91% at the middle level and 9.32% at the senior level.

Evidence indicates that companies with higher numbers of female board members perform better financially, (HR zone, 2015), yet females have not been able to make much significant inroads into the board room. Catalyst (2016) found that of the 500 S&P companies only a miniscule 5.8% CEO positions were held by women.

Today, researchers are finding that many women seem to remain in what is termed ‘the marzipan layer just below the top-executive icing’. In this layer, women, such as those in the line areas are hardly chosen to move to executive-level positions. Instead, the maximum they could achieve in their career are the support positions is the director level (Brownell, 2008).

WOMEN IN HOSPITALITY SECTOR
Women are now found in occupations, industries and roles previously regarded as the preserve of men, the hospitality sector is one such area. One billion women will enter the global workforce in the next decade and with the hospitality and tourism sector one of the fastest growing in the world; women will certainly reap the gains of the upswing. Women are a growing part of the work force. According to an analysis of female employment by the International Labour Office (ILO, 2004), over the past several decades, a larger percentage of women have joined the workforce: 33 per cent in 1960, 43 per cent in 1980 and 45 per cent in 1990. In 2003, 40 per cent of the world’s 2.8 billion workers were women. Compared to the last decade, this is an increase of about 200 million. But unfortunately even with the increasing number of women working in the hospitality industry there
has not been a proportionate increase in the women in the senior management positions. Surprisingly, the male female ratio at the managerial level is approximately 5:1 to begin with at lower levels of management but there is no proportionate increase in the number of women in top management positions (HVS, 2014). There is also a sharp horizontal segregation with women who attain the executive positions occupy staff roles, particularly in departments like sales and marketing and human resources. (Patwardhan, Mayya & Joshi 2016). Women occupy the jobs regarded as low in skills and status such as chambermaids, waitress, and male occupy the more prestigious role such as managers and chefs. (Shreshtha, 2016)

Given these realities, the prime objective of this paper is to identify the various barriers that inhibit the upward movement or career advancement of women employees in the Hospitality Industry.

LITERATURE REVIEW
It is through our review of literature that we tried to identify the various barriers that block the movement of women up the corporate ladder. We also dedicated one section of the paper in putting forth certain strategies for increased participation and advancement of women’s career in the Hospitality Industry.

Key obstacles to women’s advancement in the Hospitality Industry
A number of factors can hinder a woman's career growth and salary levels (Catalyst, 2003). They vary from being the seriously embedded societal norms and perception towards women, to the very demanding and non congenial work environment to the constant struggle to strike work life balance. Institutional barriers and social attitudes towards women’s abilities impede the movement of women to top management (Ng & Pine, 2003; Zhong, 2006; Baum 2013). There is also a perception of lack of commitment by women which exaggerates with gender non parity issues (Burke, 2006). Along with organizational barriers such as perception of feminine traits, in-hospitable self-imposed barriers have also been noticed by researchers (Boone, 2013).

Additionally women managers are often kept out of communication networks, especially the informal networks that are often pivotal to recruiting decisions and promotions. (Purcell, 1996). In the hospitality industry senior leadership often neglects to provide mentoring opportunities for its
female management. As a result, women fail to receive any assistance in their career from advice-based networks, as well as individuals (Brownell, 2008).

The existing literature on women’s career development has examined the role of a combination of individual, organizational and societal factors on women’s career. Our literature review indicated the following few factors as being most detrimental to the career growth of women employees in the Indian Hospitality industry.

**Glass Ceiling Effect**

Women are a minority in Top Leadership Positions and experience a slower career progression compared to their male counterparts. Even though a large number of women enter the workforce yet they seem to plateau in the middle management levels and are prevented to go beyond the proverbial Glass Ceiling. Knutson & Schmidgall (1999) defined the glass ceiling as invisible, generally artificial, barriers that prevent qualified individuals, e.g. women, from advancing within their organizations and reaching their full potential. So far the Glass Ceiling has proved resistant to all the affirmative actions employees to puncture it. There are many glass-ceiling factors that hinder women’s career growth in the management sector. These can be categorized under organizational, social and individual level.

Organizational: In hospitality industry stereotyping that is having preconceived notions about the ability and behaviors consistent with gender. It is considered a major barrier to women’s career advancement. There is a well entrenched belief that women are less committed to their work than their male counterparts and have shorter careers (Brownell, 1994). This perception could be due to the fact that women require greater flexibility for periods of maternity leave and changing family priorities (Hicks, 1990; Traves et al., 1997). Another organizational factor that impedes women’s growth is the widespread belief that men prove to be more effective leaders. Women can also be seen as weak leaders and denied promotions due to their gender related attributes. (Dickerson and Taylor, 2000). The problem lies in the organizational policies and structures and the remedy is a fundamental change to eliminate inappropriate discrimination in institutional policies and practices. Among structural factors that hinders women’s career growth may be listed as: Unfair promotion practices; male resistance to women in top level management positions; lack of legislation to ensure participation of women; lack of participation of women managers in forums/unions; inadequate mentoring and training avenues for women. Organizational culture is more in alignment with male style and women need to develop male traits to develop their career. (Patwardhan, Mayya & Joshi 2016).

Social: Kulkarni (2002) in his study ,Women and Professional Competency states that it’s the traditional and cultural inhibitions acquired by women from childhood, nurtured by parents and reinforced by socialization which are the key obstacles that keeps them from assuming leadership roles. This is further accentuated by lack of self confidence. Also cultural norms, values, stereotypes deeply entrenched in patriarchal traditions is the most significant barrier to women’s career growth (Tlaiss, 2014, p. 527). The social construction of gender assigns specific roles, responsibilities, and expectations to women and men. These gender-based roles are extended to the workplace as stereotypical attitude towards women which translate into formidable barriers against equal participation and equal treatment of women manifested in the form of the clustering of women in the lower ranks, and wage gap, horizontal and vertical occupational segregation of women. Objective credentials have become less important and male decision makers use gender based models of selection. (Powell,1999) An additional handicap 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 (Paulson, 2008).

Senior positions are generally marked by masculine aggressive values and traits and eligibility for
them is decided mostly according to male criteria. Cowboy mentality exists in some organizations
that perpetuates the notion that leaders must be pioneering, take-charge individuals who make a
decision and they forge ahead (Yoder, 2002). Due to gender socialization and social expectation
there will be a role conflict for women and at the same time the culture of hospitality sector is quite
demanding due to irregular working hours and pressures of work (Ng & Pine, 2003; Zhong, 2006;
Kumar, 2014).

Personal factors are the belief that women lack in confidence, they possess limited aspirations, lack
of motivation and ambition to accept challenges, lack in assertiveness to lay claims on leadership
positions and to overplay their various achievements and credentials. Also the majoritarian view,
that at some point it’s the family responsibilities that take precedence over a women’s career, works
to a woman’s disadvantage. As stated by Eagly & Carli (2007), people associate men with
authoritarian roles known for assertiveness and self-confident attitude. Women have to develop
working styles synonymous with mail traits. The empirical research evidences supports this notion
where we associate successful leaders with stereotypically male characteristics such as assertiveness,
aggressiveness, independence and decisiveness. (Patwardhan, Mayya, & Joshi 2016)

Work/Life Balance
Ashok Gupta and Koshal (2001) state that the juggle between motherhood and career ambition is
known to have negative repercussions for women’s career. Many female managers with families
report that they have to constantly juggle not a work/family balance but, instead, a work/family
tradeoff. (Brownell, 2008). Women continues to be the primary caregivers for families, and are
expected to provide full support and attention in spite their additional work responsibilities. The
balance of work and life may then become difficult to achieve (Brownell, 1998). Dual roles makes
women temporarily leave their careers to take care of family needs, hoping to re-enter some time in
future. (Burgess, 2003). The reluctance to travel, getting transferred and living away from families
constitutes a significant barrier. Pawan S. Budhwar, Debi S. Saini, and Jyotsna Bhatnagar in their
work, Women in Management in the New Economic Environment: The Case of India argue that the
biggest challenge women face today is balancing dual role of organizational managers and
housewives. This problem all the more gets compounded when it comes to Hospitality industry as it
demands long hours of work. These factors combine to create a stressful and painstaking work
experience for managers. Lack of proper family support is another issue that women suffer from. It
is due absence of proper support, cooperation, and back up for women by their own family members
that women often give their careers a backseat. (Shreshtha, 2016)

Inadequacy of women mentors and seniors
For years, when organizations and leaders examined why women weren’t making it to the top, one
barrier surfaced over and over again—lack of mentoring. Mentoring and Sponsorship Helps Protégés
Develop Skills That Support Advancement, gain visibility, is a powerful discriminator at the Top
and means for overcoming barrier for women. (Catalyst 2016, Sorting Out Sponsorship)

Formalized mentoring programs have seen very positive outcomes like an enhancement in job
performance, salary, promotions, career development and employee satisfaction (Fagenson, 1989;
Dreher and Cox, 1996). Mentors act as guides, role models and advocates of their apprentices’
cause. They also help them in imbibing organization’s cultures and norms. (Brownell, 2008).
According to a study conducted by the Women Managers in India: Challenges and Opportunities that many respondents felt that there are not enough women heads that would be sensitive to the needs of women. Also, majority did agree that there are not enough women role models whom one can look up for guidance and inspiration for progress in their career paths. The scarcity of female mentors poses a major hurdle for women to have access to mentors (Apaporis, et al. 2006, Neil, 2007).

**Lack of networking skills**
Old boy network and limited access to information is the significant obstacle to their career advancement of women (Brownell, 1994) Assistance through networks, coaching, mentoring and training has also been found to be instrumental in defining the career paths of women and increasing their visibility within the organization. Yet, due to lack of time and dual responsibilities of work and home female hospitality managers do not focus on networking and training (Li & Leung, 2001). In hospitality women are mostly excluded from informal communication structures, and the critical organizational practices such recruiting and succession planning. (Purcell, 1996). According to a study conducted by the Women Managers in India: Challenges and Opportunities (2009) lack of networking on the part proves to be a major hindrance in the career paths of women. Most of the networking activities take place after office hours and women managers with the dual responsibilities are not able to make time for it and hence are largely left out of it. They are not a part of the organization's informal structure which is generally the men’s club or the old boy network which usually places men close to the power centers.

**Absence of/ Inadequate Gender Policy**
The companies who do not have gender policies in place find it difficult to be gender sensitive. Several researchers have suggested implementation of policy measures to take care of the special needs of (Boone, 2013; Baum, 2013; Baum, 2015) According to them it would promote women and have a gender inclusive environment. According to a study by (Patwardhan, Mayya & Joshi 2016), the implementation of policy frameworks regarding career related executive development programs, periodic career development reviews, inclusion of women in company leadership programs, and provision of equal employment opportunities by the hotel companies are noteworthy while initiatives towards flexible work policies and programs specific to women, child care facilities, and women’s networks are largely ignored. Centre for social research on women managers in India notes that according to their respondents there is absence of gender policy in Indian Hospitality Industry but reported companies being gender sensitive. According to their study, Support systems such as medical facilities and transport facilities are noteworthy but flexible hours and crèches for children are offered by only 3.5% of the hotel companies

**Recommendations : Strategies for success**
At one point, researchers believed that the numbers of women executives automatically would increase are among those who have recognized that the things might not unfold as simply and some intervention in terms of deliberate strategies would be required to allow more women to attain leadership positions. (Rindfleish, 2003 cited in Brownell, 2008 p. 6)

Women today are much more competent, efficient and diligent. The hotel industry needs to wake up to the qualities of women and employ more women to get the industry going. The policies and practices in all the hospitalities need to change for better so as to make the organization and the environment more women friendly. The decisions have to be deliberate and intended to be women friendly. Facilities like crèche, pliable timings, long maternity leave, cab services not only at night but also during the day and also more informal leaves as women have more responsibilities at home
than men should be at their disposal. Women should not be given night shifts and extra shifts. The crux of this is that women should be given a friendly environment to work in (Chaudhary & Gupta). Having a gender–neutral environment is also recommended so that the management could keep talented women as their employees. “On only one issue out of twenty-seven issues women differ from the male as cited above but if we analyze the mean scores on many issues women and men have different opinion regarding gender equality in hotel industry.” (Chaudhary & Gupta)

Our cumulative findings challenge the thinking that barriers to advancement are mostly outside the influence or control (Boone and Houran 2013)” Gender quotas are an area of debate, and no clear conclusion has been drawn on their usefulness, (Pande and Ford 2011). Large public social campaigns are also suggested as a cure for gender equality (Bastounis and Minibas-Poussard 2012). For example, as suggested by Boone and Houran that the government could give tax concession to stimulate the employers to employ well qualified and skilled women who could juggle family and work-life easily, something that will motivate. (Boone, Houran & Veller 2013)

Organizations who are hiring women as part time employees will not suffer any kind of losses in their business but instead they will get good incentives from the government. This can lead to a major opening for women in the hospitality industry. What is needed is to make the challenges of the “invisible obstacle course” visible and to implement appropriate resources for people in it (cf. Winn 2004). Government should increase awareness about issues that women face in the workplace, as well as push for equal opportunity policies in the private sector (McRoy and Tsangari 2011). The result of which will be that there will be alteration in the organizational polices to be more cooperative towards women’s growth in the same. (Boone, Houran & Veller 2013) As a result, a common and rational suggestion from many studies to make alterations in the policies to have wider perspective towards women’s promotion. (Boone, Houran & Veller 2013) For example, (Brizendine, 2008) proposed that organizations should expand the time horizon of promotions for women who are past their forties, so they can have increased time to attend to family matters.

Firms are also urged to provide women with more flexibility in work time and work location, as well as relocation assistance and childcare services (Fogliasso 2011). Likewise, Catalyst (1993) proposed a multifaceted approach involving the removal of cultural and environmental barriers to women’s advancement, development programs that emphasize lateral moves and line experience, and provide meaningful assignments (as opposed to one-shot training events), flexibility in arranging work schedules and sites, and implementing a system to identify and monitor the progress of high potential women and to ensure that they acquire a broad range of experience in core business areas so that they will be able to compete for leadership positions in the organization.

Another major step in favor of women today is the advancement of outlook towards human resource management practices in hotel industry with different and new policies that are beneficial for the employees. (Patwardhan, Mayya & Joshi 2016). The HR polices in these organizations have become favorable for employees. “As the researcher personally observed, they are using clear competency profiles for their managers as a benchmark for recruitment and performance management regardless of the gender. (Patwardhan, Mayya & Joshi 2016). The organizational changes that are not driven by these frameworks have also increased their representation of women in leadership positions (e.g. Accor, Starwood, Hilton, Marriott, ITC, Taj). The important message from the top shots of the organizations maintaining the idea of equitable opportunities and new culture that incorporates women friendly policies to uphold women may be a opening for future for
women to see themselves in leadership roles. Having women in an organization is an indication of escalating transformation. (Patwardhan, Mayya & Joshi 2016).

The idea of making the system more open-ended can be achieved by changing the pattern. That can be altered a little bit if women are given an option of working from home; they would feel less stressed if they are allowed to work from home one day a week. So although the option theoretically was there to “choose” to work more family friendly hours, in reality this was difficult and dependent on senior managers’ goodwill. (Timo & Davidson, 2002)

Women with children are not very comfortable with long working hours. The childcare facilities work in sync with office hours and need fixed attendance. Lack of adequate childcare has been reported by women managers as a barrier and ultimately damaging to their career (Tharenou, 2005)

Another barrier to the advancement of women is that they are very vulnerable to sexual harassment. The trade union and the employers can come down to a consensus against the sexual harassment and also by employees that is perceivable and applied in work places., understanding that sexual harassment can have major consequences for the person in question and shows a serious degree of unjust against women. (Baum 2013)

Social dialogues can magnify equality of opportunity and treatment and lessening of gaps in wages between men and women for equal value. (Baum 2013)

Women should be very clear with their long term goals. The objective should be absolutely well-defined at the beginning so that they don’t waver away from their career. Due to the absence of proper guidance women slow down in career advancement. The organizations should have programs and workshops to mentor entry and mid level managers. “Mentoring not only inspires a sense of responsibility across levels but also and a sense of intergenerational connection and reciprocity.” (© Centre for Social Research, 2009)

CONCLUSION
Although there are a number of studies investigating women in different industries, there is presently not much research devoted specifically to the woman in the Indian hospitality sector.
Advancement of women in the hospitality Industry fails to keep pace with the correspondence increase in the number of working women. Women are underrepresented in the senior management positions as their careers seem to plateau at middle management levels. There is a glass ceiling that exists and that restricts the upward mobility of women. According to our review, the most formidable barriers to career advancement of women have been identified as follows: Gender Stereotyping, Cowboy Mentality, Personal Factors, Work/life conflict, Lack of mentoring/coaching, Lack of networking opportunities, Absence of Gender Policy.

The enrolment of women hospitality management programs indicates the women's potential to impact the industry's future, only an increasingly, progressive human resource practices will become essential for organizations to attract and retain women employees (Powell, 1993). A better understanding of women and hospitality, both as employees and consumers, will benefit the industry in the times ahead to create successful and responsible service organizations. Organizational leaders will have to recognize is that career development requires a combination of several factors and all stand alone measures and stop gap arrangements will continue to be ineffective. The various strategies for stimulating and promoting women’s career as thrown up by research if followed
earnestly by the Hospitality Industry will certainly show positive outcomes though it’s a long way to go.

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Issues, Challenges and Trends, faced by women in tourism industry

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Abstract

This article shows the study about issues, challenges and trends that facing by women in tourism industry. Present era is known as global village for all over world tourist. Physical boundaries of countries are removed form the nationally and internationally respectively. The major area of this study is that to find out various issues, challenges and trends are reaching to women in tourism industry. Utmost issues that will determinant the global tourism industry recently challenges are growing day by day for women. They are the most important part in the tourism industry as well as our society. They are taking challenges among the industry and solving problem with full potentially. New trends are approaching this industry some of them e.g. sustainable development, green tourism, Eco tourism, health tourism, spiritual tourism, religious tourism, responsible tourism etc. With working continuously there will be raised some issues like working hour, remuneration, multicultural issues, sexual harassment, personal issues and competition. Apart form that women facing hospitality and tourism industry include operating issues, marketing issues, technological issues and economic issues. The solution will be empowering women in respective areas that is health, finance, work conditions, social and global. The contribution of women in tourism is to economic well-being depends on the quality and the revenues from the tourism industry. The overall aim of the research is to promote woman’s economic, personal and social empowerment in tourism through partnerships with tour and travel operator’s and other stakeholders. This will involve improving employment/entrepreneurship opportunities for women by facilitating their participation in tourism industry, and by creating possibilities for career advancement.

Key words: Issues; challenges, Trends; Tourism Industry

Introduction

The tourism sector of India is one of the biggest opportunity providers contributing to the country’s GDP through foreign exchange earnings and employment for women. This sector employs 200,000 people directly and about 1.2 million people indirectly. In the past, women working in this sector were more inclined towards domestic chores. The trend has changed now. Many have evolved as entrepreneurs, hotel owners, guides and porters. The evidences for this, however, are limited to reports, newspaper articles and media sources, with very little research available. The rise in women’s status through such jobs provides a blissful outlook for India bringing gender equity in terms of employment. Whilst considering the gender stereotypes still prevalent in India, how these women balance their familial responsibilities with their work remains unnoticed.
1. Issues for women in tourism industry

Few people would question that tourism and travel can be highly volatile industries. A great deal of the industry is dependent on the leisure traveler. However, tourism is composed not only of leisure travelers but also other groups such as business travelers, and these non-leisure travelers often act and spend in the same way as leisure travelers. Tourism and travel professionals women know that their industry is exposed to political, health, and economic undulations. Often it is heard that these ups and downs are outside of tourism and travel professional women control. While to some extent industry leaders are forced to react to circumstances outside of their control, an awareness of current challenges can help women to prepare for eventual challenges and to seek ways in which to lessen the negative impact of exigent circumstances. Below is a list of some of the current challenges facing the tourism and travel industry.

1.1 Working hours and conditions

Working hours and conditions in India are different from the ones in western countries for tourism industry. The official work week in India runs from Monday to Saturday, from 10am to 6pm each day. In reality, overtime is the norm and most local companies do not compensate their workers for it. The tourism work culture is immensely diverse. There are major differences depending on whether you work for small, local companies, for big Indian corporations or for international companies. Business practices also vary between regions. There are 15 to 20 paid public holidays, depending on where you work in India. Indian employees will additionally get a minimum of 12 days paid vacation. Expatriates are usually entitled to 18 to 30 days of paid vacation a year. Make sure that these regulations about extra vacation days are explicitly stated in your employment contract.

1.2 Sexual harassment

It is unlawful to harass a person (an applicant or employee) because of that person’s sex. Harassment can include “sexual harassment” or unwelcome sexual advances, requests for sexual favors, and other verbal or physical harassment of a sexual nature. Harassment does not have to be of a sexual nature, however, and can include offensive remarks about a person’s sex. For example, it is illegal to harass a woman by making offensive comments about women in general. Both victim and the harasser can be either a woman or a man, and the victim and harasser can be the same sex. Although the law doesn’t prohibit simple teasing, offhand comments, or isolated incidents that are not very serious, harassment is illegal when it is so frequent or severe that it creates a hostile or offensive work environment or when it results in an adverse employment decision (such as the victim being fired or demoted). The harasser can be the victim's supervisor, a supervisor in another area, a co-worker, or someone who is not an employee of the employer, such as a client or customer.

1.3 Multicultural issues

Global standardization has produced less unique locales. The globalized marketplace means that often the same products are available throughout the world. If part of the reason for travel is to learn about or have the opportunity to explore the unique and different, then the sameness factor is a major tourism challenge. For example, shopping malls around the world often seem to offer the same products and many travelers find hotels to be so standardized that they almost forget in what county the hotel is located. Handling multiculturalism in modern liberal democracies presents itself both as a theoretical (political philosophical and ethical) issue and a specific practical problem, since there are many multicultural societies in the modern sense of
the word; moreover, the decisive majority of the countries of the world have multinational, culturally plural societies, and enmity between the various cultural groups is pretty common. One fundamental theoretical problem which inevitably arises is how liberalism and multiculturalism can be connected; how, on the basis of individualist-centred classical liberalism, can the collective cultural rights of a minority be formulated in the interest of preserving the community and maintaining their culture when (a) all kinds of communities, traditions and allegiances to traditions present lesser or greater restrictions on the individual liberties of its members; (b) the State should remain culturally neutral for it is should not resort to discrimination (not even positive discrimination) among ethnic groups, religions, ways of life or cultures.

1.4 Health issues
Closely related to safety issues are health issues such as pandemics that can easily cause tourism panics. Not only can a drop in water quality (purity) become a major tourism issue, but also the industry must face the reality of pandemics and/or pandemic scares. The SARS “scare” ought to have reminded the travel industry that a few media stories can wreak havoc on the tourism industry’s viability. In a like manner, a nervous public may connect a health event with a potential act of terrorism. The anthrax episodes in Washington, DC are an example of how a nervous public may cease to visit a locale due to health related safety issues.

Most tourists commonly agreed that women were to be careful about carrying heavy loads due to their biological built (some mentioned problems of uterus prolapse and other health challenges). The family members of women working in tourism expressed their contentment and gratitude. They said they were proud and supportive of what the females were doing and earning. Some, especially children, stated about their mother going through difficult time when others in the family did not really approve of them working in that sector. Few women had made remarkable contributions in the lives of their children.

2. Challenges for women in tourism industry
Women are facing challenges in tourism industry that is Money: 26% of women are faced most directly by economic concerns today, including such things as the cost of living, meeting financial needs, and high taxes  Family: 22% of women's most pressing concern is their family Health: 15% of women's most pressing daily concern is their health  Time and Stress: 14% of women are most concerned about stress, managing their time, getting things done, and balancing their lives  Job and Career: 8% of women are most concerned about their job and career Education: 7% of women are most concerned about education and schooling -- both for themselves and their children. Equality and Equal Rights: 4% of women are most concerned about equality, equal opportunity and discrimination

2.1 Competition
Competition can have both beneficial and detrimental effects for women. Many evolutionary biologists view inter-species and intra-species competition as the driving force of adaptation, and ultimately of evolution. Some experts claim that competition also serves as a mechanism for determining the best-suited group; economically and ecologically in different country for tourism. Positively, competition may serve as a form of recreation or a challenge provided that it is non-hostile. On the negative side, competition can cause injury and loss to the organisms involved, and drain valuable resources and energy. In the day to day journey for destination women can be stressed on many levels, not only in lives lost to war, physical injuries, and damaged psychological well beings, but also in the health effects from everyday civilian life caused by work stress, long work hours, abusive working relationships, and poor working
conditions, that detract from the enjoyment of life, even as such competition results in financial
gain for the owners.

2.2 Stress
Travel stress brought about by poor travel conditions. Few today would disagree that while still
romantic, travel is no longer stress-free. Not only is air travel increasingly difficult but other
forms of transportation are no longer hassle free. All forms of the travel and tourism industry
have placed greater restrictions on what they offer and many have raised prices. Along with
these restrictions, many parts of the industry suffer from either limited personnel or poor
customer service. So far these stresses have not caused a decrease in travel, but the potential for
such a turn down is very present.

2.3 Communication
The wireless communications world means that one can be there without being there. The new
world of telecommunication can offer many advantages to both the traveler and to the travel
industry. However, it also means that leisure travelers no longer are simply on vacation. Instead
they expect to be connected to business and family at all times. In a like manner, when word-of-
mouth combines with telecommunication, then publicity, news stories and events are spread
instantaneously throughout the world. The telecommunications revolution also means that
business meetings may be conducted on-line or via satellite rather than face to face and may
eliminate the need for many business trips. Finally, the telecommunications revolution means
that virtual reality often replaces classical reality. No longer can just one city lay claim to an
attraction when other cities can reproduce the same attraction in a virtual state.

Tourism and travel are highly dependent on the cost of fuel. The recent rise in the price of fuel
such as gasoline has a major impact on the entire industry. Summer is the high season for travel
and with the cost of gasoline on the rise, many travelers may have to adjust their spending (or
vacation length) in order to pay for additional fuel charges. Those locales that are taking this
challenge into account and seeking creative solutions will be the ones best prepared to
overcome this challenge.

2.4 Security and Safety
Security is a major challenge to the tourism and travel industry. The tourism and travel industry
should have received a major wake-up call on September 11, 2001. Unfortunately many
industry leaders simply provided lip-service to security issues rather than confronting the
problem. Too many tourism offices or convention and visitors bureaus have no (or almost no)
contact with their local police departments. Too many police departments have no officers
trained in TOPs (tourism oriented policing/protection services). Too few city councils or local
governments have provides their security agencies (e.g., policy departments) with the economic
and manpower resources to protect the visitor and tourism facilities. Almost no community has
done a tourism security assessment of its industry’s personnel and sites. Unless the visitor’s
security becomes a primary focus of concern, many tourism and travel destinations may face
great economic losses in the future. Security and Safety is another challenge facing the tourism
industry. The current population is aging perhaps like no other one in history. As the baby boom
generation (those born between 1946-1960) increasingly approaches its 6th decade of life,
many of its members are refusing to slow down. Although the baby-boomers bodies are aging,
travel and tourism officials are seeing many of these people practicing all sorts of physical
activities, from motorcycling to skiing. This “refusal” to sit back and grow old means that
tourism officials will be facing all sorts of safety issues. Mobile medical units may be needed,
others will need special diets and readily available pharmacies open 24 hours a day and 7 days a week.

2.5 Highly tax
Tourism is a highly taxed industry. Few people, outside of the tourism and travel industry, realize just how many taxes travelers pay. Look at the percentage of taxes paid on an airline ticket, a hotel room, or a rental car. In some locales (be that local a country, city, state or province) almost 40% of the commodity’s cost comes from add-on taxes. When government officials claim that they must provide additional protection services to non-residents they often fail to take into account just how much money non-residents add to a local economy not only through purchases but also through the payment of taxes.

3. Trends in tourism industry
3.1 Spiritual tourism
The journey of people to specific destinations that offer cultural attractions, including historic sites and artistic and cultural events and shows, with the aim of acquiring new knowledge and experiences that meet the intellectual needs and individual growth of the travel. is an apparently simple question; however, it is not easy to answer. In fact, there are many definitions of both “cultural tourism” and “cultural tourists” that have been adopted in the context of several studies and research concerning this issue. The question, of course, is not just semantic, and it is undoubtedly more complex because the lack of a clear definition makes it difficult to understand the specific object of the different analysis and to compare the different data on cultural tourism. For this reason, it is first necessary to choose the definition of cultural tourism that is best suited to the purposes of the present analysis. The definitions of spiritual tourism can be classified into four types of definitions: definitions that emphasize the destination’s resources, definitions that emphasize the motivational aspects of the tourists, definitions that focus on the experiential or aspirational dimensions and definitions that are instrumental to the specific purposes of studies.

3.2 Global village
Global Village is the nation's biggest shopping arena, which opens up every year with a world of options. It is the largest seasonal, cultural extravaganza in the region, offering an amazing array of festivals, shopping and entertainment in an open-air theme park. Global Village at Dubailand is claimed to be the world's largest tourism, leisure and entertainment project, with more than 6-million annual visitors. Global Village is associated with the Dubai Shopping Festival (DSF), although the Global Village event opens before DSF and runs longer than DSF. The first season of the Global Village was in 1996, held on the Deira side of the Dubai Creek in the car park opposite the Dubai Municipality building. Later on, it moved to Oud Metha, Dubai Festival City, and finally to Dubailand location.

3.3 Health Management
Health Tourism India is being managed by a group of medical professionals and in house doctors with an experience of 18 years in the Indian Healthcare industry. At Health Tourism India, our commitment is to deliver high quality services always; our belief in values and dedication towards achieving the best is reflected in our work and client satisfaction. At Health Tourism India we commit and dedicate ourselves to our core values of always extending smiling services to the humanity with respect to every individual and the entire existence. Health Tourism India, the Indian enterprise to offer complete Health care tourism services to India, launched www.health-tourism-india.com website under the parent company "Primes"
with the aim of bridging healthcare worldwide providing an easy and direct access to the World-class Health Care Facilities, Cost-effective treatment procedures with no waiting period and premier leisure /tour opportunities offered by India.

www.health-tourism-india.com is part of the healthcare division of Prime India Biz Services, registered with Government of India as a Private limited company.

Health Tourism India is a professionally managed, diversified enterprise engaged in core segments of - Health care, Health Care Recruitment Services, Panel of Doctors & Surgeons, Information technology, Tele-Communication, E-learning & Travel & Tourism Services.

Health Tourism India acclaimed healthcare referral company providing superior surgical treatment options thorough World Renowned Doctors & Surgeons in India. We cater to cost sensitive overseas patients, and companies.

This study explores the issues around women involved in the tourism sector and their status in terms of their roles, challenges and the existing policy interventions. This study has made an attempt to cover the issues of women working in the tourism sector, further signaling that there is need for more research under a similar theme. It has drawn perception of women, men, tourists, organizations and the government that are involved in the making of tourism industry of India. The evidences for this, however, are limited to reports, newspaper articles and media sources, with very little research available. The rise in women’s status through such jobs provides a blissful outlook for India bringing gender equity in terms of employment. Whilst considering the gender stereotypes still prevalent in India, how these women balance their familial responsibilities with their work remains unnoticed.

Conclusion

This article shows the study about issues, challenges and trends that facing by women in tourism industry. Present era is known as global village for all over world tourist. Physical boundaries of countries are removed form the nationally and internationally respectively. The major area of this study is that to find out various issues, challenges and trends are reaching to women in tourism industry. Utmost issues that will determinant the global tourism industry recently challenges are growing day by day for women. They are the most important part in the tourism industry as well as our society. They are taking challenges among the industry and solving problem with full potentially. New trends are approaching this industry some of them e.g. sustainable development, green tourism, Eco tourism, health tourism, spiritual tourism, religious tourism, responsible tourism etc. With working continuously there will be raised some issues like working hour, remuneration, multicultural issues, sexual harassment, personal issues and competition. Apart form that women facing hospitality and tourism industry include operating issues, marketing issues, technological issues and economic issues. However, tourism is composed not only of leisure travelers but also other groups such as business travelers, and these non-leisure travelers often act and spend in the same way as leisure travelers. Tourism and travel professionals women know that their industry is exposed to political, health, and economic undulations. Often it is heard that these ups and downs are outside of tourism and travel professional women control.

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Section-D

General Issues and trends related to hospitality & tourism industry
A Case Study of the Resident’s Perceptions towards Cultural Tourism Development in Murshidabad, West Bengal

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Abstract
In the wake of globalization many states and communities have started to rethink about their policies and strategies for development and at the same time they have realized about the importance of tourism and its positive impact. Tourism is ever growing industry and it has emerged as one of the largest and fastest growing industry in world and in India also, among them cultural tourism is a booming sector and concerned with a community’s way of life, art, religion, beliefs, history and other attributes that helped to shape their way of life. The purpose of this paper is to explore resident’s perception towards cultural tourism development and to study the economic impacts of cultural tourism development in that area.

It is obvious that tourism industry has a significant contribution in local economy as it offers economic development and employment generation. Murshidabad, been a capital of Bengal and home of ancient civilization, has a rich cultural heritage, where cultural heritage tourism is not well developed yet, although the area has tremendous potential for further development. However, tourism relies closely upon the goodwill of the local residents as their support is necessary for the development’s successful operation, especially for the sustainability of a destination (Yoon et al. 2001).

This study has carried out with field research approach at selected destination in Murshidabad (Baharampur, Lalbagh, Jiagunj-Ajimgunj, Khosbagh) among the residing families by using purposive sampling during October to November 2016. In this study we have 200 respondents and are explored by using SPSS (Statistical Packages for social Sciences version 16). The findings reveal that residents have positive perceptions towards cultural tourism development as they think they will be benefited economically if they involved, because of emerging stages of cultural tourism development in the study area, also there is a strong relationship between perceptions of residents and cultural tourism development.

Keywords: Tourism, resident’s perception, globalization, Murshidabad, cultural tourism development, Economic impacts, sustainability

INTRODUCTION:
‘Culture’ means a way of life, which is an important part of tourism product and one of the factors that can increase the competitiveness of tourism destinations. As Cultural Tourism is largest and fastest growing markets in globally, covers all aspects of travel and provides opportunities for visitors to experience or learn about other area’s history and life-style. Although day by day the important of cultural tourism is increasing due to its diversification and recreational need for new generations. So we can assume that cultural tourism will never lose its position rather will grow. WTO predicts (2020 Vision); cultural tourism will be one of the five key tourism market segments in the future. It is an important means of economic development in terms of foreign exchange earnings and employment generations. It contributes 7% to the national GDP and generates 37.4 Million jobs of the total employment in India. The number of Foreign Tourist Arrivals (FTAs) in India during 2015 increased to 5.89 Lakh during the month of August as compared to FTAs of 5.76 Lakh during the month
of August 2014, which indicates 2.3% of growth in August 2015 over August 2014. Tourism continues to play an important role as a foreign exchange earner for the country. In 2015, foreign exchange earnings (FEE) from tourism were US$ 26 billion.

Tourism development has been perceived widely as an economic development tool for a local community, although it depends upon the goodwill of host community as their support plays a significance role to development of any kind of tourism. An understanding of local residents’ attitudes towards tourism development and their determinants is essential in achieving a host community’s support for tourism development (Perdue et al., 1990; Yoon et al., 2001). However, cultural tourism has the potential to create both positive and negative impacts, to address the appropriateness of a destination, it is necessary to study the resident’s perception.

Local people perceive cultural tourism may help to improve quality of life such as employment generation, local business like restaurant and accommodation service, events and festivals, natural and cultural attraction and outdoor recreation opportunities. On the other hand it can lead a negative impact on resident’s quality of life such as parking and traffic congestion problem, environmental impact, increase number of crime, cost of living, and changes in community’s life style.

Some scholars (Lankford and Howard, 1994; Allen et al., 1988; Ritchie, 1988) have suggested that this balance of resident’s perceptions of the costs and benefits of tourism is a major factor in visitor satisfaction and is, therefore, vital for the success of the tourism industry. Thus, for the policy makers and planners, the awareness of resident’s perception of tourism development will help to identify the real concerns and issues for suitable policies and action to take place, also help to optimize the benefits of cultural tourism development and minimizing the negative impacts of development of cultural tourism.

An understanding of local resident’s attitudes towards tourism development and their determinants is essential to achieve socio cultural development in a host region. So for development of cultural tourism in a certain destination; local people’s involvement is foremost part. Tourism development also affects the social, cultural and environmental aspects within a destination. Socio-cultural impacts are concerned with the ways in which tourism is contributing to changes in value systems, individual behavior, family relationships, collective lifestyles, moral conduct, creative expressions, traditional ceremonies and community organization (Pizam & Milman, 1984, cited in Haralambopoulos & Pizam, 1996, p.503).

It has been widely perceived that cultural tourism development can have both favorable and unfavorable consequences for host communities. Not only does it generate benefits, but also it imposes costs (Jafari, 2001). By evaluating these benefits and costs, host community develop their perception toward tourism. Tourism is an industry which uses the host community as a resource, sells it as a product, and in the process affects the lives of everyone (Murphy, 1981). Resident’s attitudes will be positive if they can use cultural resources such as recreational facilities or if they perceive that cultural tourism development will protect or preserve the environment and it can sustain the well being of local people, then only they will support for cultural tourism development and they will be more hospitable with the tourist. And a destination receives more tourists when its host community is more friendly and more hospitable. Conversely attitudes towards tourism will be negative if residents perceived the impacts as negative, or if the resources within a community exploits because of tourism activity.

The community itself is a product; amalgamation of the destination's resources. As such the tourism industry is dependent on the host community's hospitality, and therefore it should be developed according to the community's needs and desires. Before any kind of tourism development in host community, it is essential to gain an understanding of host’s opinions
regarding development, local acceptability should be considered regarding development and furthermore, ultimately host community will conclude which impacts are acceptable and which are problems.

Tourism can also be a force to preserve and revitalize the cultural identity and traditional practices of host communities and act as a source of income to protect heritage sites (Easterling, 2004). So, to ensure long term success in cultural tourism development in a certain destinations community involvement is utmost thing, although development involves on strong pressure on environment. For this reason a strong policy and strategy should be implicated on that area as environmental degradation is opposed to development of tourism. The primary aim of this paper to understand the resident’s perception towards cultural tourism development and tourism impact in Murshidabad areas it has a potentiality to develop cultural tourism. To reach our aim we conducted a descriptive analysis and data set comes from residence of Murshidabad, WB.

The paper is structured by first describing the objectives of the study and related literature of resident’s perception towards cultural tourism and its impacts. It next describes the geographical location of study area and it’s potentially to develop cultural tourism, the structured of questionnaire, statistical methodology and finally the results and discussion of this paper.

**Objectives:**

1. To evaluate the perceptions towards cultural tourism development in Murshidabad area, WB.
2. To study the Economic impacts of cultural tourism development in Murshidabad.
3. To analysis the relationship between resident’s perception and cultural tourism development in the study area.

**Literature Review:**

Consequently several studies have been conducted to investigate the resident’s perceptions and attitudes towards cultural tourism development. According to Mason and cheyne (2000), the majority of study has focused on measuring perceptions of residents in areas where tourism is already a significant contributor of local economy. Plenty of excellent works already has an existence; the interest in resident attitudes does not seem to be declined, primarily for three reasons. First, assessing residents ‘perceptions and attitudes toward tourism and tourists is crucial for the development of a successful tourism sector’ (AP 1992).

Over the years, it has been emerged from various studies that without the community’s cooperation, support, and participation, it is difficult to establish a sustainable tourism industry. Second, resident attitudes vary during various stages of community development. Doxey's irridex index (1975) and Butler's destination life cycle model (1980) suggest that over the time period resident’s attitude and perceptions as well as involvement can be changed. Third, residents’ attitudes toward tourism vary in space. Depending on the location of communities, residents exhibit varying forms of attitudes (Faulkner and Tides well 1997).

Allen et al., (1988) noted that there is a observable relationship between the impacts and the stage of tourism development in the host community. Butler (1980) described tourism development as a series of stages through which a destination evolves–exploration, involvement, development, consolidation, stagnation and decline or rejuvenation. Residents’ attitudes depend, in part, on these stages. In each life cycle stage over the time there are changes in residents’ attitudes towards tourism. Residents’ attitudes are positive during the initial stages of tourism development because they have high expectations from the tourist in long term basis but become increasingly negative as the destination evolves towards stagnation.
Since the 70s, residents’ attitudes and perceptions toward tourism impacts on their community has been broadly analyzed by managers of the tourism industry, policy makers and academicians (Andereck et al. 2005; Andereck and Vogt 2000; Jurowski et al. 1997; Lankford 1994; Perdue et al. 1987; Doxey 1975; Young 1973). In this regard AP (1992) suggested a theoretical formation, namely ‘social-exchange theory’ to perceive the attitudes of local people towards tourism development.

In this regard number of theory has been developed to understand the community’s perceptions towards tourism development. The social exchange theory presumes that potential outcomes will create a positive attitude towards tourism development. According to AP (1992), this is “a general sociological theory concerned with understanding the exchange of resources between individuals and groups in an interaction situation”. From perspective of the social exchange theory, local residents are more likely to take part of exchange in terms of support for cultural tourism development as long they perceive that they will be benefited from the cost (investment for tourism development), will consider that they have positive perceptions towards development, and they will have a higher willingness to participate in an exchange process with visitors. On the contrary, residents are likely opposed the tourism development when they perceive more cost than benefits. Therefore, resident’s satisfaction with an exchange interaction is acquired by the evaluation of the outcomes, which can be both economic and social, and the interaction itself.

Juan Gabriel Brida (2011) has explored resident’s perceptions of tourism impacts and how they affect towards local tourism policies. His finding reveals that residents who perceive positive tourism impacts are more willing to support future tourism development policies, furthermore, he stated that native born residents perceive negative and are less willing to support for any development.

Dr. Nuray Turker and Dr. Sevgi Ozturk (2013) in their study have recognized the significance of tourism in rural areas in developing countries and identified the perceptions of host communities. Study reveals that the residents of study area has a positive perceptions towards tourism development as they acknowledges the economic benefits from tourism, the cultural and social benefits are also perceived as an advantage by residents, but comparatively in low degree. At the same time study reveals that tourism development creates various problems including environmental degradation and traffic congestion, but residents are tolerant for tourism development in the study area.

Dr. Prasenjit Ghosh and Dr. M.A sofique (2012) in their study of residents attitude towards cultural tourism development; they state that without community involvement no development is possible. So, for development of cultural tourism in a certain region, residents’ attitude towards development is important thing, if they thought cultural heritage tourism development will make positive impact in a region and they can use their resources as their recreational need; then only cultural tourism development is possible in a certain region which has immense potential.

In converse, if they thought cultural tourism development will make negative impact in a region, no development is possible.

According to Murphy(1981)’s point of view, Tourism is an industry which uses the host community as a resource, sells it as a product, and in the process affects the lives of everyone. So, Community itself is a product, as the development depends on the community’s attitude as well as involvement.

Dr. Tembi Maloney Tichaawa and Mr. Oswald Mhlanga (2015) in their study assessed the resident’s perceptions towards impacts of tourism development, environmental, cultural and economic development has been measured to analyze the resident’s perceptions. Furthermore, they stated that if the negative impacts of tourism development do not taken
into consideration, with consequent decline in support (resident’s support) of the development of tourism activity. The implications for the study policy makers should redefine their policy to ensure the factors currently impacting negatively on tourism development are addressed.

ZhangMin, Pan Xiaoliv and Wu Bihu(2012) stated that residents have distinctly different perceptions on impacts of tourism development and impacts are not unified. But more emphasizes has been given on socio cultural and environmental impacts rather economic impacts for tourism development.

Gholamhossssein Abdollahzadeha and Abolqasem Sharifzadeh (2012) focused on the identification and explanations of rural people’s perceptions toward the impact of tourism development. Because of emerging stages of tourism development, residents has a strong support for the development, although some socio- cultural and environmental concerned are there, local people give importance to the tourism industry and also wants social interaction with the tourist as it provides economic benefits.

**Geographical location of Murshidabad, WB:**

Murshidabad is a district of West Bengal; and a grand heritage site of Bengal, is distanced at 182 kms from Kolkata. Situated on the southern bank of the Bhagirathi, a tributary of the Ganges River. Covering an area of 5,341 km$^2$ (2062 sq mi) and having a population of 7,103,807 (according to 2011 census), it is a densely populated district and ninth most populous in India. There was change of 21.09 percent in the population, compared to 2001 census. Murshidabad was the seat of Nawabi power and in the Mughal period it was a capital of Bengal in 1717. Baharampur town is the headquarters of the district, the British shifted the capital of Bengal to Kolkata in 1773 (Wikipedia, www.wbgovt.in). As far its name is concerned ‘Murshidabad’, it has been named after the Nawab Murshid Kuli Khan, who was the Diwan of Bihar, Orissa, and Bengal, during the reign of the Mughal Emperor Aurangzeb. The nawab has made the city his capital in 1776 AD and continued to the same under the different rulers till 1869 AD, when it was constituted as a municipality. Since the time of Nawab Murshid Kuli Khan (1704-1725 AD) to last Nawab Mirjafar (1757 to 1760 AD) many beautiful sculptures, buildings have been built which attract the tourists even from abroad all the year around (murshidabad.gov.in).
Murshidabad, an ultimate cultural heritage tourism destination in West Bengal:
Having a great past and traditions, Murshidabad has ample number of scope for cultural tourism development. It can boast of some four thousand years of civilized life. It is moreover, a living civilization whose traditions arise directly from its past. India has several main varieties of cultural heritage tourism destination in different areas of the country, like:
a) Monumental heritage related with art and architecture b) the religious heritage c) the natural heritage d) traditional arts and crafts e) music and dance. Apart from natural heritage, Murshidabad has all the above mentioned varieties of cultural heritage tourism places and for that reason, foreign tourists (especially European) love to visit this places ,to must have a profound cultural impact in broadest sense, Thus cultural heritage tourism in India is a very vital component to play as a foreign exchange earner. (Dr. M.A sofique & Prasenjit Ghosh)

Murshidabad is primarily characterized by historic and heritage tourist spots. Major subdivisions of the district were constructed during Hindu, Nawabi and British Colonial Period. At present, some of them are maintained by Archeological Survey of India (ASI).The oldest precincts are the excavated ruins of Karnasubarna, the ancient capital of Sasanka, remarkable terracotta temples, both Hindu and Jain, are observed in Azimgunj, Jiagunj and Panchthupi. These temples date back to local authority of Jitpur, located in the eastern part of the district. Apart from the artifacts and scenic spots, Murshidabad attracts significant number of local tourists during various festivals and fairs occurred in different seasons. (www.ijsrp.org).
Some of the tourist circuits are Beharampur, Cossimbazar, Ajimganj, jiaganj, Lalbagh, Khosバッグ, Lalgola, Jangipur, Murshidabad witnesses’ continuous evolution of rich cultural heritage through foot-prints of different ruling dynasties under various religious communities like Buddhism, Brahmanism, Vaishnavism, Islam and Christianity for centuries ([www.ijsrp.org](http://www.ijsrp.org)).

In this era, Murshidabad draws certain amount of history, and cultural tourist. Whereas it has tremendous potential for Cultural tourism but due to lack of government’s initiatives it remains unexplored.

**Some touristic places and their attraction in Murshidabad:**

<table>
<thead>
<tr>
<th>Tourist Places</th>
<th>Attractions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baharampur</td>
<td>The Berhampur Cantonment, Krishnanath College/school, Bishnupur Kalibari, Grant Hall, Congregational Church, Berhampur Cemetery, American Church, Saidabad Palace, Kunjalghata Palace</td>
</tr>
<tr>
<td>Lalbagh</td>
<td>Hazarduari palace, Hazarduari museum, Nizamat Imambara, Clock Tower, Bacchawali tope, Nizamat School, Wasef Manzil Or New Palace, Chowk Mosque, Nashipur Palace, Kathgola Garden House, Jafarganj Cemetery, Nimak Haram Deorhi, Cemetery of Azim-Un-Nisa, Fauti or Phuti Masjид, Katra Mosque, Jahan Kosha, Moti Jheel, Radha Madhab Temple</td>
</tr>
<tr>
<td>Jiaganj-Ajimganj</td>
<td>Jiagunj Museum, Jain Temples, Charbangla Temple Complex, Rani Bhawani Temple, Jagat Seth Dham, Kiriteswari</td>
</tr>
<tr>
<td>Khosバッグ</td>
<td>Tomb of Siraj-ud-dula, Alibardi khan and Suzauddin.</td>
</tr>
</tbody>
</table>

**Methodology of the study:**

For measuring resident’s perceptions towards cultural tourism and the relationship between resident’s perceptions and cultural tourism, the respondents were asked a set of questions which addressed their perception towards cultural tourism development. Questionnaire has been divided into two phase, First phase constitutes the questions about demographical characteristics of the residents and the rest part constitutes the statements to know the resident’s perceptions and economic impact of cultural tourism development, also focused to measure the relationship between cultural tourism and residents perceptions in the study area. The study has carried out field research approach in Murshidabad, formal and informal survey was conducted in three places namely; Baharampur, Khosバッグ, and Lalbagh using purposive sampling and around 200 residents are interviewed during the month of October and November 2016. They were asked about their perceptions towards cultural tourism and economic benefits from cultural tourism development. The feedback and information obtained from the residents help me to identify about the awareness, benefits of cultural tourism using a five point Likert scale with ‘1’ indicating strongly disagree and ‘5’ indicating strongly agree, participants were requested to specify their perceptions and view point.
Hypotheses are utilized to fulfill the objectives of the study. These hypotheses are expressed as follows:

**H0:** There is a positive association of resident’s perceptions towards cultural tourism development in Murshidabad.

**H1:** Mixed Response about the association of resident’s perceptions towards cultural tourism development

**H2:** Positive economic impact has significant contribution towards cultural tourism development.

**H3:** There is a strong relationship between resident’s perception and cultural tourism development.

**H4:** There is no relationship between resident’s perceptions and cultural tourism.

**Data Analysis:**
A descriptive statistics was used to address stated objectives of the study. It was used to describe resident’s perceptions and economic impact of cultural tourism development also able to describe the relationship between cultural tourism development and cultural tourism. Demographical profile of the residents has been studied based on age, gender, occupation, income, education level and length of stay.

**Result and Discussion:**
About 167 men (84.5%) and 33 women (16.5%) were interviewed during the survey. The respondents were relatively middle age being 41.6 years. The largest proportion of respondents was in the 30 – 39 years old category (30%) and the smallest proportion of respondents was in the above 60 years old (10%). About 34.5% residents were completed higher secondary, 60.5% were graduate and higher level education means postgraduate or doctorate were very less number of people (5%). About 14% respondents involved in tourism industry such as travel agency, hotels, restaurants, transport business etc and most of the people about 86% involved in non tourism industry. The monthly income of 22.5% respondents were bellow 10,000/-, 19% respondents were between 10,000/- to 20,000/-, 25% respondents were 20,000-30,000/-, 9% were 30000/- to 40,000/-, 20% were 40000/- to 50,000/- and very less number of people (4.5%)’s income were above 50,000/-. Most of the people’s language were Bengali (96.5%), 3% respondent’s mother tongue were Hindi and only 0.5% people were Jain.50% respondents are staying above from last 20 years in Murshidabad, 21% of people are staying approx from last 10 years to 20 years and 29% of residents are staying from bellow 10 years over there. Respondents were being asked about the perceptions of cultural tourism development and current status of cultural tourism. Relatively, the largest proportionate of respondent’s perceptions (91%) were favorable towards cultural tourism development and 9% of people were strongly favorable towards the development, notably no respondents were unfavour against the development of cultural tourism in the study area. While being asked about current status of the study area 81.5% respondents were stated that as the destination enriched with enough cultural resources and has a tremendous potential to develop, it can be developed as a cultural tourism destination, and some of the people around 18.5% were stated that the destination is under development like many initiatives has been started to develop cultural tourism. And 81% of people have knowledge about cultural tourism in some extent, and only 3% of people unfamiliar with the term cultural tourism, so we assume that people of Murshidabad have good awareness about the term.
Age Group:

Education Level:

Income Level:
<table>
<thead>
<tr>
<th>Table 1</th>
<th>Table 2: Characteristics of respondents</th>
<th>Statements</th>
<th>Mean rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender (N=200)</td>
<td>Cultural tourism will create</td>
<td>4.27</td>
<td></td>
</tr>
<tr>
<td>Male 84.5%</td>
<td>Positive impact on local income</td>
<td>4.16</td>
<td></td>
</tr>
<tr>
<td>Female 16.5%</td>
<td>employment opportunity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Age (Mean=39.85)</td>
<td>after development economic improvement</td>
<td>4.14</td>
<td></td>
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<tr>
<td>20 yrs to 29 yrs -25%</td>
<td>possible</td>
<td></td>
<td></td>
</tr>
<tr>
<td>30 yrs to 39 yrs -30%</td>
<td>Improves Standard of living</td>
<td>4.10</td>
<td></td>
</tr>
<tr>
<td>40 yrs to 49 yrs -20%</td>
<td>prospect to develop local business</td>
<td>3.96</td>
<td></td>
</tr>
<tr>
<td>50 yrs to 59 yrs -15%</td>
<td>Prospect for traditional art and handicrafts</td>
<td>3.84</td>
<td></td>
</tr>
<tr>
<td>60 yrs to 69 yrs -10%</td>
<td>Prospect to know various cultures</td>
<td>3.50</td>
<td></td>
</tr>
<tr>
<td>Education (Mean=2.2)</td>
<td>Improvement of accessibility</td>
<td>3.48</td>
<td></td>
</tr>
<tr>
<td>Higher secondary- 89 (44.5%)</td>
<td>Value of land will increase or not</td>
<td>4.08</td>
<td></td>
</tr>
<tr>
<td>Graduate-122 (50.5%)</td>
<td>Facilitate different cultural events</td>
<td>4.01</td>
<td></td>
</tr>
<tr>
<td>Postgraduate or doctorate- 10 (5%)</td>
<td>Increase number of crime and prostitution</td>
<td>3.79</td>
<td></td>
</tr>
<tr>
<td>Occupation (Mean=2.36)</td>
<td>Carrying capacity overcrowded</td>
<td>3.83</td>
<td></td>
</tr>
<tr>
<td>Tourism industry-28 (1.4%)</td>
<td>Increase of traffic and congestion</td>
<td>3.82</td>
<td></td>
</tr>
<tr>
<td>Non tourism industry-172(86%)</td>
<td>Increase of gambling and sexual activity</td>
<td>3.77</td>
<td></td>
</tr>
<tr>
<td>Silicone level (Mean=55.78)</td>
<td>environmental degradation</td>
<td>4.01</td>
<td></td>
</tr>
<tr>
<td>1000/- 10000/- (45) (22.5%)</td>
<td>government sector or any stakeholders</td>
<td>3.93</td>
<td></td>
</tr>
<tr>
<td>10,000/- 20000/- (36) (19%)</td>
<td>will contribute for the betterment</td>
<td></td>
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<tr>
<td>20,000/- 30000/- (64) (32%)</td>
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<tr>
<td>30,000/- 40,000/- (18) (9%)</td>
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<tr>
<td>40,000/- 50,000/- (40) (20%)</td>
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<tr>
<td>50,000/- 60000/- (9) (4.5%)</td>
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<tr>
<td>Language (Mean=1.54)</td>
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<tr>
<td>Bengali-195 (96.5%)</td>
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<tr>
<td>Hindi (6) (3%)</td>
<td></td>
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<tr>
<td>Join (-1) (0.5%)</td>
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<tr>
<td>7. Length of stay of the residence (Mean=28.15)</td>
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<tr>
<td>Below 10 yrs- (53) (25%)</td>
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<tr>
<td>10 yrs to 20 yrs - (42) (21%)</td>
<td></td>
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<tr>
<td>Above 20 yrs - (100) (50%)</td>
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</tbody>
</table>
Implies a Strong Relationship between Resident’s perceptions and cultural Tourism Development.

Resident’s perceptions towards cultural tourism development and the relationship between two variables (cultural tourism development and residents’ perception and contribution of economic impact towards development):

To address the objectives of the study we have 16 statements to measure the perceptions and preferences for economic benefits (table 2). Within 16 statements 5 statements carried a negative phase, the rest statements are carried a positive phase for the development. Result shows that residents have good awareness of the cultural tourism (81%). The overall mean scores of importance range from a high mean of 4.27 to a low mean of 3.48. Residents of Murshidabad strongly believe that through the development of cultural tourism local income will increase (mean= 4.27), followed by cultural tourism development will generate more employment, so employment opportunity will increase (mean=4.16), economic development will possible (mean= 4.14), prospect to develop local business (mean= 3.96), Statements that specifically addressed the economic benefits received highest mean score, these result implies cultural tourism development in Murshidabad will create positive economic impact as respondents believe that cultural tourism have a role in the local economy. Perception statements like cultural tourism development will improve standard of living or quality of life, so it will help to improve well being of local people (mean= 4.10), followed by Cultural tourism development will help to promote traditional art and handcrafts (mean=3.84), also there is a opportunity to know the various culture through interacting with the tourist (mean= 3.50), Cultural tourism will improve the accessibility of the area (mean=3.48), If Murshidabad promotes as a cultural tourism destination value of land will increase (mean=4.08), Cultural tourism will facilitate different cultural events (mean=4.01), Government or stakeholders will contribute for the betterment of cultural tourism development (mean=3.93), result implies that perceptions towards cultural tourism development of local residents is almost positive, respondents are strongly believe that
cultural tourism development will increase the standard of living of local people, as it received highest mean score among the perceptions statement. On the other hand statements which are carried some negative perceptions like due to the development carrying capacity will hamper (mean=3.83), followed by Number of crime and prostitution will increase (mean=3.79), congestion and traffic will increase due to overcrowded (mean=3.82), increase number of gambling and sexual activity (mean=3.77), due to development environmental degradation will happen, the result implies that some consequences are there to develop cultural tourism and this is not a surprising, residents are already aware about these type of consequences.

**Conclusion:**

Therefore, cultural tourism is a good support as a alternative livelihood of local people, and community of Murshidabad has a positive attitudes towards cultural tourism development and they strongly support for the development as because they will be benefited in terms of economic as well as socio- cultural, so there is a strong relationship between residents perception and cultural tourism development as without community attachment no development is possible. The study emphasizes previous research findings and additionally 16 perceptions statements have great influence on the perceptions of residents towards cultural tourism development in Murshidabad, WB.

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Environmental and Socio-Cultural Impacts of Unregulated Tourism Activities in Uttarakhand Glacier Areas

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Abstract

Glaciers are the main attraction point of impressive scenery as tourism hotspot, wilderness experience, biodiversity habitats for promoting ecotourism, an outstanding adventurous areas for mountaineering, trekking, snow-skiing, origin points of various streams-river water supply etc. All these attributes contribute towards promoting wild land-based recreation tourism activities near glacier areas. The objective of this research study was to assess the environmental and socio-cultural impacts of tourist activities during camping on route to various glacier areas. The study was based on the primary and secondary data collected from various government departments, which indicates some of the major environmental and socio-cultural impacts. The results are based on the Questionnaire survey carried out during field studies in the glacier areas.

Some of the identified People’s interpretation (socio-cultural impacts) as positive are: popularity of the region and its villages, increased sense of belongingness to the area, increased living standards of the people, easy acceptance of new things, exposure and skill development, direct and indirect income generation, employment to the locals / stakeholders, infrastructure development for providing transport, accommodation, food and entertainment facilities nearby the camping sites, improvement of telecommunication and local food-chain supply systems etc.

Among reported negative socio-cultural impact it includes: increased out-migration of locals (especially Youth), alcohol and drugs addictions, social and cultural degeneration / changes in traditional Himalayan society, decline in traditional agriculture, animal husbandry and traditional crafts, introduction to commercialization, change in mindset of youth, increased dropouts from schools, less preference for traditional food, decline in traditional values and culture, less respect for village girls, women and elders, cast-class consciousness and frustration, burden on hilly women for collection of fuel, fodder and potable water, family break – ups etc.

While, the environmental impacts resulted in air, water, land and noise pollution and generation of solid waste (non-biodegradable items), deteriorating forest resources and wildlife, infected quality of water nearby camping sites were found all along the routes.

The project study outcome focuses on needs of regulated sustainable tourism, being sensitive to local environment and culture, strictly following the government norms while visiting the area by tourists, guides, porters and tour operators which can help in reducing the negative environmental impacts in glacier areas of Uttarakhand Himalayas.

Keywords: Glaciers; ecotourism; environmental, socio-cultural impacts; sustainable etc.
1. INTRODUCTION
The Indian Himalayas comprises an area of 2,36,000 sq km. Uttarakhand mountains, Himalaya, Glaciers and rivers are the main hotspots for tourism activities with vast ecotourism promotion and rich environmental resources. Tourism has been one of the best Uttarakhand state economy generating largest sectors. As, there is a wide potential of adventure sports in Uttarakhand and best suited destination for promoting ecotourism. Heavy influx of nature lovers, environmentalists and researchers visit these areas repeatedly. However this has lead to cause severe environmental and socio-cultural impacts in the areas due to their irresponsible nature.

Regular seasonal field trips were organized to assess the degradation impacts upon surrounding environment in and around camping and adventurous sport sites. However KMVN and GMVN attracts and promote the tourist but least care is taken to safeguard our tourism spots. However various websites, advertisement hoarding and documentaries attracts tourist but least focus is being given on rules, regulation, guidelines for visitors to maintain the sanity of the areas, for following the Do’s and Don’ts strictly.

There has been tremendous global concern over climatic change and its impending effect over the ecosystems and biodiversity changes and ultimate influence over human settlements (Katwal, 2002). Vegetation is an index of climate. Any change in the existing vegetation, especially in mountainous region, indicates deterioration in the eco-system. The National Forest Policy 1988 (of India) emphasize on protective functions of forest in maintaining ecological balance and environmental stability which aims to have a minimum one third of the geographical area (33%) of the country under forest or tree cover. Along boosting the economy of the area, unregulated tourism has also threaten the fragile Himalayan ecosystem. Various changes occurred in social and cultural life influenced by heavy influx of tourists, camping and promotion of paying guest (tourist-host) relation in remote areas of glaciers.

2. STUDY SITE: NANDA DEVI BIOSPHERE RESERVE (NDBR)
The Nanda Devi Biosphere Reserve in the Himalayas is among 19 new sites in 13 countries that have been added to UNESCO's world network of biosphere reserves. The reserve includes the Nanda Devi National Park, a World Heritage site, and the Valley of the Flowers National Park in its core zones. Through development and protection of the biosphere reserve, "local communities in the Lata-Tolma-Malari and Pindari areas are benefiting from the development of alternative sources of income, such as eco-tourism, and from the improvement of a rich variety of new agricultural activities.

2a. Nanda Devi Trekking Location: Garhwal Himalayas Base: Joshimath Altitude: 4500 m above Sea Level Attraction: Nanda Devi Peak
Nanda Devi is the highest mountain peak situated completely within India and is surrounded by a ridge wall of nearly 6000 m. The only break in this wall is the Rishi Ganga, a wild and seemingly impenetrable gorge. This classic trek takes us across the picturesque meadows and valleys that border the western edge of the Nanda Devi Sanctuary. During the trek there are many views of the surrounding peaks and the Kuari Pass (3658 m) itself has an unrivalled panorama of the Great Himalayan peaks including Nanda Devi (7816m), Changabang (6864m), Dunagiri (7066m) and Mount. Kamet (7756m).

2b. Topographical Conditions
Nanda Devi Biosphere Reserve (30° 05’ – 31° 02’ N Latitude and 79° 12’ – 80° 19’ E Longitude) is located in the northern part of west Himalayas in the bio-geographical classification zone 2 B. This reserve is spread over Chamoli district in Garhwal and Bageshwar
& Pithoragarh districts in Kumaun in the Uttaranchal State. It has wide altitudinal range (1,800-7,817 m). It covers 5860.69 Sq. Km. area with core zone (712.12 Km²), buffer zone (5,148.57 Km²) and transition zone (546.34 Km²). The buffer zone is inhabited by 47 villages whereas the transition zone is inhabited by 52 villages.

NDBR offers numerous sites of verdant forest, rhododendron covered hillsides, tiny sheep herder’s summer settlement on the high altitude grasslands, remote temples, glaciers, high pass, jagged peaks and magnificent mountain views. The beauty of the countryside, flora and fauna and life style of the hilly people of Uttaranchal is best and unforgettable experience for a meander through lush green hills and dales. Two National Parks of NDBR are;

(i) Nanda Devi National Park
(ii) Valley of Flowers National Park

2.(i) Nanda Devi Park: The NDBR is one of the few wilderness areas in India that has remained naturally protected. The Nanda Devi basin was declared as Nanda Devi Sanctuary in 1939. An area of 630 Sq. Km. was declared as Nanda Devi National Park in the year 1982 which is now a part and core zone of Nanda Devi Biosphere Reserve. The National Park became a World Heritage Site in the year 1988. Some of the important peaks encircling the National Park are Dungiri (7066m), Changbang (6864m) Kalnka (6931m), Rishi Pahar (6992m), Mangaon (6765m), Nanda Khat (6631m), Maiktoli (6803m), Mrigthuni (6655m), Trishul - I (7120m), Trishul - II (6319m), Bethartoli Himal (6352m) and Nanda Devi East (7434m). The Lata - Lata Kharak - Dharansi Pass is a 14 Km. trek with many ascends and descents, yet everything is forgotten when Nanda Devi Peak comes into view on crossing the pass.

Nanda Devi National Park is an outstanding mountain wilderness with few, if any parallels elsewhere in the Himalayas on account of its concentration of high peak and glaciers lying within a range of near pristine habitats. It lies within a bio-geographical transition zone between the Western and Eastern Himalayas and supports diverse habitat, species, communities and ecosystems. The area is reputed as one of the most spectacular wilderness in the Himalayas and is dominated by “Nanda Devi Peak” which is a natural monument and India’s second largest peak. The Park has been opened for regulated tourism upto Dharasi from the year 2003. Permission for visiting the park can be obtained from Director, NDBR on advance booking.

2.(ii) Valley of Flowers National Park: The Valley of Flowers National Park is the second core zone of the Nanda Devi Biosphere Reserve. The credit for the discovery of the Valley of Flowers generally goes to the British Mountaineers Frank S. Smythe and R. L. Holdsworth who incidentally reached this valley after a successful expedition of Mount Kamet in 1931. Fascinated by in beauty and grandeur Frank S. Smythe revisited this area in 1937 and published a book named “The Valley of Flowers” (1938). Frank S. Smythe’s writing made this valley world famous. The Valley of Flower lies in main Valley of Alaknanda and Laxman Ganga in the Garhwal Himalayas in Chamoli district of Uttaranchal. River Pushpawati flows through this Valley which has its source in the Tipra Glacier which extends upto Gauri Parbat Peak. It is a flat valley of 5 Km long and 2 Km wide. Its altitudinal range varies from 3200 to 6675 m. The Park is surrounded by Gauri Parbat (6590m) and Rataban (6126m) in the East, Kunt Khal (9430m) in the west, Saptstring (5031m) in the South and Nilgiri Parvat (6479m) in the north.

The Valley of Flower National Park lies between Latitude 30° 41’ – 30° 48’ N and Longitude 79° 33’ – 79° 46’ E. The valley can be easily approached from the Rishikesh- Joshimath – Govindghat – Badrinath route. From Govindghat one has to trek 13 Km. to reach Ghangaria. From Ghangaria the Valley of Flower is situated at a distance of 3 Km. The Eco-Tourism zone of this park is spread on a broad area in the Mana Valley, Khiro Valley and Kakbhusandi Tal
A visitor gets multiple choice of Adventure Tourism to Cultural Tourism in addition to numerous scopes of wild life viewing and natural photography.

2 (iii). **Roopkund Lake**, situated at around 5,000 meters offer one of the most spectacular trekking routes with its stunning view of Trishul Peak (Fig. 1). It is also famous for the mystery surrounding it. This shallow lake still has the skeletal remains of some 300 people who perished some 600 years ago in an unrecorded disaster. Trekkers have found human bones on the shore of the lake confirming this tragedy. Some believe them to be the remains of General Zorawar's soldiers who perished here in a vain attempt to conquer Tibet while others maintain that they are the skeletons of zealous pilgrims. Once visited by Lord Curzon, who was then the Viceroy of India, this trail pass has been renamed Curzon’s Trail after him. This trek takes you through flowering alpine meadows, beautiful Himalayan hilly villages with the fascinating views of the great Himalayas natural beauty with some of the largest Cypress trees ever seen.

![Roopkund Trekking Map](image)

**ROOPKUND AREA**

Roopkund is situated in Chamoli district of Garhwal. The road head for Roopkund is Loharjung 155 Km accessed from Almora, 217 Km from Nainital and 235 Km from Kathgodam the last rail head in Kumaun region. Roopkund situated at a height of 5029 m in the lap of Trishuli massif, is usually called the ‘Mystery lake’, since human skeletons and remain of horses from the Paleolithic age were found here. The lake is surrounded by rock-strewn glacier and snow clad peaks. Roopkund can also be reached by Ghat, connected by a motorable road with Nanda Prayag situated on the main highway of Badrinath. The trek of Roopkund passes through lush green grasslands (Bugyal) and conifer forest clining into the slopped of hills. The trek thereafter winds its way along the Pindar river. Then to round off this trek, one can approach Hemkund via Shail Samundras glacier and then move on Ghat. Bedni and Ali Bugyal and Bhagwawasa are the most beautiful places in this trek. You must found lots of “Bramhakamal” near Bhawawara.. It is a 40 Km trek one way from last road head.

2(iv). **PINDARI GLACIER**: The Kumaun region in the State of Uttarakhand has unimaginable natural beauty waiting to be discovered. The Himalayan ecology is well conserved here and offers a great retreat for all nature lovers. The trek to the Pindari Glacier is amongst the most favourite of treks in the Kumaun region of the Himalayas. The trail takes you through some of
the most spectacular landscape one can ever hope to see. The traditional, remote villages make for a special attraction for any visitor. At the final destination, the Pindari Glacier, one is rewarded with a view that will remain etched in the mind for whole life.

By Road
Saung to Bageshwar 36 km.
Saung to Almora 109 km.
Saung to Kathgodam 199 km.

Trek
Base Camp Saung
Saung to Loharkhet 3 km trek,
Loharkhet to Dhakuri 11 km,
Dhakuri to Khati 8 km,
Khati to Dwali 11 km,
Dwali to Phurkia 7 km,
Phurkia to Pindari Glacier 5 km.

**Fig. 2 Pindari Trek**

Altitude

**Graph:-**

Pindari is an important tourist place of Nanda Devi Biosphere Reserve (NDBR) in Uttaranchal state, where number of tourists visit for different purposes, mainly they visit for trekking, mountaineering and glacier view. The Pindari area or Pinder valley is situated in the northernmost interior part of Bageshwar district, in the Kumaon Himalayas. This area is well known for the famous “Pindari Glacier”. It is one of the most easily accessible of all the Himalayan glaciers and has lured mountaineers and trekkers since the last century.

The Pindari Glacier is located in the Pinder Valley between longitudes 79° 13’-80 ° 2’E and latitudes 30° 15’N and occupies an area of 339.39 sq km. The Glacier is 5 km long with the snout of about 6m high and 2.5m wide and above the snout the glacier extends for about 3 km in length and 300-400 m in width, between an altitudinal range of about 3600m to 5000m.
Pindari’s rugged beauty offers a breathtaking sight, especially for the trekker who is in love with nature in all its pristine glory. Visiting the Pindari Glacier is an unsurpassable and an exhilarating experience. The valley is drained by the Pinder river that emerges from the Pindari Glacier. The Pindari valley is inhabited by about 14 -15 villages. The people are by and large poor and lead to very simple life. The villagers practice marginal subsistence agriculture, rear cattle for milk and sheep/goat for wool and provide ponies for tourists.

From Khati village (the last village of the region) up to Phurkia, enroute to the Pindari glacier, one comes across numerous waterfalls, hanging valleys and tremendous rolls cliffs as the one at Dwali. One has to go by road upto Song which can be accessed from Almora, Bageshwar and Kathgodam and thereafter from Song (Loharkhet) one has to trek 45 km upto zero point (Pindari Glacier). There are many routes for trekking to Pindari Glacier as can be seen in the map given (Fig. ). The popular/commonest route followed by the tourists starts from Loharkhet (1750m) to Dhakuri (2683m) then to Khati (2210m) to Dwali (2734m) to Phurkia (3210m), then to Pindari ’0’ point at 3862m. There are PWD Rest Houses and Tourist Rest Centres of Kumaun Mandal Vikas Nigam (KMVN) in all these villages enroute. At Dhakuri and Khati there are Private Hotels also. Some villagers also rent their rooms to tourists. Ponies are used for transportation and luggage loads.

One of the most popular and easily accessible glaciers in the region of Kumaun, Pindari Glacier lies at around 3,820 meters. Cascading waterfalls, dense forests, rivulets and a variety of flora and fauna can be seen enroute to Pindari. Shepherds can be seen guiding their sheep towards grassy uplands. These alpine pastures are one of the most beautiful aspects of the Himalayas. Bamboo clumps, ferns, white lilies and wild strawberries are encountered depending on the season. It is also the water source of the Pindar river.

2(v) KAFNI GLACIER: It is a place of tranquility and offers a breathtaking view of the Himalayan peaks of Nandakote and Nandabhanar at a close range. Sunderdhunga, Pindari and Kafni all the three glaciers are situated in Pindar valley of district Bageshwar in Uttrarakhand State. The road head for Sunderdhunga Pindari and Kafni glacier is Song 41 km from Bageshwar, 114 km from Almora, 176 km from Nainital and 194 km from Kathgodam the last rail head. It’s a beautiful trek route of 46 km to Pindari zero point and 45 km to Kafni glacier from song. Dhakuri is the most beautiful place in this route. It is also the skiing ground for adventure sports.

Khati is the only last village of this trekking route. The maximum altitude height is 3820m (13000ft aprox.) at zero point of the Pindari glacier. The South Western slope of outer wall of Nanda Devi sanctuary have some mountain peaks like Panwalidwar, Nanda Khat, Baljuri, Trailpass, Changuch and Nanda Kot are visible from there. The height of Kafni glacier is 3800m (13000ft Aprox). It is the base camp for Nanda Kot, Nanda Bhanar and Lamchir peaks climbing. The best time to visit is last week of April to last week of June and first week of September to first week of November every year. It takes about one week for the trekking of all glaciers in these region.

2.(vi). SUNDERDUNGA GLACIER: It is in the outer range of Nanda Devi Sanctuary situated in Sunderdunga valley of Bageshwar district of Uttarakhand. The road head for visiting Sunderdunga glacier is same to Song. It is beautiful Trek of 41 km to Kathaliya from Song. Here is Sukhram Ashram & Cave, Devikund, Baluni Bugyal and Maiktoli glacier trek from Kathaliya, the most beautiful place having lots of water fall. Maiktoli peak and Panwalidwar peaks are clearly visible. The maximum altitude height is 15000 ft in Durgakot glacier near Sukhram cave. In common, Sunderdunga means “beautiful stones”. Jatoli is the last village in this route. The best time to come here is from last week of April to June and first week of September to November every year. It needs one whole week for the trekking of Sunderdunga.
Baluni Bugyal, Devikund, Mt. Maiktoli base camp, Kathaliya and Dhakuri which are the most beautiful place in this route.

2.(vii). PLANT DIVERSITY
Botanically the area can be dived in three distinct vegetational zones. A subalpine region from 3700-4000 m, a moraine zone from 4000-4250 m and an alpine zone from 4500 m to snow line. According to major types of vegetation, the forest communities have been categorized into 7 following types along the trek from Loharkhet to Pindari ‘O’ point.

(1). Oak dominated mixed forests (Loharkhet, 1750m to Dhakuri, 2683m) Quercus semecarpifolia Rhododendron arboreum, Taxus baccata

(2). Himalayan fir forests (Dhakuri) Abies pindrow, Picea smithiana, Quercus semecarpifolia

(3). Oak - Fir mixed forest (Dhakuri to Khati, 2210m), Quercus semecarpifolia, Abies pindrow, Picea smithiana

(4). Acer dominated mixed forests (Khati to Dwali, 2734m), Acer caesium, A. villosum, Rhododendron arboreum, Aesculus indica, Salix sp.

(5). Mixed forests (Acer, Betula, Alnus, Taxus, Salix spp.) (Dwali to Phurkia, 3210m), Acer caesium, A. villosum, Betula utilis, Abies pindrow, Rhododendron arboreum, R. campanulatium, Prunus cernata, Taxus baccata, Salix sp., Alnus nepalensis

(6). Rhododendron dominated forest (Phurkia), Rhododendron arboreum, R. campanulatium

(7). Himalayan Bugyals (Phurkia to Pindari ‘O’ point, 3862m).

2.(vii) a. FOREST TYPES: Most of the glacier areas are too high to support any kind of plant growth. The distinctive climate enjoyed by the core zone has of course created a distinctive flora. Forest form very little (1%) of the flora of the whole Glacier region, which is mostly confined to some allied valleys. Floral diversity along the Pindari valley is due to its variable landscape and diverse environmental factors like altitude, slope, flatness of surface, proportions of rocks and boulders, presence and absence of river stream course etc. The slopes are thickly forested with birch (Butea utilis) and Buraash (Rhododendron arboreum, R. campanulatium) upto an elevation of 3800 m. Along the Pinder river slopes at the base of rock wall consists largely of grassland meadows (Bugyals), where a great variety of alpine flowers are present for which the area is unique in itself. To mention a few common, yet fascinating plant genera from the Pinder valley among the dominant conifer is the Himalayan fir (Abies pindrow). Deodar (Cedrus deodara) is present in fine stand near Dwali. Spruce (Picea smithiana, P. morinda) is significantly absent all along the trail. Himalayan fir has an admixture of Buraash (Rhododendron arboreum, R. campanulatium) with both pink and white flower along other varieties of wild roses (Rosa spp.). In some places there are fine belts of Bhoj forest (Taxus bucatta) and birch (Betula utilis). Mostly Temperate Forests of broad leaves and conifers are found there. The forests are moist and have an admixture of spruce, fir, maples, horse chestnut, walnut, Kharsu Oak (Quercus semecarpifolia) etc. A very distinctive feature of this forest is the trailing lichens festooning the trees, and the under story of dwarf Buraash (Rhododendron campanulatum) (Hajra, 1983). Broadly, the whole area can be divided into following ecological regions.

2. Temperate Scrub.
3. Alpine Grasslands.
### Table 1. Tourists Trend of Peoples visiting Pindari Kafni and Sunderdhunga Glaciers 
(Source Forest Check Post: Song (Loharkhet) of Bageshwar from Distt. of Kumaun)

<table>
<thead>
<tr>
<th>SL. No</th>
<th>Months</th>
<th>Year</th>
<th>Total No. Of Tourists Visited</th>
<th>Total Govt. Revenue in Rs.</th>
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<tbody>
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<td>From 17th September</td>
<td>2004</td>
<td>61</td>
<td>1110</td>
</tr>
<tr>
<td>2</td>
<td>October</td>
<td>2004</td>
<td>444</td>
<td>5470</td>
</tr>
<tr>
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<td>2005</td>
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<td>720</td>
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<tr>
<td></td>
<td><strong>Total</strong></td>
<td></td>
<td><strong>1152</strong></td>
<td><strong>17800</strong></td>
</tr>
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</table>

### 3. MATERIAL AND METHODS

Several seasonal visits were made for the socio-environmental survey, (Table 1) tourist visits peak in summer season (April – June) and lean periods during winter (Nov - March) were covered in tourist spots of NDBR area near the Himalayan glaciers. In order to understand the perception of local people about the positive and negative impacts of tourists camping, and spotting of wild life in their surroundings, the elderly men and women of villages located near the camping sites were queried. The primary survey was conducted using a questionnaire, followed by informal and formal meetings and group discussions with the tourists, stakeholders and villagers in route to glaciers. The data thus generated were cross-checked with the targeted groups and set of information was verified in numerous meetings and group discussions. In order to assess the opinion of the local community regarding the camping and other tourists activities, with several rounds of formal and informal meetings were held with the villagers after the questionnaire – based survey, regarding the waste generation, loss of biodiversity, decline in forest resources and wild animals spotting and conflicts, for knowing the perception of villagers due to tourism activities.

### 4. RESULTS AND DISCUSSION

Uttarakhand Himalayas has also come under the threat of heavy tourism human desire. The highly visited tourism sites are already under considerable pressure due to the ever-increasing demands made by local populations on environmental resources. Fuel energy requirements for heating and cooking for the tourists and local population, timber for construction, and the grazing and forage requirements of livestock often translate into a heavy demand on the fast-dwindling forest resources. The quantum of ecological disturbance is increasing day by day due to gradual increase in the number of peoples visiting in the glacier areas. The increasing vehicular movement on the hilly road, construction of concrete houses, shops and hotels has added to cause the ecological disturbance in the micro-climatic conditions. The sporadic increase of commercial camping has already impacted severely on the forests resources of the nearby glaciers. The new disturbances or impacts to these popular glaciers and mountaineering campsites include vegetation loss, soil compaction, disturbances in the existing water channels, river sand and other evidence of potable water use pollution are increasing every year. Displacement of wildlife has occurred in the region due to bright colours of tents, loud music, toilet tents and light in and around camp sites. The number of monkeys and wild bores around camp sites has increased, as they get left-over food items easily to eat. A through ecological
impact assessment of camping and mountaineering would bring out certain benchmark indicators and based on them, further Environmental Impact Assessment (EIA) studies could be conducted to ascertain the impact of camping near surrounding forest areas. The quantum of garbage generated by tourists along routes and near the camping sites is a major concern and needs immediate quantification. However, with well-coordinated local initiatives, local institutional systems for environmental care, it can be developed to safe disposal of waste management at generation sites.

The impact of tourism on society is an established fact and various studies have brought out startling facts and figures on the concerned subject. Thus, it is important to assess the cultural impacts of camping in the light of changing social and cultural fabric of the traditional society of of Himalayan glacier regions. There is a now growing disgruntled feeling in the minds of the local villagers about camping activities. The younger generation is the worst affected, as children have started escaping their school and prefer to earn money by working in and around these tourist visiting sites. The locals are also not willing to pursue traditional subsistence agriculture and animal husbandry. Some of the villagers have changed their land use and now prefer to cultivate Cannabis sativa (Bhang- necrotic drug), Uggal (Fafer-Buckwheat), Amaranthus (Chuwa-Chaullai), green vegetables and earn more money than opt for their traditional hill cultivation. Farmers in some villages have taken to more cultivation of maize, as it fetches them ready money after selling raw maize corn (bhutta). The traditional women and young girls of these villages now have to go far away from these halting sites for open toilet, washing and bathing purposes. The traditional use of nearby trek, river beds by the migratory sheep and goat herders, who folded their livestock at night-time during their annual migration to the foothills (Oct-Nov.) and on their return way to alpine meadows (Mar-Apr.) has also stopped due to these regular tourist camping activities in these high altitude glaciers. The traditional exchange of livestock, grains and maintenance of hill livestock’s diversity by these villagers has also suffered drastically. A few villages now also find it difficult to cremate dead bodies, as they are located near the tourist camping sites. The overall perception of the people in the villages around the tourist camping sites, about the impacts of such tourism activities on rural society is not fair. It is interesting to note that the villagers find more negative impacts than positive ones, and have concluded that in due course their status would be reduced to daily-wages labourers from traditional farmers.

Recurring disturbances of forest cover nearby glaciers are being observed in alarming stages whose consequences are seen as reduction in number of rainy days. It has shown decrease in number of rainy days mostly for one to two and half decades, which is, majorly may be due to over exploitation of green cover with increasing biological activities to meet the increasing population demands. Mountain ecosystems are mother of several stream and river, extremely fragile and susceptible to soil erosion and landslides with vulnerable habitat and genetic diversity leading to ecological imbalance due to more human interferences. The United Nations proclaimed the year 2002 as the “International Year of the Mountains” to create awareness amongst nature lovers, political, planner and on social levels to contribute their might in protecting this huge mountain ecosystems, on sustainable development basis.

Proper planning and management of natural resources particularly soil and water conservation with proper motivation to local people for their sustainable development has to be initiated while planning the socio economic condition of the people in the hilly glacier areas has to be given due consideration. Programme of family and society welfare needs to be on top priority. It is important to realize that equal distributed rainfall over the monsoon can be realized by increasing the green cover to the fragile Himalayan eco - system. This will prove a boon to the welfare not only of the hill people but all round development and happiness of the people of
plains also. Non-Government organizations and other Scientific organization can also play a key role in materializing the ecotourism sustainability goals through programmatic planning.

Along bringing the economic development, tourism also threatens the quality of surrounding environment. Changes in the host communities and quality of life are also often seen. The tourist-host relationship and the development of the tourism industry (facilities of transport, accommodation, food and entertainment) leads social and cultural changes to the host societies which changes moral value systems, traditional life styles, family relationships, individual behaviour or community structure.

In the absence of any such previous studies on environmental and social cultural impacts in the Himalayan region due to tourism activities, there are not so much data to be compare or analyze our recent findings. The general notion of tourism is that, it promotes economic activity, boosts the local production of resources and helps in infrastructure development without paying attention to the negative socio-cultural impacts. Using the concept of sustainable development, the study objective was to assess the environmental and socio-cultural impacts of unregulated tourism in the Himalayas especially in Glacier regions. Due to the lack of quantitative data to support our recent findings, our understanding of the potentially profound ecological, social and cultural impacts upon glaciers surrounding remain equally limited. The aim of the study was only to understand the changes in surrounding forests, river-stream banks, water availability, village land-use and social and cultural changes in the traditional Himalayan society of nearby glacier areas.

4a. A FEW SUGGESTIONS:
If you think of doing this trip, the following ideas will help:

- Get the Survey of India Trekking Map Series map of Kumaon.
  - Dress in layers that are convenient to add and delete. The temperature can swing around by 10 degrees in a few minutes. It rains almost every day, so it's useful to have a raincoat or a windcheater. Gore-tex would be ideal.
  - There is electricity at only one place: A generator at Khati. Carry spare charged batteries.
  - You don't need the KMVN package trek. At Bageshwar, you can line up the unbundled components. The components are: Porter (can carry 30 kg, and costs Rs.200/day), beds at KMVN huts (Rs.150/night), a guide (who is voluble, unlike porters, and acts like a majordomo at the camps), transportation to and from Song, etc. This gives you more flexibility in designing your own trip, and making changes on the fly. The package treks are too restrictive; they are useful if you have never ever done a trip in the region before and have no clue about how things work.
  - The maps identify all KMVN huts. You can landup at a KMVN hut without any advance warning. If they have a bed, you'll get it. If they don't, they'll spring a sleeping bag and/or a mattress and accomodate you anyway. They will make dinner for you. It's cool.
  - The water is not clean when it is near human habitation.
  - If you must contract with KMVN in Delhi (or anyplace other than Bageshwar), be sure to have a written definition of what you have contracted.
  - It is nice to have a tent, that gives choices other than the KMVN huts.
  - KMVN food planning is low on trail chow and protein.
  - There are leeches and flies-that-bite. Full sleeves and long pants make sense.
4b. MANAGEMENT STRATEGIES

— Proper entries of tourists/visitors, guide potters, ponies/mules, sheep, goats etc within the carrying capacity of the areas must be made at Song in the Forest Chowki register to have correct number of tourists visiting the area.

— Two Chawkidars be posted at Forest Chowki, Song to have regular entries made and entry fees collected to regenerate maintenance revenue.

— More participation of local people should be as porters, guide, restaurants/hotel owners etc.

— Encourage local youth to involve more in ecotourism to avoid their migration to urban areas/metropolitan cities for earning.

— Financial assistance to local to participate in tourism related business like Hotels, Dhabas, paying guest house etc.

— Display of local crops like Rajma, Phaphad etc. and Ringal (hill bamboo) items with proper name tag, price tag etc. should be done along the trek route, which can increase the earning of local people and can popularize these items among tourists.

— Local people need to know the importance of water and to conserve it by arresting them in tanks (Rain Water Harvesting) at higher elevation, then to distribute at lower lying villages for their needs.

— Renovation of Rest house of CPWD, TRC should be done periodically to provide better amenities to the tourists and to increase the number of the tourists.

— Renovation of bridges along the route, almost all the wooden bridges were damaged during our recent visit in June 2008.

— Local people should be made aware of solid waste collection/disposal how dangerous these could be if not managed properly.

— Local people should be motivated for conservation of natural resources. The area has rich flora and fauna of rare/endangered species.

— Awareness programs/meetings should be organised for local residents about eco-tourism. Tourists should be made aware of the area by distributing the brochures with information about local customs, foods, traditions along with do’s and don’ts for in the Pindari area.

— Local people must be involved in the decision making process related to tourism in their areas.

— Provide alternative fuel (e.g. Solar panel, Biogas plant, LPG) to minimize cutting of trees for cooking purposes.

— Grazing by sheep and goats disrupting the alpine meadows, grazing must be allowed rotation wise at different meadows (viz. Bedni & Ali Bugyals).

— Integrated tourism development with other sectors of local economy and encourage local entrepreneurs to the greatest possible extent.

— Pindari, Kafni and Sunderdhungha Glaciers can be promoted for adventure tourism, for which registered societies of various adventure sports viz. Skiing, Rock climbing, Mountaineering etc. can be formed by issuing license.

— For trekking master plan of trek routes can be prepared with basic facilities like drinking water, toilets, shelters etc at fixed points only.

— Availability of tents, equipments, trained guides and porters be ensured.
Guidelines be prepared for tourists which should be strictly implemented.

Construction of permanent building near ‘O’ Point may enhance receding / melting of glaciers. In Pindari, base camp at Phurkia should be strictly practiced by tourists. No camping should be allowed near within 5 km area of Glaciers.

Proper solid waste disposal through educating tourists and local people.

Recycling of wastes must be practiced for which recycling machines can be provided to the locals.

4c. Hence, management strategies can be in the following major:

A. Preventive measures
   - Conduct periodic cleaning operations along the trek route.
   - Establish refuse collection areas at base camps, which should be cleaned regularly.
   - Construct micro hydroelectric power units for power supply to remote areas, this along with adoption of firewood technology / providing alternative fuel will restrict cutting of trees from these fragile areas.

B. Improvement measures
   - Organise afforestation programs with best adapted local species to help the local economy.
   - Plant native mixed vegetation on barren sites to control further deterioration of the site.
   - Construct latrines suiting local environment, adoption of proper sewage system.

C. Information measures
   - Train porters / guides / local people in local administration and in elected bodies through lectures, slide shows / film shows pamphlets etc.

D. Incentive measures
   - Publicize the positive work of locals / tourists, who have helped in preserving the mountain / local ecology and environment.

E. Management policies
   - Periodically close Peaks and Bugyals to control damage due to over use or overgrazing.
   - Campaign to promote winter tourism in order to reduce congestion during the summer peak season.

5. CONCLUSION

Tourism in India has been growing for the last several years and the ‘Incredible India’ campaign has catapulted the tourism growth. Eco-tourism developments have already begun in India. But still there is a long way to go and plenty of resources are yet to be tapped. Also, some issues have been reported in relation to the development of eco-tourism in India. Efforts have to be there from all the stakeholders in eco-tourism sector to think about the sustainability of tourism activities and sustaining tourist spots. The fascination for mountains, breath taking natural beauty, rich cultural diversity, socio-economic traditions, history and life styles attract adventure tourists, mountaineers, trekkers, naturalists ascetics, explorers and cultural tourists from all over the world to visit Pindari, Kafni and Sunderdhunga Glacier areas of Nanda Devi Biosphere (NDBR) and adjoining areas in Kumaun Himalaya.
Expedition / mountaineering and tourism, acts as a livelihood option for the people living in the buffer zone areas of NDBR is important, next to animal husbandry and agriculture. Until 1960 Bhotia tribe people in the buffer zone of NDBR and adjoining areas had a good trade relationship with Tibet. Closure of Indo-Tibet trade due to the Indo–China war of 1962, followed by imposition of conservation policies due to creation of Nanda Devi National Park in 1982 and Nanda Devi Biosphere reserve in 1988, caused all consumptive uses and expedition/ mountaineering to be banned in the core zone, which not only affected the local economy to a large extent but also created conflicts between local people and reserve authorities. The ban on tourism is the most severe concern of the local people as it provided significant to earn their livelihoods.

Awesome scenes and inspiring snow bounded Himalaya of Uttaranchal are one of the nature’s most beautiful gifts to mankind. As a visitor tourist must make sure to respect local tradition and culture, help to maintain local harmony and protect the majestic natural environment by protecting the plant species before they become rare, endangered or extinct. The local people should be fully educated / trained for the protection of their environment. They may be trained for multiplication of their native plant species by ways of different nursery techniques. By regulating the tourist visits and their activities, not allowing them to pluck such rare and endangered plants, further check on land use changes can be a solution for sustainable tourism in eco-sensitive zones in Himalayan Glaciers.

In order to preserve the glaciers wilderness character, minimize disturbance to the existing forests, wildlife and other water resources as well. To provide quality experience to the visitors, there is strong need to limit the number of tourist camping sites as well as number of tourists for visiting in the glacier areas per day. Similarly, there is need to fix the size of the mountaineering and trekking groups, including clients, staff members, potters, guide and trainers. No group or individual should be allowed to remain longer than three consecutive nights in the same tourist camp site. This mandatory restriction is intended to prevent long-term occupancy of campsites, minimize campsite deterioration and disruption of wildlife and forest resources using pattern. Exceptions, in case of research studies and documentary films preparation may be granted where this adverse impact can be avoided.

Research data and basic inventory information contribute to the understanding of the natural systems and the effects that visitor use activities may have on the surrounding environment. The resource inventory, monitoring and research policies programmes should be implemented in the tourist campsites. The monitoring includes a description and photographs taken from the same points on a periodic basis. This effort to monitor campsites should continue. Recreational use of the river water can led to some physical and biological impacts on the river environment, such as improper disposal of human waste, litter, loss of vegetation and development of trails, occasional fire rings, water pollution, and disturbance or displacement of wildlife. The negative impacts can be reduced if tourists and stakeholders both assume responsibility to decrease individual impacts.

Tourism in glacier areas has become a double-edged activity due to heavy influx of tourists and lack of proper implementation of rules and regulations. It has the potential to contribute, in a positive manner, to socio-economic achievements, but at the same time, its fast and sometimes uncontrolled growth is also leading to degradation of the surrounding environment and loss of local identity and traditional culture. Negative impacts from camping and mountaineering sites occurs because of the inability of the environment to cope with the visitor use and the widening of the tracks. Certain tourism uncontrolled activities such as location of toilets within the submergence area of the river beach during rainy season, trekking in forests and regular camp fires pose potential threats to the immediate environment around glacier regions. This can also
put enormous pressure on the area and lead to impacts such as soil erosion, increased pollution, natural habitat loss, increased pressure on certain endangered species of flora and faunas and heightened vulnerability to wild forest fires.

It has been observed that increase in mountaineering and tracking near glaciers has given rise to some major effects on environment. Stress to local communities from environmental degradation and increased infrastructure costs. Physical influences causing social stress; the physical impact and the rising tourism inflow and its consequent developments have led to acute social stress. Socio-cultural disadvantages of conflict are due to unequal use of resources, decline in culture, and friction with traditional land use. Camping related tourism activities also add to air, water, land and noise pollution. It may even result in resource-use conflicts, such as competition between tourists and the local population for some of the prime resources like drinking water, food availability and fuel wood energy because of scarce supply in the remote areas. Thus, there is an urgent need for comprehensive ecological and social impact assessment studies, before the situation widely worsens.

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Trekking route from Loharket village towards Pindari

Temporary wooden bridge to cross Pinder River

Camping near Bugyal

Steep slope (timberline) starts on the way near Bugyal

Construction near Pindari ‘O’ Point

Pindari Glacier View From PWD Pinadri ‘O’ Point Sign Board
Problem of Overgrazing in the Nearby Bugyal areas
**Rhododendron campanulatum** bushes at higher elevations

**Floral diversity in Bugyals**
Management of a Small Hotel – A Case Study of Jaisingh Garh Hotel, Udaipur

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Abstract
Jaisingh Garh was developed as a dream house with seven rooms and two green Champa lawns by Late Shri Udai Bhan Singh Panwar in 1997. It was converted into a hotel after his death. Located on Haridas Ki Magri and overlooking Lake Pichola and Lake Fateh Sagar the expectation was high. Though ideally located in the enclave of hotels of all size and class, it could not break even and had to be closed.

The property was taken on lease by Innovative Hospitality in 2013. With innovative up-gradation of property, aptly named suites, a covered and a rooftop restaurant ‘Kabab Mistri’ specialising in Indian and world kababs with a hint of Asian cuisine, specially crafted to suit a wide range of taste buds and quality services, Jaisingh Garh could become a boutique hotel. Being comfortably nestled amidst star hotels, providing spectacular view of Aravali Hills, the lakes and the town, and providing convenient approach to most tourist destinations of the city, Jaisingh Garh is among the star attractions for visitors to Udaipur.

The paper is based on a case study of Jaisingh Garh Hotel. Information for the case study was collected through interviews with management personnel at different levels of hotel, employees and some visitors.

Major conclusion of the case study is that management of a small hotel in a highly competitive market situation is a challenging task. Innovative up-gradation of property and quality service to complement the expectations of the target segment is therefore, necessary for the success of a small hotel in such a situation.

Key words – Jaisingh Garh, Hotel, Innovative Hospitality, Kabab Mistri, Indian and Asian Cuisine, Kabab, Management, Up-gradation, Quality, Competitive market, Challenging task, target segment

INTRODUCTION:
Jaisingh Garh was developed as a dream house with seven rooms, a large lobby and two green Champa lawns by Late Dr Udai Bhan Singh Panwar in 1997 as a family residence. Ideally located overlooking Lake Pichola and Lake Fateh Sagar at 3, Haridas Ki Magri, MullaTalai, the expectations were high.

After his death the property was partially converted into a hotel by his wife Smt. Anita Singh in 2009. The vision of the owners was to run the hotel Jaisingh Garh (JSG) and simultaneously increase room inventory and build revenues over a longer period of time. However, as the time passed by they found it difficult and tiresome adventure, due to tedious operational timings, less clients, high fixed costs, high expenditure on electrical appliances like Air Conditioners, Water Heaters (even when there were less clients) and high staff turnover. Gradually issues developed in client service due to traditional style kitchen and low operational efficiency. Revenues even in busy season were low as there was no marketing. The hotel was being run by the owners in partnership with a local agency, which eventually lasted for 1.5 years only. Though ideally located in the enclave of hotels of all size and class but with inconsistent revenue there was always a gap between inflows and outflows and it had to be closed.
TRANSFER OF MANAGEMENT
Owners were keen to run the hotel but there was also insecurity in the mind of the owners about the new partners as they had not happy experience earlier. They were constantly looking for a professional group that may agree to partner with them to run the hotel. Owners were regular clients at UDAIPURI restaurant owned by Innovating Hospitality (IH). Owners knew about the quality and goodwill of their initial brand UDAIPURI - a vegetarian kitchen. So they invited Chef Vimal Dhar of IH for a detailed meeting. Property JSG looked massive and for sure had a potential to generate good revenue, provided the facilities were strong. The location was also a strong point as due to its location on Trident Hotel road the visibility of the place was high. Association of Chef Vimal and IH gave projection of good food and beverage for the locals and tourists. During appraisal it was realised that there was potential for adding 9 to 10 rooms. But this could still raise the room inventory to 16 only, which may still be not optimal size and a viable business preposition considering the high lease amount. Location was indeed the trump card, but the property was not well cited for the tourists in terms of facilities and services. After appraisal of the property and considering positives and challenges in managing a small hotel Chef Vimal gave a proposal for sprucing up the property, upgrading the services and management of the JSG. Owners were cooperative and agreed as advised to upgrade the assets. Coincidently it all happened as it was destined and finally owners transferred the management to IH as their new partners and lessee.

CRITERIA FOR DECISION
Location, size of the property, nature of owners and future prospects were main considerations in taking over the management of JSG by IH. The Haveli structure of the property made it architecturally very attractive. The Heritage look of the property looked stunning. Also IH had long vision Plan 2 to generate additional revenues through food and beverages service along with outdoor caterings.

RE-LAUNCH OF HOTEL
The property was taken on lease by Innovating Hospitality in 2013. IH was initially looking at running the roof top open area as restaurant. But as it got shifted during renovation of building, so a covered rooftop restaurant ‘Kabab Mistri’ specialising in Indian and world Kababs with a hint of Asian cuisine, specially crafted to suit the widest range of taste buds was developed. Being comfortably nestled amidst star hotels, providing spectacular view of the Aravali Hills, the lakes and the town, providing convenient approach to most tourist destinations of the city and with quality services Jaisingh Garh could become a boutique hotel. It appears on the promotion list of all top tour operators in the country including make my trip, trivago, Goibibo, cleartrip, oyorooms etc. Jaisingh Garh is among the star attractions in Udaipur for visitors from all parts of the country and abroad. With innovative up-gradation of property, aptly naming all the suites, Jaisingh Garh - a unit of innovating hospitality is a dream project of Chef Vimal Dhar. Each individually named suite has its own character and style. Modern amenities discreetly blend into regal splendour of a bygone era. Complemented by personalized service it assures a memorable royal experience to the visitors. The glorious roof top restaurant at hotel Jaisinghgarh "Kabab Mistri", developed by Chef Dhar, provides a fine dine exposure for food lovers. It also offers some of the very authentic and popular Rajasthani delicacies that are must for anyone visiting Udaipur. No wonder the proportion of repeat clients is growing.
OBJECTIVES OF CASE STUDY
The case study of Jaisingh Garh intends to address the following questions:
1. What factors have contributed to Innovating Hospitality’s success in turnaround of a failed venture?
2. What are the Critical Success Factors (CSFs) for a small boutique hotel according to corporate executives and guests both?
This case study on a small hotel shall provide very useful insight into the success factors for a new entrepreneurs entering the hospitality industry and shall also contributes to existing literature on hospitality industry.

METHODOLOGY OF CASE STUDY
The paper is based on case study of Jaisingh Garh Hotel, a small hotel located in prime area for hotels in Udaipur. To familiarise with the entity the hotel booking website of Jaisingh Garh (www.jaisinghgarh.com) was visited. This provided basic information about the hotel such as location, management, services etc. The guest opinions appearing on the website for the past year were examined to understand the users’ view on the services provided by the Hotel. The comments appearing on the web site were also used as probing prompts for further insights during the interviews with executives and management.
Further information for the case study was collected through interviews with management and executives at different levels in Jaisingh Garh Hotel and some selected guests staying at the hotel during visits. The interviews were structured. Two questionnaires were prepared, one for executives and the other for guests. Site visits were conducted for administering in-depth interviews to both the groups. Thus, the case study findings reflect the perspectives of managers, executives and customers of the Hotel.

INNOVATING HOSPITALITY
Innovating Hospitality (IH) is a culinary trade consultancy, based in New Delhi, India. The organization has a talented team of hardcore professionals who are currently in the process of innovating hospitality. A major role and activity of IH is to assist clients from hospitality industry as per their needs, to design and establish new restaurants and bars, provide market research, launch brand successfully, manage restaurant and all types of related innovative hospitality solutions.
Innovating hospitality (IH) has over the years build extensive experience of hospitality services throughout India through developing unique concepts, market research, economic feasibility study, strategic business planning, project development, technical assistance, marketing and sales, pre-opening and on-going operations in the hotels, resorts, conventions and leisure industry. Innovating Hospitality is a group of experienced, young and extremely talented hospitality professionals who are sharpening their skills in innovating hospitality for more than 15 years. The Passion of the team is ‘hospitality solutions’.

MANAGEMENT OF IH
Innovating Hospitality has a management team of professionals from the hospitality Industry. The company was formed and led by late Mr. Tej Kishan Dhar, the chairman of Innovating Hospitality. It is now skilfully managed by India’s most renowned Young Chefs Vimal Dhar - as M.D., Chef Vimal Dhar, a highly experienced Chef with a passion for perfecting culinary specialties and impressive list of achievements to his credit, this astute and result oriented professional has been featured among world Top 50 Chefs in the book My Last Supper by Melanie Dunea. The soft-spoken Chef Vimal Dhar also holds the distinction of having been featured in The Wall Street Journal, USA by Mr. Stan Sessor, in the Discovery Channel by Anthony Bourdain and on Travel and living channel.
Dr. Chef Sangeeta Dhar, PGHTM, a hands on chef and director keeps on generating intelligent and quick recipes is excellent auditor of the overall operations. Chef Sangeeta is simultaneously doing lectures and cooking lessons for the young astute at seminars and cooking shows.

Varun Dhar, MBA a hard core professional has clean eye to detail in the initial set up of the business models as a business development manager.

Vivek Dhar and Varun Dhar also manages the family driven business a restaurant cum take away ‘Udapuri - a vegetarian kitchen at Gurgaon, Haryana.

Rajneesh Gaur- GM Operations at JSG, a middle aged dynamic professional has intact command over the hotel operations and expertise in sales and marketing and act as a right hand to support Chef Vimal dhar.

SERVICES PROVIDED BY IH
Innovating Hospitality comprises of people interested in starting their own restaurants, or renovating old restaurants and re-launching them. For a long time, it was very difficult for newcomers to setup new restaurant, to select a suitable location, to design interiors in appropriate way, to select cuisine, menu, and other related activities, which may take business to next level. Innovating Hospitality provides one stop solution of every task related to a restaurant including developing a restaurant business plan, selection of best possible venue for restaurant, interior and exterior design., cuisines selection, menu development, employee training, marketing, advertising etc. Innovating Hospitality adds the experience carried by the team, which transforms the prospects of the business. As an extra shot, Innovating Hospitality provides customised outdoor catering services for weddings and special events.

ASSETS UNDER MANAGEMENT
IH has four assets under management, Udaipuri – a vegetarian kitchen (an exquisite fine dine restaurant offering delicious flavors from all across the globe - Fusion, Indian, Oriental, Mediterranean cuisines. Perfect place for breakfast, lunch and dinner. Corporate lunches, Conference - Meetings, Kitty party, Birthday and Anniversary celebrations. Kabab Mistri - authenticity of taste , the glorious roof top restaurant at Hotel JaisinghGarh, provides fine dine exposure for food lovers. The food here is specially crafted to suite a wide range of taste buds. Also offers some of the very authentic and popular Rajasthani delicacies for anyone visiting Udaipur.
Kabab Mistri – a take away and home delivery outlet. is a kiosk model with all the elegant Kebabs - Curries - Biryani - packed vegetarian and non vegetarian thali.

INSPIRATION
Inspired by small and big events occurring in daily life. Innovating Hospitality tries to do best to innovate and inspire life in every way. Food is a part of all lives and it is their passion and also their business. Since 1997 they have been satisfying the needs of Clients with innovative and exciting hospitality advice.
Their passion is obvious, their enthusiasm infectious and their experience second to none. In Hospitality Industry, they create exciting, practical and cost effective solutions for food in the workplace. From fine dining, through hospitality to restaurants, cafes and coffee bars, Innovating Hospitality share and deliver the values, goals and objectives for Clients

VISION OF IH
The vision of IH is to make it a profit making business model and start replicating it to the lease model or the management model.
OBJECTIVES AND GOALS OF IH
The main objective of IH is to create and share pleasure of good living and good food with its customer, develop creative business solutions for hospitality industry and share it with its business clients, retain staff and elevate them for future projected properties.

The Goal of IH is to efficiently manage the properties under their care and take them to tangible levels.

BUSINESS STRATEGY OF IH
Chef Vimal Dhar has vision of a great businessman. The business strategy for the restaurants Udaipuri the vegetarian kitchen and Kabab Mistri, a multicuisine restaurant, which are already recognized as the best vegetarian and multi-cuisine and Indian Kababs restaurant respectively in Udaipur region by localities and tourists from all over is to take them to next level. Likewise for the IH employees the strategy is to not only earn a good living but also to benefits from being the part of IH. For this efforts in term of promotion of sales and marketing, connectivity of properties with social media, on air media and news media etc are consistently being focused. Facilities are offered to staff for higher efficiency and career development.

TURNAROUND STRATEGY FOR JAISINGH GARH
Since its takeover on lease IH team has worked hard to make Jaisingh Garh a profit making business model so that they may start replicating it to other lease model and management models. For this attention was given to every detail from suit rooms to table covers, from every morning at the opening to closing at the night. Likewise their vision has been that ‘historical suit room services’, ‘outstanding and unique food quality, ‘presentation and taste’, create demand. They have struggled hard to build brand image of IH, to get market value of hotel Jaisingh Garh acceptable in hospitality and tourism industry along with its known delicacy food restaurants.

EXPERIENCE AT JGH
Jaisingh Garh provides decent room accommodation based on unique theme for every suit. This is key USP of Jaisinghgarh. The suits are priced from Rs.3500 to Rs.6000. Other facilities provided with accommodation are 24 hrs hot and cold water, un interrupted wi fi, non smoking rooms, chargeable laundry, and spa.

Food has been the USP of the clients experiencing. Kabab Mistri a speciality Kababs and oriental cuisine restaurant serves food with live Ghazals for entertainment, which is liked very much by customers. Due to this team IH is getting many offers for indoor and outdoor caterings in and around Udaipur. Guests go gaga about the theme and subtle environment.

There is risk at every stage of life. When it comes to Jaisingh Garh there are many gray areas. A huge amount of repairs and maintenance keeps on happening every now and then. Likewise seepage in rooms, extra pressure due to pressure pumps, requirement of swimming pool, staff turnover, staff welfare issues etc.

Overall JSG has a strong existence in terms of location and its placement in the competitive hotels as it has been marketed well. It offers luxurious accommodation and well defined services. However, there is a need for upgrading the lobby area and installing more indirect lights. Lawns need to be utilized more and more for outdoor events.

STRATEGY TO ADDRESS RISKS CONCERNS AND MEASURES TO ACHIEVE THE GOALS.
Innovation is a continuous process at IH. Some Measures that have produced results is briefly mentioned here.

1. Maintenance of property - Every off season is scheduled for addressing repair and maintenance, paint touching ups, plumbing etc.
2. **Human Resource Management** - The hotel has a special philosophy on staff welfare. Employees have access to various amenities, including good-quality food and medical and child care facilities, televisions, telephones, refrigerators, and attached bathrooms. Employees are trained to greet guests, remember their first names, and anticipate their needs. Management believed that their stay would help employees understand better what guests experience and in turn, enhance their delivery of special experiences for the guests. A dedicated HR agency has been hired to look after the Provident Fund and Employees State Insurance deposition of the staff.

3. **Technology** Better technology and software have been installed to make the operations smooth and reducing the internal expenses to achieve profit levels.

4. **Relationship management** – Relationship is always mutual. Invites are exchanged between the owners and IH team and MD during social gatherings. As the owners are also staying within the property, team IH makes sure that the privacy of the owners is not disturbed in any way. Relationship with clients is managed by giving a quality service with pleasure and smile. Relationship with employees is managed by taking care of their career path and growth.

5. **Communication with the target customers** – Continuous communication is maintained with clients through mails, media, advertisements, mobile messages etc., on all important events and celebrations.

6. **Appraisal of customers’ views on services at JSG** - Customers are invited to do appraisal and rate the property on services received via guest feedback or online gadgets like trip advisor, zomato etc. There are positive and negative comments both. Again team IH takes pride to respond within no time to messages received. Client satisfaction is generally between 80-90%. After 3 years of consecutive struggle the dream is coming true day by day and near to almost completion. IH realized during their working strategies that they need to work more on operating strategy for all that they deliver. The goal of outstanding food and service required top-of-the-line effort. Further that with a single start up location, will not generate enough volume in business so key to making the business work to meet the goals

**FUTURE PLANS**
The future plan of management is to add on 5 more rooms to have a bigger room inventory. A dedicated pool is proposed to be constructed in the area. Front lawn is proposed to be utilized more and more for outside weddings and other functions.

**LESSONS FOR MANAGEMENT OF SMALL HOTELS**
The case study has many important lessons for the owners and management of small hotels. The important ones among these are listed here.

1. **Ownership or lease** - Ownership and lessee model both can work and survive provided both the parties are earning something out of the relationship.

2. **Size of property** - Irrespective of the size big or small, try and provide the basic facilities to the customers like hot water, wi fi, clean linen in rooms, cameras, software to handle the OTA(room tie ups with Booking agencies) etc.

3. **Location of property** - Location is important for a hotel. As far as possible a hotel should be located at a site that is well connected with important sightseeing places. Preferred location should have parking within the premises. Hotel should provide guards to take care of the vehicles of guests, even when parked outside the premises.

4. **Investment in property** - Upgrading of the property and facilities is the key to success. Budgeting helps in controlling the cost, otherwise it may go haywire.

5. **Organization and management** – Organisation and management both have a very important role in the success of a hotel. The organisation structure should be functional and appropriate to the needs of the operations and the management team should consist of committed knowledgeable
professionals. Having the right kind of staff and management team is the most important factor for success in the service industry.

6. **Human resource management**: Among all the success factors, human resource management, in an important element (Shen, 2015). Right type of persons should be hired and trained and given responsibility. Staff career development and welfare needs should be kept in view to retain good persons.

7. **Services** - Neat and clean rooms, adequate mattresses of correct sizes, standard toiletries, daily changing of linen, un-interrupted flow of hot and cold water, air cooled rooms, room service, laundry on call, tea coffee dispensers, travel desk for transportation, express check in and check outs, card machines for easy payments are some of the minimum expected services in hotels. Efficiency of these services should be maintained by continuous monitoring and audit.

8. **Management of operations and services** - The management makes life easier. If the operators/owners are professionals and have experience of running the set up then its fine otherwise a management company/hotel consultant should be hired to operate the show.

9. **Marketing of services** - Well defined budget allocation on marketing helps in selling the accommodation/restaurant/spa. Marketing plays a crucial role in uplifting the value and worth of the property. The mode of marketing can be paper media-pamphlets/newspaper, hoardings/kiosks, on air advertisement like FM radio, mobile messages, social media etc. The most cost effective media or a media mix should be selected. Tie ups for cross promotion, special offers to generate foot falls should be considered.

10. **Research and planning** - It is estimated that around 80% of restaurants that open in New York close within five years. There are many reasons for this including poor service, poor food, competition etc. Planning can help in preventing this and should be done as much as possible before you begin (Wynn, 2015). Thus for successful business in hospitality research and planning are essential. Without right research and planning based on research setting up a hotel is invitation for failure.

**CONCLUSION**

From the case study the conclusion is that management of a small hotel in a highly competitive market situation is a challenging task. Innovative up-gradation of property and quality service to complement the expectations of target customers are therefore, necessary for success of a small hotel in competitive market situation. Retaining staff, low foot fall, high fixed costs, high expenditure on electrical appliances (even when there are less clients), changing food habits of people and changing needs of the clients are major challenges.

The study has some limitation, which should be considered in the interpretation of its findings. Only one set up was visited for this study and the findings cannot be entirely generalised to all small hotels.

**REFERENCES**

- Hotel Jaisingh Garh web site – http://www.jaisinghgarh.com
Hotel Branding: The effects of hotel brand image on customer’s purchasing behavior and loyalty

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Taylor’s University, Malaysia

Abstract

Hotels, in contemporary society, have recognized the importance of intangible attributes such as brand image to meet customers’ needs rather than standing competitive advantages of functional and physical attributes of the product. The purpose of this study is to investigate and identify the Effects of Hotel Brand Image on Customer’s Purchasing Behavior and Loyalty. Moreover, this paper will examine whether those variables are correlated. For the empirical study, 150 people with academic background of hospitality and experience as a hotel customer in Taylor’s University and few from other universities were aimed to respond online survey regarding hotel brand image, customer’s purchasing behavior and customer loyalty. Convenience sampling method was adopted to collect the data. And Microsoft Excel was used as a statistical method. As a result, the study discovered that there is a significant positive relationship between Hotel Brand Image and Customer’s Purchasing Behavior & Customer Loyalty.

Keywords: Brand, Hotel brand image, Customer’s purchasing behavior, Brand attitude, Purchase intention, Word of mouth, Customer loyalty, Revisit intention, Favorable impression, Frequency of revisit.

1 – INTRODUCTION

1.1 Introduction

Brand image of the hotel is considered as a valuable asset by a great number of firms from all over the world to the extent that contemporary competition of marketing is so said ‘Brand Wars’. Brand is a field that requires dynamic thinking and the implementation of corporate strategies in response to developing trends, shifts in consumer values, and rapid technological innovation. In a rapidly changing competitive environment, the service industry has found it increasingly difficult to distinguish physical products by their function. Consumers today often base their purchases on the added value of a product or service (Bailey, 2006). Perceived added value of product might distinguish it from other brands in the same category. Hence, extending brand equity through intangible services that enhance the customer’s experience will become increasingly important in the future. It will also become a key influence in the formation of many aspects of brand equity. The development of brand equity in the service industry has in recent years become a major issue in the area of branding (Jui Ying Hung, 2012).

Such terms as ‘Brand’ has already gone beyond the scope of marketing techniques, and nowadays, it turned into intangible assets which are successfully used by enterprises not only with the purpose of their identification. It has to become an integral component of a product, exactly product’s name for which buyers are willing to pay money (SergiiSirobaba et. al., 2014).

1.2 Problem Statement

Since the 1990s, the increasing competition in the hotel industry has led to hotel firms recognizing brand as one of the important intangible assets and focusing on branding strategies, making hotel brand equity an important issue of research (Yao, 2007).
With growing interest in brand, and newly formed position which is ‘Brand Manager’ in the organization, it has become a trend for increasing number of firms conduct marketing based on this tendency.

As the brand image of the hotel is basically made by comprise of brand awareness, brand preference, attributes, and benefits, it plays an important role in terms of customers choosing and purchasing such products of hotel. Unless hotel manager has a good grasp of in which point customers take the most preference over choosing hotel and how these factors are perceived by them, there would be huge problem in related to the demand side. Wide range of choice for customers, increase of income and leisure time, abundance of information, and higher standard of tourist expectation have been improved by massive development of hotel industry and also through intense competition in between hotels. The objective of firms would not be attained through passive activity. By way of example, when a brand is presented in a competitive context, consumers consider not only each brand’s attributes but also which brand they want to support and whether their own purchase choices can make a difference in the marketplace (Paharia et al., 2014).

There has been a little research into the brand image in terms of hotel product providing intangible service while many former researches have been greatly carried out regarding the brand image of tangible product. Therefore, this research is devoted to the study and analysis to be of assistance in resolving the problem using a logically developed and integrated research design. In addition, it will identify that brand image of the hotel is not just a simple supplementary factor for customer’s purchasing behavior but taken on a core character of marketing communication. With this, findings will provide the effects of hotel brand image, which customers are perceived, on customer’s purchasing behavior and loyalty.

1.3 Research Objective

1.3.1 Research Objectives

Firms, in general, have recently recognized importance of intangible attributes such as brand image rather than a competitive advantage led by product’s functional and physical factors.

The main purpose of this research is to introduce/ suggest the consideration for improvement of brand image, and establishing marketing strategy in order to constantly control hotel brand by investigating and analyzing how hotel brand image affects customer’s purchasing behavior and loyalty.

Following details of research objective are set out in order to attain research objectives.

a) To find out concept and importance of brand image and investigate formation factors of hotel brand image.

b) To theoretically explore again about purchasing behavior, and customer’s loyalty.

c) To find out how and to what extent hotel brand image influence on customer’s purchasing behavior and loyalty.

d) To introduce/ suggest the consideration for improvement of brand image according to the result of analysis.

1.4 Significance of Research

It is necessary for hotels to consider what really happens before, during, and after the customers have interaction with them and the importance of hotel brand image in order to clearly identify attributes affecting customer loyalty and customers’ purchasing behavior positively. Hotels must investigate who their customers are and what customers need and desire when selecting a
hotel in order to satisfy customers. It will definitely result in attracting and capturing more of customers’ mind.

The intention of this research is to provide an implication of the customers’ purchasing behavior and the customer loyalty, that are taken great importance to brand manager and hotel manager on the basis of hotel brand image.

1.5 Research Questions
- Does the Hotel Brand Image have significant impact on Customer’s Purchasing Behavior?
- Does the Hotel Brand Image have significant impact on Customer Loyalty?
- Is the Hotel Brand Image closely related with Customer’s Purchasing Behavior?
- Is the Hotel Brand Image closely related with Customer Loyalty?
- How important and influential is the Hotel Brand Image in increasing Customer’s Purchasing Behavior?
- How important and influential is the Hotel Brand Image in increasing Customer Loyalty?

1.6 Research Methods
Two different methods are mainly used in order to effectively attain stated research objectives. One is documentary study and the other is empirical study on the basis of documentary study will be carried out.

As for the documentary study, some related books, thesis, journals, and articles would be utilized for the purpose of finding the concepts of hotel brand image; customer’s purchasing behavior, and customer’s loyalty. In addition, great efforts would be made catch the relationship in between hotel brand image, customer’s purchasing behavior, and customer’s loyalty towards brand image of the hotel. Based upon these attributes, questionnaire will be prepared and empirical study will be performed.

As for the empirical study, subject of questionnaire is intended for both people, who have basic knowledge of hotel industry with academic background of hospitality and who do not have but have experience as a customer, in order to follow the principle of equity. Survey would be conducted online from 26th of April to 28th of April 2016 for three days. Sending out the questionnaire for random sampling investigation would be carried out through online against people who have basic knowledge of hotel. As for example, students in Taylor’s University Lakeside Campus dealing with the faculty of Tourism, Culinary, Hospitality Management, and few other universities dealing with faculty of International Hospitality are the target. The other respondents with experience in staying at least one night in the hotel would be chosen in a random way. The number of questionnaire paper would be distributed in the ratio of 50% and 50% to 150 respondents in total. After collecting questionnaire papers, hypotheses of research would be verified with the result of analysis using Microsoft Excel.

2 LITERATURE REVIEW
2.1 Theoretical Background in terms of ‘Hotel Brand Image’

2.1.1 Brand

The term “brand” is derived from the Norwegian word brandr which means “to burn”. Farmers used to put some identification marks on the body of the livestock such as cattle to distinguish their possession (Majumdar, 1998).

According to Phillip Kotler, a brand is a name, term, sign, symbol, design or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of the competitor (Kotler, 1991). In other words, brands are means to differentiate from the competitors. Kapferer defined brand as “corporates’
responsibility or promise for consumers to easily and confidently assess and choose the product” (Kapferer, 1992). Consumers are able to perceive the quality level of product or service from the brands given to them.

2.1.2 Brand Image

The following table <Table 1> has been organized for easier understanding of brand image defined by various scholars. This allows the major conceptual developments and variations to be more easily identified, illustrated and traced. The five assigned categories include blanket definitions, and those which emphasize symbolism, meaning or messages, personification, and cognitive or psychological dimensions. We now turn to the image types to analyze the underlying dimensions of each.

Table <1> Classification of Brand Image by different scholars

<table>
<thead>
<tr>
<th>Brand Image Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Blanket/ Generic Definition</strong></td>
<td></td>
</tr>
<tr>
<td>Herzog (1973)</td>
<td>The sum total of the impressions the consumer receives from many sources.</td>
</tr>
<tr>
<td>Newman (1957)</td>
<td>A composite image of everything the people associate with the brand.</td>
</tr>
<tr>
<td>Dichter (1985)</td>
<td>It describes not individual traits or qualities but the total impression an entity makes on the minds of others</td>
</tr>
<tr>
<td>Snyder and DeBono (1985)</td>
<td>Images associated with the use of products</td>
</tr>
<tr>
<td><strong>Emphasis on Symbolism</strong></td>
<td></td>
</tr>
<tr>
<td>Levy (1958)</td>
<td>People buy things not only for what they can do, but also for what they mean</td>
</tr>
<tr>
<td>Pohlman and Mudd (1973)</td>
<td>The purchased item is conceptualized as having two kinds of value for the owner, one for its concrete functional utility and the other for its utility as a prestige symbol.</td>
</tr>
<tr>
<td>Frazer (1983)</td>
<td>The advertiser formulates a claim of superiority or distinction based on factors extrinsic to the product.</td>
</tr>
<tr>
<td>Noth (1988)</td>
<td>Semantic components of a brand image include technical matters, product characteristics, financial value or social suitability.</td>
</tr>
<tr>
<td><strong>Emphasis on Meanings or Messages</strong></td>
<td></td>
</tr>
<tr>
<td>Sommers (1963)</td>
<td>Meaning that a product has; perceived product symbolism.</td>
</tr>
<tr>
<td>Levy and Glick (1973)</td>
<td>The idea that consumers buy brands not only for their physical attributes and functions, but also because of the meanings connected with the brands.</td>
</tr>
<tr>
<td>Swartz (1983)</td>
<td>‘Product message’: In symbolic consumer behavior, interest lies in investigating the role of products as ‘message’ or ‘nonverbal communication’ transmitted by the user.</td>
</tr>
<tr>
<td>Bromley (1993)</td>
<td>It is a statement about what the product or service means to consumers.</td>
</tr>
<tr>
<td>Bettinger, Dawson and Wales (1979)</td>
<td>An ‘adult’ image and a ‘child’ image of the product</td>
</tr>
</tbody>
</table>
Emphasis on Personification

<table>
<thead>
<tr>
<th>Author</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sirgy (1985)</td>
<td>Products are assumed to have personality image, just as people do.</td>
</tr>
<tr>
<td>Hendon and Williams</td>
<td>Also known as ‘brand personality’ or ‘brand character’, it involves nothing more than describing a product as if it were a human being.</td>
</tr>
<tr>
<td>(1985)</td>
<td></td>
</tr>
<tr>
<td>Debevec and Iyer</td>
<td>In positioning and repositioning products, advertisers often work to create a gender image for a brand.</td>
</tr>
<tr>
<td>(1986)</td>
<td></td>
</tr>
</tbody>
</table>

Emphasis on Cognitive or Psychological elements

<table>
<thead>
<tr>
<th>Author</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reynolds (1965)</td>
<td>An image is the mental construct developed by the consumer on the basis of a few selected impression among the flood of total impressions.</td>
</tr>
<tr>
<td>Levy (1978)</td>
<td>A brand image is a constellation of pictures and ideas in people’s minds that sum up their knowledge of the brand and their main attitudes towards it.</td>
</tr>
<tr>
<td>Bullmore (1984)</td>
<td>A brand’s image is what people think and feel about it and those thoughts and feelings will not/ cannot be universally identical.</td>
</tr>
<tr>
<td>Friedmann and Lessig</td>
<td>‘Psychological meaning’: the consumer’s understanding and evaluation of the product.</td>
</tr>
<tr>
<td>(1987)</td>
<td></td>
</tr>
</tbody>
</table>


Overall brand image can be summed up as something that lets the consumers to process all the information about different options in their mind and differentiate all the brands, generating reasons for buying and providing extensions. Hence the maintenance of a brand image is very important for the success of any brand and should be priority of all marketing managers (Aaker, D.A., 1991).

2.1.2.1 What constitutes Brand Image?

All the brands have their own particular personalities no matter which product line it belongs to. The image or impression, therefore, consumers get from specific brands is so said ‘Brand Image’. While some researchers claim that brand image is closely linked with physical product, some assert that brand image is not related to the product itself.

(1) Aaker’s Brand Equity measurement model

In his Brand Equity measurement model, David A. Aaker identifies five brand equity components: (1) brand loyalty, (2) brand awareness, (3) perceived quality, (4) brand associations and (5) other proprietary assets.
A brand association is any mental linkage to the brand. The more customers get experience of using specific brand and exposed to the advertisements, the stronger brand association is formed. Brand image is the umbrella name for brand association. Brand name is formed when many different types of associations are combined together.

Aaker divided brand association into 11 types; Product attribute, Intangibility, Customer convenience, Relative prices, User, Customer celebrity, Personality, A product category, Competitor, Use, and the scope by country/district (Aaker, 1992).

2.2 Theoretical Background in terms of ‘Customer’s Purchasing Behavior’

2.2.1 Concept & Types of Customer Purchasing Behavior

① Concept of Customer Purchasing Behavior

Consumer behavior is a study about how they buy, how they pick one brand while numerous brands are out there. It is defined as the behavior that consumers display in searching for, purchasing, using, evaluating and disposing of products and services that they expect will satisfy their needs. Consumer behavior focuses on how individuals make decisions to spend their available resources (time, money, effort) on consumption related items. That includes what they buy, why they buy it, when they buy it, where they buy it, how often they buy it, how often they use it, how they evaluate it after the purchase and the impact of such evaluations on future purchases, and how they dispose of it (Schiffman and Kanuk, 2003).

② Types of Customer Purchasing Behavior

Researchers have developed four types of buying behavior which consumers apply in different situations. There is a variety-seeking, a dissonance reducing, habitual and complex buying
behavior (Assael, 1988). The figure <2> below shows four types of decision-making based on the degree of consumer involvement.

Figure <2> Four Types of Buying Behavior

![Figure 2: Four Types of Buying Behavior](image)


2.2.2 Brand Attitude

Attitude is considered as key concept on consumer behavior that was defined as set of beliefs, experience and feelings forming a predisposition to act in a given direction (Chandon Jean-Louis, 2011). It can also be considered to be a relative, enduring, context-specific overall evaluation of some aspects of a consumer’s environment, be it a product, service or brand (Hoyer et al., 2013). Based on these definitions, it could be inferred that attitude could be made toward a particular brand of an organization, which could then be called “brand attitude” and defined as “a consumers’ overall evaluation of a brand” (Martensen, A., et al., 2007). This attitude could be positive or negative, last for a long time and could be changed if people gain new experiences or reflections (Solomon, M.R., 2009). Fishbein and Ajzen cited by (Chandon Jean-Louis, 2011) denoted that attitude has an influence on purchase intention and consumer behavior because it has basic psychological function. Therefore, brand attitude can be described as a consumer’s overall evaluation of the ability of the brand to satisfy needs (Liu et al., 2012).

Attitude is expressed by the evaluation of a product/brand in two directions which is favorable or unfavorable.

2.2.3 Purchase Intention

Whitlark, Geurts and Swenson define purchase intention as a purchase probability associated with an intention category at the percentage of individuals that will actually buy the product. In the current study, we define consumer purchase intention as consumer who make a repetitious purchase and would return back to their preferred brands. Seeing that purchase intention is a subject of great interest to policy makers and business practitioners, knowing which variable that influence purchase intention are the most important to a particular customer group and help to make predictions on consumers’ choice of brands (Whitlark et al., 1993).

2.2.4 Word Of Mouth

Consumers usually want to find all kinds of information about products, services, or seller before purchasing; consumers will revalue the product or service after the purchase, and then share this information with others. According to Susskind, word of mouth communication simply involves people sharing their assessment of their experiences. Word of mouth
communication, which relates both positive and negative evaluations of service encounters, has been shown to influence other people’s purchase behavior. Positive word of mouth communication is reported to emerge from satisfying service encounters, while negative communication generally emerges from dissatisfying encounters (Susskind, 2002). Duan et al. has confirmed the word of mouth not just affect the product sales, but also a result of product sales (Duan et al., 2008).

2.2.5 Concept of Hotel Selection Behavior

Hotel selection and attributes that are important to traveller either for business or for leisure have been researched extensively using variety methods. Past researches have focused on the importance of attributes in choosing hotels.

(1) Lewis’s Hotel Selection Attributes

Lewis (1985) tested 66 hotel attributes to determine the basis of hotel selection by 1314 business and leisure travellers in six hotels. Lewis found that location and price were the determinant attributes for both groups (Lewis, 1985). Lewis explained that the base of hotel selection is related to the attributes of hotels and different kinds of attributes can simply differentiate between different kinds of hotels. The type of attributes, therefore, is significant and determinant when guests choose and stay in a hotel (Ryan et al., 2004).

<table>
<thead>
<tr>
<th>Rank</th>
<th>Business Traveller</th>
<th>Leisure Traveller</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Security</td>
<td>Quality of service</td>
</tr>
<tr>
<td>2</td>
<td>Quality of service</td>
<td>Quality of restaurant, Value</td>
</tr>
<tr>
<td>3</td>
<td>Room condition</td>
<td>Architecture</td>
</tr>
<tr>
<td>4</td>
<td>Quality of restaurant, Value</td>
<td>Cleanliness</td>
</tr>
<tr>
<td>5</td>
<td>Reputation</td>
<td>Room condition</td>
</tr>
<tr>
<td>6</td>
<td>Location</td>
<td>Security</td>
</tr>
<tr>
<td>7</td>
<td>Cleanliness</td>
<td>Location</td>
</tr>
<tr>
<td>8</td>
<td>Convenience and Accessibility</td>
<td>Convenience and Accessibility</td>
</tr>
<tr>
<td>9</td>
<td>Price</td>
<td>Food and Beverage</td>
</tr>
<tr>
<td>10</td>
<td>Food and Beverage</td>
<td>Price</td>
</tr>
<tr>
<td>11</td>
<td>VIP treatment</td>
<td>VIP treatment</td>
</tr>
<tr>
<td>12</td>
<td>Fitness facility</td>
<td>Reputation</td>
</tr>
<tr>
<td>13</td>
<td>Architecture</td>
<td>Fitness Facility</td>
</tr>
</tbody>
</table>

Source: Robert C. Lewis, op. cit., p. 91.

Table <3> Comparison of Determinants for Hotel Selection by Lewis

<table>
<thead>
<tr>
<th>Rank</th>
<th>Business Traveller</th>
<th>Leisure Traveller</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Quality of service</td>
<td>Cleanliness</td>
</tr>
<tr>
<td>2</td>
<td>Security</td>
<td>Security</td>
</tr>
<tr>
<td>3</td>
<td>Cleanliness</td>
<td>Room condition</td>
</tr>
<tr>
<td>4</td>
<td>Front office reservation</td>
<td>Price</td>
</tr>
<tr>
<td>5</td>
<td>Room condition</td>
<td>Quality of service</td>
</tr>
<tr>
<td>6</td>
<td>Convenience and Accessibility</td>
<td>Architecture</td>
</tr>
<tr>
<td>7</td>
<td>High level of service</td>
<td>Fitness facility</td>
</tr>
<tr>
<td>8</td>
<td>Price and quality of Food and Beverage</td>
<td>Reputation</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>9</td>
<td>Location</td>
<td>Reservation</td>
</tr>
<tr>
<td>10</td>
<td>Reputation</td>
<td>Price and quality of Food and Beverage</td>
</tr>
<tr>
<td>11</td>
<td>Architecture</td>
<td>Guest room attributes</td>
</tr>
<tr>
<td>12</td>
<td>Fitness facility</td>
<td>Convenience and Accessibility</td>
</tr>
<tr>
<td>13</td>
<td>Guest room attributes</td>
<td>High level of service</td>
</tr>
<tr>
<td>14</td>
<td>Price</td>
<td>Location</td>
</tr>
</tbody>
</table>

Source: Robert C. Lewis, op. cit.

(2) Cadotte and Turgeon’s Hotel Selection Attributes

Cadotte and Turgeon have gathered analysis of the data from the members of the American Hotel and Motel Association and suggested 25 attributes for the satisfactory and dissatisfaction factors. They used complaints from hotels in America to try to understand what attributes are important for guests. These two researchers concluded that there are attributes that are performance dissatisfies, performance satisfies, performance criticals, and performance neutrals (Cadotte and Turgeon, 1988).

Table <4>Cadotte and Turgeon’s Hotel Selection Attributes

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Room rate</td>
<td>2.</td>
</tr>
<tr>
<td>3.</td>
<td>Parking availability</td>
<td>4.</td>
</tr>
<tr>
<td>5.</td>
<td>Check out time</td>
<td>6.</td>
</tr>
<tr>
<td>7.</td>
<td>Bill accurateness</td>
<td>8.</td>
</tr>
<tr>
<td>9.</td>
<td>Hotel capability</td>
<td>10.</td>
</tr>
<tr>
<td>11.</td>
<td>Staffs’ knowledge in service</td>
<td>12.</td>
</tr>
<tr>
<td>13.</td>
<td>Level of service</td>
<td>14.</td>
</tr>
<tr>
<td>15.</td>
<td>Cleanliness</td>
<td>16.</td>
</tr>
<tr>
<td>17.</td>
<td>Quiet environment</td>
<td>18.</td>
</tr>
<tr>
<td>19.</td>
<td>Variety of service</td>
<td>20.</td>
</tr>
<tr>
<td>21.</td>
<td>Staffs’ grooming</td>
<td>22.</td>
</tr>
<tr>
<td>23.</td>
<td>Advertisement</td>
<td>24.</td>
</tr>
<tr>
<td>25.</td>
<td>Traffic around hotel</td>
<td></td>
</tr>
</tbody>
</table>


2.2.6 Model of Consumer Buying Decision Making (Steps/Sequences of Hotel Selection Behavior)

Hotel Selection Behavior follows the rule of Consumer Buying Decision Making Model. Two main models are generally used: Grand Models and EBM (Engel, Blackwell and Miniard) Models.

(1) Simple Consumer Behavior Model

It is a simplified process model which concentrates on the process and eliminates the interrelations of elements. It illustrates the main five stages of the purchase process. It provides the backbone of any purchase decision making study.
Figure <3> Simple Consumer Behavior Model

Source: Marketing Management, Philip Kotler, Chapter 6, Page 170, 10\textsuperscript{th} Ed., PHI.

(2) EBM (Engel, Blackwell and Miniard) Models.

Figure <4> The Engel-Blackwell-Miniard Model

Source: Engel et al. (1995)

This model was created to describe the increasing, fast-growing body of knowledge concerning consumer behavior. Five stages were mainly used in this model and impact of beliefs, attitudes and intentions on the process were added. This model is useful for as it is updated and various variables are incorporated compared to the Simple Consumer Behavior Model.

2.3 Theoretical Background in terms of ‘Customer Loyalty’

2.3.1 Customer Loyalty

Many contributions to the study of customer purchasing behavior especially in customer loyalty have been carried out. Explaining the word ‘loyalty’, Oliver defined it as “a deeply held commitment to rebuy a preferred product or service consistently even in the future, thereby causing repetitive same brand or same brand-set (Oliver, 1999). In other words, it is also defined as the relationship between an individual’s attitudinal predisposition towards an object
and the repeat patronage of that object. Customer satisfaction appears to be very similar and closely related with customer loyalty. Customer satisfaction is a key antecedent to loyalty and repurchases behavior. It positively influences customers’ purchase intentions as well as behavior. While customer satisfaction is all about customers’ overall evaluation of their experiences and the expectations with a product or service provider (Johanson and Selnes, 2004), Customer loyalty is about perception as the combination of repeat purchases from one service provider or brand coupled with the customers’ psychological attachment toward brands or providers (Day, 1969).

Figure <5> Loyalty Construct

Source: Rundle-Thiele, 2005

(1) The attitudinal perspective

Attitudinal loyalty is defined as a customer’s desire to continue relationship with the particular brand in spite of lower prices of the competitor of brands and to spread the positive word around (Dick and Basu, 1994). Attitudes offer clues about the customers’ future behavior while behavior reflects the current situation or a set of past events (Filip and Costantinescu, 2007). It is more likely to the probability of purchase and being toward the loyal.

(2) The behavioral perspective

The behavioral loyalty involves elements such as: the frequency of calls, the level of cross selling and length of relationship according to the word of Soderlund (Soderlund, 2006). This perspective fits with the concept of retention under the assumption that no matter what the sources are, which means an unspecified number of repeated acquisitions from the same supplier, in a specific period of time (Soderlund, 2006). It is exclusive purchase and preferential purchase brand.

2.3.2 Measurement Factors for Customer Loyalty

Although there have been many researches carried out for customer loyalty, clear and systemized measuring methods have not been corresponded. Different researchers have come out with the different way of measurements about customer loyalty. It could be classified into 2 dimensions as such early research was so.

Table <5> Methods of Measuring Customer Loyalty

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Measuring Methods</th>
<th>Researchers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Behavioral</td>
<td>Exclusive Purchase</td>
<td>Copeland (1923), Churchill (1942)</td>
</tr>
<tr>
<td>Purchasing Ratio</td>
<td>Repeated purchase on particular one brand</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Market Share</td>
<td>Cunningham (1956)</td>
</tr>
<tr>
<td></td>
<td>Purchasing Ratio</td>
<td>Lipstein (1959)</td>
</tr>
<tr>
<td></td>
<td>Purchasing ratio beyond 50% on like product</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Purchasing ratio beyond 75% on like product</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2/3 standard unit</td>
<td>Charlton and Ehrenberg (1976)</td>
</tr>
<tr>
<td></td>
<td>Purchasing ratio beyond 67% on like product</td>
<td></td>
</tr>
<tr>
<td>Purchasing Continuity</td>
<td>Loyalty in Multiple Brand</td>
<td>Purchasing ratio of most often purchased brands</td>
</tr>
<tr>
<td>-----------------------</td>
<td>---------------------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>Consistent Loyalty</td>
<td>Continuous purchases on particular product only</td>
<td>Brown (1962)</td>
</tr>
<tr>
<td>Divisional Loyalty</td>
<td>Continuous purchases on two brands in turn</td>
<td>Brown (1962)</td>
</tr>
<tr>
<td>Instable Loyalty</td>
<td>Switching to the new brand after being loyal to other brand</td>
<td>Brown (1952)</td>
</tr>
<tr>
<td>Three consecutive times</td>
<td>Purchases one specific brand three times consecutively</td>
<td>Tucker (1964), McConnel (1968)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Purchase Probability</th>
<th>Ratio of repetitive purchases</th>
<th>Relative frequency of purchases on a specific brand for a period of time</th>
<th>Frank (1962)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Return Purchase Probability</td>
<td>Relative frequency of returning to the first brand after switching to the other brand</td>
<td>Frank (1962)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Attitudinal</th>
<th>Brand Preference</th>
<th>Which brand you like</th>
<th>Guest (1942)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invariability of preference</td>
<td>Similar purchasing attitude toward favorable brand for a long time</td>
<td>Guest (1955)</td>
<td></td>
</tr>
<tr>
<td>Brand Name Loyalty</td>
<td>Purchase made because of trust and preference regardless of price or other influences</td>
<td>Monroe and Gultinan (1975)</td>
<td></td>
</tr>
<tr>
<td>Perceptive Brand Loyalty</td>
<td>Ratio of brand according to brand perception</td>
<td>Jarvis and Wilcox (1976)</td>
<td></td>
</tr>
</tbody>
</table>

Source: made by author of work, referring to Lee Min Ju, “The Effects of Brand Loyalty and Types of Advertisement Message on Impact of Advertisement”

Behavioral measurements refer to a customer’s repeat purchase behavior as an indicator of loyalty for a brand (Bowen and Shoemaker, 1998). Attitudinal measurements refer to emotional and psychological attachment or commitment and switching cost (Baloglu, 2002). The dimension as shown above in the table is the key indicator of customer loyalty.

2.4 Relationship between Brand Image and Hotel Selection Behavior

The process of selecting hotel is basically not so different with the process of selecting general stores or any other products. This is mainly because determinant attributes in both hotel and normal product are appeared to be similar. Hotel users go through four steps before the decision completely made. It is, same as store selection, comprised of evaluation criteria, perceived hotel image, preferred hotel, and not preferred hotel as four variables.
Figure 6 shows that customers perceive the importance of hotel attributes and compare with the other hotels using their own evaluation criteria and early perceived hotel brand image. Not every hotel users, however, are involved in this process for choosing which hotel to go for. Hotel has the different characteristics with tangible products but intangible and immobile service. Hotel customers, therefore, have no choice but to buy the brand image. With this, brand image plays an important role from the hotel’s point of view. In other words, brand image is influential factor in customer’s decision making. Particular hotel brand image is made from all the method of expression how hotel manager represent. The more hotel brand image captures customer’s mind and trust, the more customers choose the hotel with the favorable attitudes. Hotel brand image has closest relationship with trust, customer’s attitude, and decision making. It finally affects customer’s hotel selection behavior. Aaker (1996) suggests that customers are even willing to pay a premium price for their preferred brand. Teng, Laroche and Huihuang (2007) stated that purchase intention of the specific brand needs assessment of all available brands. Brand image is not fixed element but can always be changed with the efforts of understanding customer’s decision making process and identifying their own brand image to position favorable image in customer’s mind.

2.5 Relationship between Brand Image and Customer Loyalty

When brand image is related to customer’s loyalty in hotel, it becomes meaningful from a strategic viewpoint.

According to Normann (1991), image is considered to influence customers’ minds through the combined effects of advertising, public relations, physical image, word of mouth, and their actual experiences with the goods and services. Keller (2003) and Biel (1992) stated that a positive brand image is created when a customer associate him or herself with a particular brand with unique association and that person could recommend that brand to another person and hold a positive attitude towards that brand. This has a direct impact on the purchase behavior of the consumer.

3 CONCEPTUAL FRAMEWORKS

3.1 Variables and Hypothesis

3.1.1 Diagram and Explanation of Variables
This research is mainly in order to figure out the effects of Hotel Brand Image on Customer’s Purchasing Behavior and Customer Loyalty and how it influences them. According to this objectives and theoretical background from literature review, the diagram above has been established. Hotel Brand Image has been decided to be Independent Variable. And Customer’s Purchasing Behavior and Customer Loyalty are Dependent Variables in this research.

3.1.2 Hypothesis

The following hypotheses are proposed on the basis of research model which is Figure 8. It will help identifying structural relationship in between Hotel Brand Image and Customer’s Purchasing Behavior, and also in between Hotel Brand Image and Customer Loyalty.

H1> Hotel Brand Image has significant impact on Customer’s Purchasing Behavior.

1-1 Hotel Brand Image has significant impact on Brand Attitudes
1-2 Hotel Brand Image has significant impact on Purchase Intention
1-3 Hotel Brand Image has significant impact on Word of Mouth

H2> Hotel Brand Image has significant impact on Customer Loyalty.

2-1 Hotel Brand Image has significant impact on Revisit Intention.
2-2 Hotel Brand Image has significant impact on Favorable Impression.
2-3 Hotel Brand Image has significant impact on Frequency of Revisit.

4 FINDINGS AND DATA ANALYSIS

4.1 Introduction

Findings and analysis are divided into 4 sections which are Demographic, Hotel Brand Image, Customer’s Purchasing Behavior, and Customer Loyalty. Percentage of each answer of questions regarding Customer’s Purchasing Behavior and Customer Loyalty based on Five Point Likert Scale will be used to test the proposed hypothesis. Expected target of respondents which is 150 has been achieved.
4.2 Test of Hypothesis

4.2.1 Analysis of Relationship in between Hotel Brand Image and Customer’s Purchasing Behavior

<table>
<thead>
<tr>
<th>Hotel Brand Image</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>18.4%</td>
<td>28.4%</td>
<td></td>
<td>53.2%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Brand Attitude</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>18%</td>
<td>26%</td>
<td></td>
<td>56%</td>
<td></td>
</tr>
</tbody>
</table>

Table <6-1>

<table>
<thead>
<tr>
<th>Purchase Intention</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>20.2%</td>
<td>33.4%</td>
<td></td>
<td>46.4%</td>
<td></td>
</tr>
</tbody>
</table>

Table <6-2>

<table>
<thead>
<tr>
<th>Word of Mouth</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>10.9%</td>
<td>39%</td>
<td></td>
<td>50.1%</td>
<td></td>
</tr>
</tbody>
</table>

Table <6-3>

Respondents, who participated in this online survey, were requested to think of one specific hotel brand before answering questions provided in order to measure the negativity and positivity of hotel brand image. As a result, the Hotel brand Image majority of respondents thought of is positive by comparing combination of ‘Strongly Disagree’ and ‘Disagree’ percentage with combination of ‘Agree’ and ‘Strongly Agree’ percentage. 53.2% of total 150 respondents have positive perception about Hotel Brand Image while only 18.4% were shown to be holding negative perception. Answers from questions regarding Brand Attitude, Purchase Intention, Word of Mouth are mostly ‘Agree’ or ‘Strongly Agree’. With this result, following questions regarding brand attitude, purchase intention, and word of mouth to see the effects by hotel brand image were processed on the assumption of positive perception of hotel brand image.

The table <6-1> above shows that average of percentage on ‘Agree’ and ‘Strongly Agree’ in Brand Attitude is as many as 56% which is 38% remarkably higher than average of percentage on ‘Strongly Disagree’ and ‘Disagree’ as it is 18% only. With this, it seems that Hotel Brand Image has significant impact on Brand Attitudes. Formulated hypothesis 1-1 has been verified to be correct.

The table <6-2> above shows that average of percentage on ‘Agree’ and ‘Strongly Agree’ in Purchase Intention is as many as 46.4% which is 26.2% remarkably higher than average of percentage on ‘Strongly Disagree’ and ‘Disagree’ as it is 20.2% only. With this, it seems that Hotel Brand Image has significant impact on Purchase Intention. Formulated hypothesis 1-2 has been verified to be correct.
The table <6-3> above shows that average of percentage on ‘Agree’ and ‘Strongly Agree’ in Word of Mouth is as many as 50.1% which is 39.2% remarkably higher than average of percentage on ‘Strongly Disagree’ and ‘Disagree’ as it is 10.9% only. With this, it seems that Hotel Brand Image has significant impact on Word of Mouth. Formulated hypothesis 1-3 has been verified to be correct.

4.2.2 Analysis of Relationship in between Hotel Brand Image and Customer Loyalty

<table>
<thead>
<tr>
<th>Hotel Brand Image</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>18.4%</td>
<td>28.4%</td>
<td>53.2%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revisit Intention</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>21.1%</td>
<td>22.9%</td>
<td>56%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table <7-1>

<table>
<thead>
<tr>
<th>Favorable Impression</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>20.5%</td>
<td>27.4%</td>
<td>52.1%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table <7-2>

<table>
<thead>
<tr>
<th>Frequency of Revisit</th>
<th>Once</th>
<th>Twice</th>
<th>Three times</th>
<th>Four times</th>
<th>Five times</th>
<th>Six times</th>
<th>&gt;Seven times</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>98.7%</td>
<td>1.3%</td>
<td>0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table <7-3>

The table <7-1> above shows that average of percentage on ‘Agree’ and ‘Strongly Agree’ in Revisit intention is as many as 56% which is 34.9% remarkably higher than average of percentage on ‘Strongly Disagree’ and ‘Disagree’ as it is 21.1% only. With this, it seems that Hotel Brand Image has significant impact on Revisit Intention. Formulated hypothesis 2-1 has been verified to be correct.

The table <7-2> above shows that average of percentage on ‘Agree’ and ‘Strongly Agree’ in Favorable Impression is as many as 52.1% which is 31.6% remarkably higher than average of percentage on ‘Strongly Disagree’ and ‘Disagree’ as it is 20.5% only. With this, it seems that Hotel Brand Image has significant impact on Favorable Impression. Formulated hypothesis 2-2 has been verified to be correct.

The table <7-3> above shows the average of percentage on number of revisit on annual basis. There is none visiting the same hotel within last 1 year more than five times while 98.7% of total respondents visit the same hotel within last 1 year below three times only. With this, it seems that Hotel Brand Image has no impact on Frequency of Revisit. Formulated hypothesis 2-3 has been verified to be incorrect.

As a result, Hotel Brand Image is significantly associated with Customer’s Purchasing Behavior and Customer Loyalty.
4.2.3 Accuracy of Hypothesis

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Accuracy of Hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>Accepted</td>
</tr>
<tr>
<td>H1-1</td>
<td>Accepted</td>
</tr>
<tr>
<td>H1-2</td>
<td>Accepted</td>
</tr>
<tr>
<td>H1-3</td>
<td>Accepted</td>
</tr>
<tr>
<td>H2</td>
<td>Accepted</td>
</tr>
<tr>
<td>H2-1</td>
<td>Accepted</td>
</tr>
<tr>
<td>H2-2</td>
<td>Accepted</td>
</tr>
<tr>
<td>H2-3</td>
<td>Rejected</td>
</tr>
</tbody>
</table>

Table <8> Accuracy of Hypothesis

5CONCLUSION

Hotels, in contemporary society, have recognized the importance of intangible attributes such as brand image to meet customers’ needs rather than standing competitive advantages of functional and physical attributes of the product. The study discovered that there is a significant positive relationship between Hotel Brand Image and Customer’s Purchasing Behavior & Customer Loyalty.

5.1 Answers to Research Questions

According to the results brought, Hotel Brand Image has significant impact on Customer’s Purchasing behavior and Customer Loyalty with the close relationship in between. Thus, Hotel Brand Image is taken much importance and influential in increasing level of Customer’s Purchasing Behavior and Customer Loyalty.

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Role of Ministry of Tourism for Promoting India as a 365 Days Tourist Destination

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Abstract

The Ministry of Tourism functions as the nodal agency for the development of tourism in the country. It plays a crucial role in coordinating and supplementing the efforts of the State/Union Territory Governments, catalyzing private investment, strengthening promotional and marketing efforts and in providing trained manpower resources.

The activities of this Ministry revolve around the concept of projecting the country as a 365 days’ tourist destination because of its dynamic nature, a nation’s tourism sector requires constant monitoring and understanding to ensure it is being leveraged for the greater good of the people of the destination, and as a competitive force on the global landscape. This is especially true for nations looking to the tourism sector as a vehicle for national growth, development and employment generation.

Travel & Tourism is a mirror of our evolving world. Tourism sector is one of the largest employment generators in India and plays a significant role in promoting inclusive growth of the less-advantaged sections of the society and poverty eradication. The role of Government in tourism development has been redefined from that of a regular to that of a catalyst. In this research paper we will discuss policies and schemes of Ministry of Tourism, India.

Key Words: Ministry, Tourism, Development, Scheme, Government, India

Introduction

Tourism development in India has passed through many phases. At Government level the development of tourist facilities was taken up in a planned manner in 1956 coinciding with the Second Five Year Plan. The approach has evolved from isolated planning of single unit facilities in the Second and Third Five Year Plans. The Sixth Plan marked the beginning of a new era when tourism began to be considered a major instrument for social integration and economic development.

But it was only after the 80’s that tourism activity gained momentum. The Government took several significant steps. A National Policy on tourism was announced in 1982. Later in 1988, the National Committee on Tourism formulated a comprehensive plan for achieving a sustainable growth in tourism. In 1992, a National Action Plan was prepared and in 1996 the National Strategy for Promotion of Tourism was drafted. In 1997, a draft new tourism policy in tune with the economic policies of the Government and the trends in tourism development was published for public debate. The draft policy is now under revision. The proposed policy recognizes the roles of Central and State governments, public sector undertakings and the
private sector in the development of tourism. The need for involvement of Panchayati Raj institutions, local bodies, non-governmental organizations and the local youth in the creation of tourism facilities has also been recognized.

Tourism plays an important role in employment generation and economic growth of the country. It is accepted as the potent engine for inclusive social economic progress at universal level through its forward and backward linkages and ability to create employment in the economy. Tourism sector has a very high employment potential with approximately 90 jobs creation per Rs. 10 lakhs of investment. There is high scope for profuse employment generation and related activities in the form of accommodation projects, food oriented projects, amusement parks and water sports etc.

The year 2015 witnessed a growth of 4.5 % in Foreign Tourist Arrivals (FTAs) in India, this growth is equivalent to the medium growth rate of 4.5 % witnessed in International Tourist Arrivals, globally. FTAs during 2015 were 80.27 lakh as compared to the FTAs of 76.79 lakh during 2014. The Foreign Exchange Earnings (FEEs) from tourism in rupee terms during 2015 were Rs.1,35,193 crore with a growth of 9.6 %.

Some important Fact about Indian Tourism, 2015:-

**Important Fact about Indian Tourism, 2015**

<table>
<thead>
<tr>
<th>No. of Foreign Tourist Arrivals in India</th>
<th>8.03 Million</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Growth Rate</td>
<td>4.5%</td>
</tr>
<tr>
<td>No. of Indian Nationals Departures from India</td>
<td>20.38 Million</td>
</tr>
<tr>
<td>Annual Growth Rate</td>
<td>11.1%</td>
</tr>
<tr>
<td>No. of Domestic Tourist Visits to all States/UTs</td>
<td>14.32 Million</td>
</tr>
<tr>
<td>Annual Growth Rate</td>
<td>11.6 %</td>
</tr>
<tr>
<td>Foreign Exchange Earnings from Tourism (in INR Terms)</td>
<td>135193 Crore</td>
</tr>
<tr>
<td>Annual Growth Rate</td>
<td>9.6%</td>
</tr>
<tr>
<td>Foreign Exchange Earnings from Tourism (in US$ Terms)</td>
<td>US$ 21.07 Billion</td>
</tr>
<tr>
<td>Annual Growth Rate</td>
<td>4.1%</td>
</tr>
</tbody>
</table>

**Ministry of Tourism :- An Introduction**

Ministry of tourism is the nodal Agency to formulate national policies and programmes for the development and promotion of tourism. In the process, the Ministry consults and collaborates with other stakeholders in the sector including various Central Ministries/ agencies, the State Governments/ Union Territory Administrations and the representatives of the private sector. Dr. Mahesh Sharma is the Minister of State (Independent Charge) for Tourism.

Secretary (Tourism), who is also the ex-officio Director General(DG) Of tourism, is the executive chief of the Ministry. The Directorate General of Tourism Winter Sports Projects (Indian Institute of Skiing and Mountaineering (IIS&M) within the country and 14 overseas Indian tourism in the market abroad.
Objectives:-
The objectives of this research paper are follows:
- To promote and market Indian tourism and encourage sustainable tourism activities.
- To describe policies & schemes of ministry of tourism, India.
- To understand effort of Indian Govt. for development of tourism.
- To improve performance of its PSU/central agencies in the field of tourism.
- To increase application of information and communication technology in promotion and development of tourism.

Ministry of Tourism takes initiatives to promote India as a 365 Days Destination:-
The ministry of tourism has taken the initiative of identifying, diversifying, developing and promoting niche products of the tourism industry. This is done in order to overcome the aspects of 'seasonality' and to promote India as a 365 days destination, attract tourists with specific interests, and to ensure repeat visits for the unique products in which India has comparative advantage. Accordingly, the niche tourism product like cruise tourism, medical tourism, adventure tourism, adventure tourism, eco tourism, etc. are promoted by Ministry of Tourism.

Policies & Schemes For Promote India as a 365 Days Destination

<table>
<thead>
<tr>
<th>Infrastructure related Scheme</th>
<th>PRASAD (Pilgrimage Rejuvenation &amp; Spiritual Augmentation Drive)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>To beautify and improve the amenities and infrastructure at Pilgrimage Centre’s of all Faiths</td>
</tr>
<tr>
<td>Themes Related Scheme</td>
<td>Swadesh Darshan For integrated development of tourist circuits around specific themes</td>
</tr>
<tr>
<td>Tourist Related Scheme</td>
<td>Mobile Apps, Incredible Mobile App, Swachh Paryatan app, e-TV, Incredible India Helpline, Broachers</td>
</tr>
<tr>
<td>Publicity &amp; Marketing</td>
<td>Advertisements, Domestic Campaign, International Campaign</td>
</tr>
</tbody>
</table>

Infrastructure related Scheme:-

PRASAD Scheme full form– Pilgrimage Rejuvenation and Spiritual Augmentation Drive
Pilgrimage Tourism in India
India is a land of many religions like Hinduism, Buddhism, Jainism, Sikhism and Sufism having their major pilgrimage centers in different parts of the country. The growth of domestic tourism largely depends on pilgrimage tourism which is motivated partly or wholly by religious sentiments.
There are 12 cities under the PRASAD scheme:
1. Amaravati (Andhra Pradesh)
2. Gaya (Bihar)
3. Dwaraka (Gujarat)
4. Amritsar (Punjab)
5. Ajmer (Rajasthan)
6. Kanchipuram (Tamil Nadu)
7. Vellankani (Tamil Nadu)
8. Puri (Odisha)
9. Varanasi (Uttar Pradesh)
10. Mathura (Uttar Pradesh)
11. Kedarnath (Uttarakhand)
12. Kamakhya (Assam)

Objectives of PRASAD Scheme:
1. Integrated development of pilgrimage destinations in a planned prioritised and sustainable manner to provide complete religious experience.
2. Promote local arts, culture, handicrafts, cuisine, etc to generate livelihoods in the identified regions
3. Enhancing the tourist attractiveness in a sustainable manner by developing world-class infrastructure in the religious destinations.

Themes Related Scheme:

Swadesh Darshan Scheme:

The Ministry of Tourism (MoT), Government of India has formulated a plan scheme Swadesh Darshan for integrated development of tourist circuits around specific themes. The five circuits identified under this Scheme are Buddhist Circuit, Himalayan Circuit, Coastal Circuit, Krishna Circuit and North-East Circuit.
These circuits/destinations cover major and relevant tourist places and attractions and have a mix of culture, heritage, spiritualism, and Ecotourism to give a holistic perspective of the country. Tourism contributes foreign exchange in a big way to the exchequer of India and it contributes 6.8 percent of the GDP share in India.

**Objective of Swadesh Darshan Scheme:**

1. Integrated development of Infrastructure in identified theme based circuits.
2. Provide complete tourism experience with varied thematic circuits.
3. Creating awareness among the local communities about the importance of tourism for them in terms of increase in sources of income, improved living standards and overall development of the area.

**Tourist related Schemes:**

I. **Incredible India Mobile Application** :- The ministry of tourism has launched the incredible India Mobile application in august 2014 to assist international and domestic tourists in accessing information about ministry of tourism recognized tourism services providers

II. **Swachh Paryatan app** :- ‘Swachh Parayatan Mobile App’ was launched by Dr. Mahesh Sharma, the Minister of State (I/C) for Tourism & Culture and Minister of State for Civil Aviation at a function . To start with, 25 Adarsh Smarak Monuments protected by Archaeological Survey of India (ASI) have been identified for inclusion in the app. This mobile app enables a citizen to take photograph of garbage at the monument and upload the same along with his/her remarks. The application then sends an SMS to the ASI Nodal Officer concerned with the monument upon receipt of which the Nodal Officer gets the garbage cleared/removed.

III. **E-Tv** :- Giving the tourism sector a significance push , the government announced Online Visa Facilities for nationals of 150 Countries. E-tourist visa ,the latest in the series of measures to ease visa regime and encourages foreign tourists to visit India launched on 27.11.2014.

IV. **Incredible India Helpline** : In a path breaking initiative the ministry of tourism launched a 24*7 ‘Incredible India ‘Toll free helpline for tourists on 26.12.2014. the Code is 1363/1800-111363.
The Ministry of Tourism as part of its Ongoing promotional activities releases campaigns in the international and domestic markets and also undertakes other promotional activities under the incredible India brand line to promote India as a Holistic Destination for tourists.

**Domestic Campaigns:**

- **TV Campaigns:** - on the north east region released on Doordarshan and private channels across the country to promote tourism to the north east region and Jammu kashmir.

- **Social Awareness Campaigns:** -(Atithi Devo Bhava) promoting concepts of ‘Cleanliness’, ‘Hospitality’, Civic Responsibilities’, and ‘Good Behavior Towards Tourists’.

- Hon’ble Prime Minister in ‘Mann ki bat’ spoke about sharing the photographs of various tourism destinations of India through #Incredible India.

- An advertising campaign at the T3 Terminal of the **Delhi International Airport, Mumbai Airport and Rajiv Gandhi International Airport at Hyderabad** was undertaken.

**International Campaigns:**

- Global Print Campaign featuring new creative showcasing different Indian tourism products and information on e-tourist visa was launched in major international markets for promoting India as a tourism destination.

- **#Incredible India Campaign** in June, 2015, on the social platforms – Google, Youtube and Twitter.

**Print & Production**

- Brochure highlighting the achievements of the Ministry of Tourism was produced.
- ‘**Incredible India**’ carry bags were produced for distribution to Domestic & Overseas offices.
- 9 maps of Chennai, Bangalore, Kolkata, Bhubaneswar, Mumbai, Varanasi, Goa, Guwahati and Hyderabad were produced for distribution to domestic and international Offices.

**How Ministry of tourism promoting various types of tourism in India:**

Ministry of tourism has taken following Initiatives to Boost Eco-Tourism:-

i) Evolved Comprehensive Sustainable Tourism Criteria For India (STCI). For three major segments of the tourism industry, namely accommodation, tour operators, beaches, backwaters, lakes and rivers which is applicable for entire Country.

ii) Guidelines for approvals of Hotels Projects at the implementation stage and also for classification/Reclassification of operational hotels under various categories mandate incorporation of various eco friendly measures like installations of sewage treatment plant, rain water harvesting, waste management system.

iii) Promoting Eco-tourism, inter-alia through domestic and international Campaigns and also by supporting seminars, conference and event focusing on development of eco tourism in the country from time to time.
iv) The Ministry of tourism promotes **Wellness & Medical tourism** For Boosting Inflow of Foreign Tourist in a holistic manner, by running campaigns in the international markets under the incredible India brand-line; Conducting road shows, Seminars; participating in major international tourism fairs and exhibitions and also by supporting events/seminars/Conferences which have focus on wellness and Medical Tourism.

v) The Ministry of Tourism also produce brouchers,CDS, Films & other publicity Material from time to time for promotion of Medical & Health Tourism.

vi) The GOI has introduced Medical Visa to Facilitate for Foreign Patients for coming to India for their medical treatment.

vii) Promotion of tourism including Spiritual Tourism Such as yoga, Meditation,Pilgrimage etc. And development of its infrastructure is primarily undertaken by the state Governments/union territory Administrations (Uts).

viii) Adventure tourism is one of the emerging segments of travel in India.to promote Adventure Tourism, the ministry of tourism has issued guidelines for approval of Adventure Tour operators & Formulated guidelines on Safety and quality Norms on Adventure Tourism.

ix) The ministry of tourism (MoT) under its various Schemes including swadesh Darshan Scheme extends Central Financial Assistance (CFA) to them for development of infrastructure related to Spiritual tourism such as Yoga Centres,Meditation Centres,Facilities at pilgrim centres,etc.

**Conclusion:-**

No doubt, India as a country making positive efforts for the development of tourism industry and getting fruits of tourism development. Indian government has taken certain initiatives which will further boost tourism industry in the country. Government has taken various positive steps in the field of tourism by putting various projects as well as by framing certain strategies and plans dedicated to tourism. Tourism industry in India is growing and it has vast potential for generating employment and earning large amount of foreign exchange besides giving a fillip to the country’s overall economic and social development. India needs to make promotional efforts for the development of tourism industry. As tourism is not solitary industry but it is interlinked industry and efforts or promotions made for the development of tourism will also give benefits to other industries allied to tourism. Development of tourism industry will contribute to GDP, employment and capital investment as well as economy as a whole.

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Wellness Tourism: Understanding the Key Issues & Challenges in Promoting Wellness Tourism in India

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Abstract

Travel and tourism is one of the largest service industry in India and the second highest foreign exchange earner, accounting for nearly nine percent of the total employment in the country. A significant and increasingly upcoming segment of this is the multibillion dollar wellness tourism industry which has recorded remarkable growth in the recent years. Several features such as low cost and advanced wellness services, availability of specialized and skilled, and increasing popularity of traditional healing systems, have all promoted India as a favourable destination for wellness services in the global scenario. However, India enjoys less than two percent share of the global wellness market. This calls for drawing attention of all concerned to explore the opportunities and address the existing challenges facing the industry. This article is an attempt to understand the key issues & challenges in promotion of wellness industry in the country and to suggest an action plan to promote India as the ideal destination for wellness tourism.

Keywords: wellness tourism, issues and challenges, India, wellness market.

Introduction

Tourism industry contributes a major part of revenue to the country. It is considered as one of the largest growing industry in the world. It is an employment generator and a significant source of foreign exchange for the country, apart from being an economic activity that helps local and host communities. In 2013, the travel and tourism industry contributed Rs 2.17 trillion (US$ 36 billion) or 2 per cent to the country's gross domestic product (GDP). This is expected to rise to Rs 4.35 trillion (US$ 72.17 billion) in 2024. The tourism industry in India is thriving due to an increase in foreign tourist arrivals (FTA) and a greater number of Indians travelling to domestic destinations than before. The revenue from domestic tourism is likely to grow by 8.2 per cent in 2014 as compared to 5.1 per cent a year ago, according to the World Travel and Tourism Council (WTTC).

India has a large medical tourism sector which is expected to grow at an estimated rate of 30% annually to reach about 95 billion by 2015.

Wellness tourism is travel for the purpose of promoting health and well-being through physical, psychological, or spiritual activities. While wellness tourism is often correlated with medical tourism because health interests motivate the traveller, wellness tourists are proactive in seeking to improve or maintain health and quality of life, often focusing on prevention, while medical tourists generally travel reactively to receive treatment for a diagnosed disease or condition.

Within the US$3.2 trillion global tourism economy, wellness tourism is estimated to total US$438.6 billion or 14 percent of all 2012 domestic and international tourism expenditures. Driven by growth in Asia, the Middle East, and developing countries, wellness tourism is expected to grow 50 percent faster than the overall tourism industry over the next five years.
**Wellness tourists** are generally high-yield tourists, spending, on average, 130 percent more than the average tourist. International wellness tourists spend approximately 65 percent more per trip than the average international tourist; domestic wellness tourists spend about 150 percent more than the average domestic tourist. Domestic wellness tourism is significantly larger than its international equivalent, representing 84 percent of wellness travel and 68 percent of expenditures (or $299 billion). International wellness tourism represents 16 percent of wellness travel and 32 percent of expenditures ($139 billion market).

The **wellness tourism** market includes primary and secondary wellness tourists. Primary wellness tourists travel entirely for wellness purposes while secondary wellness tourists engage in wellness-related activities as part of a trip. Secondary wellness tourists constitute the significant majority (87 percent) of total wellness tourism trips and expenditures (86 percent).

**Wellness travellers** pursue diverse services, including physical fitness and sports; beauty treatments; healthy diet and weight management; relaxation and stress relief; meditation; yoga; and health-related education. Wellness travellers may seek procedures or treatments using conventional, alternative, complementary, herbal, or homeopathic medicine.

With a long history of Ayurveda, Yoga and meditation, India has become an ideal destination to learn, practice and master these ways of life. The region has lately come to be known as the Yoga capital of world on account of the number of ashrams, health centres, retreats and high-end spas, it is home to. These institutions have retained the essence of an age-old wisdom of the land in order to cater to the novel needs of an ever-evolving society. There are people who come to learn Yoga as a way of life, and then there are those who come to seek Ayurvedic treatment for a range of their maladies. Whatever the reason, each visitor invariably finds an apt solution to his problem and goes back with a sounder mind and healthier body.

Traditionally, the Indian wellness tourism sector is ailing due to several factors like the lack of world class wellness centres, lack of skilled professionals, etc. However, it has come a long way and has witnessed a robust growth in past few years on the back of increasing campaign, rising income levels and a rise in wellness tourism. India still lags behind in wellness related infrastructure in the sector, when compared to other developing nations.

**WELLNESS TOURISM BY REGION**
The medical tourists mainly come from the rich and the developed countries like the USA, Canada, UK, Middle East, Japan etc. mainly because of the low cost of the wellness services. Along with India, China, South Korea, Russia and Germany are some of the other top wellness tourism destinations. Still, the U.S. remains the top destination for wellness travel, with $167.1 billion in expenditures and a total of 141.4 million wellness trips taken annually (followed by Germany at 49.3 million).

<table>
<thead>
<tr>
<th>Unwell Travel</th>
<th>Wellness Travel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unhealthy &amp; over-eating</td>
<td>Healthy living</td>
</tr>
<tr>
<td>Travel stress</td>
<td>Rejuvenation &amp; relaxation</td>
</tr>
<tr>
<td>Excessive drinking</td>
<td>Meaning &amp; connection</td>
</tr>
<tr>
<td>Poor sleeping</td>
<td>Authentic experiences</td>
</tr>
<tr>
<td>Disruption of fitness routine</td>
<td>Disease prevention &amp; management</td>
</tr>
</tbody>
</table>

**Primary Purpose Wellness Traveler:** Wellness is the sole purpose or motivating factor for their trip & destination choice.

**Secondary Purpose Wellness Traveler:** Seek to maintain wellness while taking any type of trip.

Source: The Global Wellness Tourism Economy, the Global Wellness Institute 2015

**Relationship between Health, Wellness and Tourism:**

- Changing activities in leisure, lifestyle and travel which improve wellness and quality of life.
- Developments in medical tourism and the shift from traditional curative towards complementary and preventative activities.
- The role of well-established forms of tourism (e.g. spa, sports, social, cruise) and newer forms of tourism (e.g. holistic, occupational, adventure) in the development of health and wellness.
- The special characteristics of investment and return in health and wellness tourism.

**Some of the key industry trends in this sector include:**

- The growing wellness industry has attracted a large number of domestic entrants and international players.
- Established players are pursuing revenue maximisation through product and service diversification and are exploring new global and domestic markets.
- Franchising is emerging as a popular option for scaling up.
- Companies are actively seeking public and private equity investments to fuel their growth.
- While there is strong optimism about future growth prospects, recovery of investments may spread over a longer horizon than anticipated.

**Research Objectives**

The objective of this study is to:

- Understand the key issues and challenges that wellness tourism industry faces in promoting wellness tourism and
- To suggest action plans, which will help the wellness tourism centres in promoting wellness tourism.
Significance of the study
Wellness tourism at present is receiving a lot of attention & popularity among tourist. Wellness tourism has a greater significance because today’s generation is going more for wellness tourism. Tourism is a major means of recreation and wellness tourism has potential to generate more employment and income than those generated by the same investment in other form of tourism.

Review of Literature
The term “wellness” is widely used in European tourism. There is no single definition neither for terms “wellness” and “wellness tourism” nor for the term health tourism. Many researchers have explored concepts and definitions relating to the general theme (Kaspar, 1990; Goodrich and Goodrich, 1987; Lund, 2000). Key among them is the importance of life style, self-responsibility for health, and the exploitation of a person’s potential for a better quality of health. For the purposes of this study, it is assumed that tourist activities of this market segment are for “healthy” people whose main motive is pampering and wellness.

Wellness tourism is considered to be the sum of all relationships and phenomena resulting a journey and residence of people whose main motive is to preserve and promote their physical, mental and psychological health and their social prosperity. They stay in a specialised resort which provides the appropriate know-how and individual care. In addition they require a comprehensive service package comprising physical fitness, beauty care, healthy nutrition, relaxation, meditation and mental activity/ education and environmental sensitivity and social contacts (Mueller & Kaufmann, 2001).

The trends towards wellness tourism imply that the approach towards health and wellbeing is rather in a preventing than a curative way and they are largely influenced by media and popular psychology (Smith-Puczko, 2008). Also wellness tourism is increasingly considered to be a part of a more active lifestyle, therefore spa going is treated by spa-goers as a part of a larger health and wellness lifestyle (ISPA, 2008).

Lanz - Kaufmann (1999)

Research Methodology
The research methodology used for the purpose of this study was essentially an exploratory research, wherein the hotel & resorts, the spa centres as well as the agents / tour operators in Rishikesh region were contacted and issues discussed. A total of around 50 such personnel were contacted. The breakup of these personnel was as follows:

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Area of Contact</th>
<th>No. Contacted</th>
<th>No. of Person Contacted</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Hotels &amp; resorts</td>
<td>2</td>
<td>25</td>
<td>50%</td>
</tr>
<tr>
<td>2</td>
<td>Spa centres</td>
<td>4</td>
<td>15</td>
<td>30%</td>
</tr>
<tr>
<td>3</td>
<td>Tour operators</td>
<td>4</td>
<td>10</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>10</td>
<td>50</td>
<td>100%</td>
</tr>
</tbody>
</table>

The duration of the study was around 4 months. Both primary data and secondary data were used. The primary data consisted of a pointer driven questionnaire administered to around 50 personnel, while the secondary data consisted of books and other sources of information.
It must be understood that the industry is still in its infancy and hence no reliable data is available.

**Findings**

**Challenges** Paucity of skilled and trained personnel is one of the biggest challenges in the industry today. Wellness services, it is estimated, will require 600,000 additional skilled personnel over the next five years. However, their availability is a concern. Effective monitoring of the industry is a challenge and on hindsight it seems as though the initial attempts at quality accreditation have not been impactful.

**Challenges faced by users:** Users of wellness products and services face around the quality of the offerings, primarily due to the following aspects:

- Substandard facilities and poor infrastructure, especially in the unorganized sector
- Unresponsive staff and poor ambience
- Doubts over the availability and skill of the service provider, thereby hampering reliability
- Usage of sub standard, ineffective and harmful products by service providers with a view to regulate costs
- Over promise and under delivery by service providers leading to unmet expectations of the clients

**Challenges faced by providers:** Our focus on organized providers in the wellness space reveals several key challenges, a few of which are influenced by the cost of providing the service, while the rest are independent of cost:

- Inherent cost and locational advantages of unorganized players leading to strong competition
- Price sensitivity of the Indian customers, affected by the limited knowledge of wellness service offerings
- Significant Investment costs and long payback periods due to a lag in creating brand credibility and loyalty
- Shortage of skilled manpower and rising costs of inputs, rentals, advertising and promotions
- Regional differences in the expected wellness service offering, leading to a non-standardized approach for offerings

**Challenges faced by the Government:** The Government faces challenges mainly due to the high extent of un-organization in the various segments in wellness, in addition to the following aspects:

- Difficulty in application of control over unorganized sector
- Difficulty in implementing a control mechanism for regular monitoring and auditing unorganized players
- Hurdles in creating awareness in the consumers around the benefits and safety of the centres which are compliant and accredited
- Challenges in integrating of different government agency initiatives in the wellness sector.

**Future prospects:**

In a country where the scholars and vaidyas conceptualized and defined the field of ayurveda, wellness is a natural extension of the preventive approach. Consumer lifestyles along with growing influence of global trends are now changing the face of wellness and making wellness a part of a consumer’s everyday life.

While Indian players have forayed in the wellness industry, the potential still remains largely untapped. This is also attributable to the challenges that the players face, mainly due to the
nascent stage of the industry. As the industry grows in an unorganized and uncoordinated fashion, these challenges become even more cumbersome. Therefore, it now becomes imperative for players to identify their potential and challenges, and derive solutions to tap the potential and overcome the challenges.

To address these challenges private participants and the government share a common agenda in developing education infrastructure and improving quality standards in the industry. Private participants will have to work together to create a visible rating mechanism for the industry, that can provide an assurance of quality among consumers. In addition to this, greater collaboration with the government to create education infrastructure and generating internal and external awareness on quality accreditation are key action areas for private participants.

The government on its part has to ensure that there are systemic checks for monitoring and that certified and licensed personnel are employed in critical service areas. During the next three years we estimate that the Indian wellness industry will grow at a CAGR of 20% to reach INR 875 bn. Consumers and their needs will continue to evolve, driving the transition from remedial care to a more holistic view on preventive care. This augurs well for the wellness industry in India.

Suggestions
Considering the challenges prevalent for the wellness sector, each stakeholder needs to have a clear focus on issues corresponding to their area of operation

Users
Providers to enhance assurance on quality of service provided by improving around two key quality parameters i.e. technical competence and personal quality

Providers
- Focus on building a business model which can be sustained from a financial point of view
- Develop a product portfolio which balances ‘footfall generators’ and ‘footfall preservers’
- Invest in building collaborative distribution models to enhance depth and breadth of coverage and reach
- Ensure on delivering high standards in customer relationship and experience management
- Focus and engage with the media facilitator to undertake regular and appropriate communication with the users

Facilitators
- Focus on providing support to enhance quality, create awareness and promote wellness
- Enhance quality of the institutes and human resources being trained by these institutes
- Stimulate the development of the wellness industry, regulate providers, initiate planning among different government entities and promote India as a wellness destination

Conclusion
From the above contents of wellness activities and the growing popularity of the concept within the health activities as a symbol of future trends in the consciousness of the people throughout the world is fast becoming a part of life style. It has now well been recognized by most people that for the longevity of life and general happiness it is important to devote a considerable part of leisure-time in health, sport, and other wellness activities. Economists are anxiously observing this trend and trying to understand and establish a correlation between wellness and productivity. Some experts in tourism are looking decades ahead and are optimistic of the rising trend. Investment and employment in this segment of market are expected to grow rapidly.
There are a number of challenges faced by this industry ranging from competition from other developing countries like Thailand, Singapore & Malaysia to unskilled manpower in this sector. For the wellness tourism centres therefore the key issues is marketing the concept of wellness tourism to the developed countries, providing quality services. Innovative ideas like offering a total package which includes wellness services plus tourism packages are the key areas for success.

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Tourists' Risk Perception Impact on Their Decision-Making

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Abstract
This study gives an overview of the literature on the tourists' perception of risks attached to safety and security affecting their decision-making process. The study further discusses the risk perception of tourists in relation to social and cultural factors, and media influence that motivate tourists to choose a safe destination and how tourists perceive the safety and security measures in the hospitality and tourism industry and at their travel destination. Socio-cultural and media factors together with demographic characteristics of the travellers were examined in order to explore whether there are differences in risk averseness among travellers from different countries of origin. Quantitative research methodology was implemented and samples were collected from both the domestic as well as international tourists. The findings revealed that tourists' decision-making process is influenced by their risk perception level and provides useful information for destination marketers, hospitality operators and its stakeholders in proper planning and implementation of the policies and to utilize this information while undertaking the marketing campaign or develop tourist products.

Keywords: Tourist Risk Perception, Decision Making, Socio-cultural, Media, Demographics

1. Introduction
Although the tourism industry has become the fastest growing industry, it has also faced some obstacles due to the world crime activities such as terrorism and war, the spreading of epidemic diseases, world natural disasters and recession crisis in the world's economy. These obstacles are negatively impacting the growth of tourism and make it one significant term which is travel risks (Murthy, 2008). The History shows that 9/11 attacks, SARS, swine flu, Tsunami, Bali bombing, 26/11 Mumbai attacks over the past few years have vacillated the global tourism industry due to these crises and disasters. Because of this situation, it created a perception from the traveller's perspective that the need for safety and security has become the main factors while choosing a travel destination (Hall, Timothy & Duval, 2003).

According to Middleton (1994), safety is an important concern for tourist. Safety and security are important social determinants to the tourists. The very first safety issue that concerns tourists most is the crime, especially robbery and fraud. Tourists are considered to be vulnerable to the victimization of crime due to varying behaviour patterns, carrying large amounts of money, lack of familiarity with their environments and they also tend to look different, standing out in a crowd (Pizam & Mansfeld, 1996; Brunt, Mawby, & Hambly, 2000). In recent years, international travellers have become more interested and involved in ecotourism, personal health promotion, outdoor activities (such as adventure sports) and travel to remote destinations with their focus on the safety and security in travel destinations became a major priority (Belau, 2003).
2000). Additionally, many times tourists involve themselves in risky behaviour. Tourists are less likely to be aware of the local laws and processes of reporting crimes and pressing charges against criminals. Therefore, the likelihood of gaining from a visitor is high while the risk of conviction and detection are low (Pizam & Mansfeld, 1996; Brunt, Mawby, & Hambly, 2000).

It is proven that crimes have negative effects on the willingness to visit (Garcia & Nicholls, 1995; Hall, Selwood, & McKewon, 1995; Moore & Berno, 1995; Dimanche & Leptic, 1999; Pizam, 1999; Brunt, Mawby, & Hambly, 2000). The anxiety of becoming a victim of crime not only influences the willingness to visit but also harms the development of local tourism industry. But at the same time, it has also been noted that people travel to the places of risk in order to experience them. The best example would be bungee jumping in New Zealand. According to Castro, Armario and Ruiz (2007), understanding individual tourist behaviour pattern seem to be the major challenges faced by tourism players. They also argued that international tourists may face many dangers that may affect their behaviours such as the spread of illness, tourist accidents and natural catastrophes.

Natural disasters, industrial accidents, and other crises can disrupt an organization’s functioning and survival (Caponigro, 2000). This is particularly true of the hospitality and tourism industry, which is often a prominent victim in crises (Faulkner, 2001). A major crisis can instantly damage a destination’s reputation and infrastructure, both of which may take years to rebuild. The November 2008 terrorist attack in Mumbai and the hurricane disaster in New Orleans are some of the glaring examples (Racherla & Hu, 2009). But at the same time, there are cases of destinations which recovered quite soon as well. An example would be Bali, where within the days of the bombings, Bali Recovery Group was created (Bali Recovery Group, 2004) and due to the efforts of the Indonesian government, a large number of NGOs, volunteers, local residents, media and other stakeholders, Bali strived to move beyond the negative images (Gurtner, 2004). Another big example is the recovery of Ground Zero after 9/11 terrorist attacks in New York. The city recovered from the incident within one year (Bonham, Edmonds, & Mak, 2006), and in 2002, the ruins of the World Trade Centre in New York attracted 3.6 million visitors.

Sonmez and Graefe (1998) mentioned that the potential tourist buying behaviour towards an affected destination is impacted by external and internal factors concerned with tourism crisis. According to Sonmez and Graefe (1998), the theories about consumer behaviour and tourist decision-making discussed in the literature review, motivation to travel results from a range of personal, social or commercial cues under socio-demographic and psychographic influences. When there is motivation to travel, tourists may have a consciousness of a set of destinations. Sonmez and Graefe (1998) mentioned that the consciousness of this set of destinations comes from those people who have come across them incidentally or through passive or a casual material search. These options are affected by personal attitudes toward destinations. According to Swarbrooke and Horner (1999), attitudes are influenced by people's initial views of destinations and by the limited details available about the destinations. Promotion activities and special offers after a tourism crisis encourage people to travel, since seeking a good deal is one of the most significant considerations influencing the choice of a destination.

The extent of the information search may depend on past travel experience, risk perception, travel anxiety, and the importance and purposes of the travel. Therefore, once a destination suffers an instance of tourism crisis, no matter if it has happened or it is happening, potential tourists may seek to acquire a large amount of definite information about the tourism crisis situation in the chosen destination. Sonmez and Graefe (1998) mentioned that this occurs because the safety and risk factors with regard to tourism crisis problems stimulate them to need more information in order to assess the
destination. Sonmez and Sirakaya (2002) studied Turkey’s image from American travellers’ perspective and discovered some factors that influenced the possibility of traveling were overall appeal, safe and hospitable environment, general mood and vacation atmosphere, travel experience, relaxing effect, local attractions and hospitality, authenticity of experience, social and personal communication channels, comfort/safety, and tourist facilitation.

According to Sonmez and Graefe (1998) in the evaluation stage, the image of the destination is formed by the information and relevant details tourists have collected and also from other external resources. The image of alternatives is the basic criteria for the evaluation of the alternative destinations. Once a crisis occurs in chosen destinations, media coverage of the crisis, government advice, as well as various other information related to the crisis affects tourist’s perception of the destination and perceived risk level, resulting in changes to their images of destinations. In this situation, different levels of safety may influence the process of evaluating the alternatives. Destinations regarded as safe from the tourism crisis will be given more consideration, and those perceived as risky may be rejected. Sonmez and Graefe (1998) said that choice of destination is made by choosing an option that meets almost all of the tourists' needs and is perceived safe. If there is a crisis outbreak in the chosen destination after final destination choice has been made, the media coverage of the crisis in the destination, announcements by travel advisories and information from social interactions comprise the tourist's knowledge of the crisis. The knowledge gained then influences their final travel decision and travel intention towards the chosen destination. In other situations in which there is an outbreak of a tourism crisis in the chosen destination, knowledge of the crisis also comes from external sources. This knowledge relates to whether tourists still choose this affected destination as the final destination. Sonmez and Graefe (1998) argue that such information has the potential to impact the outcome of the decision, and is referred to as the behavioural component of the decision-making process.

According to Pinhey and Iverson (1994), the outcome of travel decision and travel intention is determined by individuals' knowledge of the tourism crisis, risk perceived, travel safety, and attitude towards the destination. The outcome can be a cancellation of the trip to the selected destination, confirmation of previous decision making, or selection of another destination to visit instead. According to Pinhey and Iverson (1994), a tourist's decision-making is influenced by the individual's external and internal factors. Several internal factors related to tourism crises may influence every key stage of the travel decision. According to Sonmez and Graefe (1998), previous travel experience may affect the individual’s confidence regarding future travel. The risk perceived of the tourism crises may cause travel anxiety towards a destination. Different levels of risk perception together with other internal factors may determine a tourist's motivation to travel, their awareness of destination alternatives, the extent of their information search, evaluation of alternatives, and different destination choice. According to Roehl and Fesenmaier (1992), the level of risk perception affects the amount of information required, since an information search is considered as a risk reduction strategy.

According to Swarbrooke and Horner (1999), attitude is one of the main determinants of tourist buying behaviours as discussed earlier. An individual with negative attitudes toward a destination due to the tourism crisis there may exhibit high levels of concern for safety, and this is likely to result in a negative outcome of the travel decision. External factors related to tourism crises, like media news about a crisis situation, tourism authorized advisories, the recovery campaign and so on, have an influence on tourists perceptions of the affected destinations, their attitude towards travel and their image of the destinations. Schmoll (1977) said that great bargains made available after the
crisis may encourage people to travel, since as mentioned before, a good deal of tourists considers this factor a vital motivation for visiting a destination and is the main factor in destination choice.

According to Kotler (1997), tourist behaviour is influenced by factors whose action could be independent or associated and these factors can be gathered as physiological factors, personal factors, cultural factors and social factors. Kotler (1997) also said that travel behaviour is influenced by a blend of a certain group or social class, upper-class tourist request for added services and travels fancifully by airplanes to limousines and yachts to dazzling destinations, while middle-class tourists look for lodging, camping, pensions, and one or two star hotel that offers less luxury. In the tourism industry, customer behaviour investigation is a process that is tough for marketers because of the characteristics that form the service of tourism products, as well as the factors that influence the behaviour is not as clear. Kotler (1997) concluded that socio-cultural factors that influence consumer behaviour the most are culture, social class, family and group behaviour combinations.

3. Conceptual Framework and Research Hypothesis

![Figure 1. Risk Perception Framework](image)

Source: Adapted from Risk Perception Impact on destination decision (Richter, 1983; van Raaij and Francken, 1984; Mansfeld, 1992; Um and Crompton, 1992; Weber and Hsee, 1998)

H1: Socio-cultural factors influence tourists’ perception of risk.
H2: Media has a positive influence on the risk perception of the tourists.
H3: Tourists' perception of risk influences their decision-making process while deciding on the choice of destination.

4. Research Methodology

The main objective of this research was to analyse the influence of tourists' perception of various type of risks in their decision-making process. The research aims to understand the effect of risk perception of tourists on their decision-making process. In order to assess the influence of risk perception on tourists’ decision-making quantitative research methods was implemented to collect detailed information on a sample size of 287 respondents which included both the International as well as Domestic tourists. The data was collected through the physical distribution of the questionnaires as well as through online. A Stratified Random Probability Sampling method was applied so that each member of the population has an equal and known chance of being selected. The questionnaire was designed to explore the relationships among tourists’ perceptions of risk, factors that could influence the risk perception like, socio-cultural, media, demographic factors and tourists’ decisions about the choice of destination. 4 point Likert scale was included to measure tourists’
perceptions, ranging from ‘1’ with strongly disagree at the lower end, which stands for not being important at all, and its importance increases along the scale up to ‘4’ with strongly agree at the higher end which stood for a factor being a very important attribute thus has a strong influence on visitors destination choice. The data collected was entered into Microsoft Excel and then exported to IBM Statistical Package for Social Sciences (SPSS) for processing the data. The statistical instruments used were Cronbach's alpha (1951) for the test of internal-consistency reliability. For Cronbach's $\alpha$ coefficient, the norm of 0.70 set by Nunnally (1978) was used.

5. Findings, Analysis and Discussion

5.1 Reliability Analysis

Reliability is the extent to which a measure will produce consistent results. The internal reliability of the measurement instrument is commonly assessed by Cronbach’s alpha. A Cronbach’s alpha of 0.70 or higher indicate that the measurement scale that is used to measure a construct is reliable (Nunnally, 1967). Table 1 demonstrates that the overall reliability (internal consistency) of the study was found to be coefficient alpha 0.844, which is deemed acceptable (Nunnally, 1978; Churchill, 1979), which suggests that the “measures were free from random error and thus reliability coefficients estimate the amount of systematic variance” (Churchill, 1979). The high alpha values indicated good internal consistency among the items, and the high alpha value for the overall scale indicated that convergent validity was met (Parsuraman, Berry, & Zeithmal, 1991).

<table>
<thead>
<tr>
<th>Variables</th>
<th>Cronbach Alpha ($\alpha$)</th>
<th>Number of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Socio-cultural factors</td>
<td>0.708</td>
<td>12</td>
</tr>
<tr>
<td>Media Influence</td>
<td>0.712</td>
<td>5</td>
</tr>
<tr>
<td>Risk Perception</td>
<td>0.825</td>
<td>20</td>
</tr>
<tr>
<td>Tourist Decision Making</td>
<td>0.710</td>
<td>11</td>
</tr>
<tr>
<td>Overall</td>
<td>0.844</td>
<td>48</td>
</tr>
</tbody>
</table>

5.2 Descriptive Analysis

The descriptive analysis helped to profile the respondents and assess their possible influences on travel frequency and their destination choice. The sample size of 287 respondents illustrated that the majority of the respondents were found to be male (52.6%) while the female respondents’ participation was 47.4%. The dominant age group of the respondents ranged between 20 to 40 years of age which accounted for 56.4%. This indicates that most of the respondents were the young travellers. The least response that accumulated to 3.8% was above 61 years of age. This could be due to the fact that seniors are not generally willing to travel due to their health problems. Also, most of them have retired from work and live on pensions, which may not be high enough to afford overseas travel. Majority (51.6%) of the respondents were found to be single. 12.2% of respondents were married but had no children. The third category (16%) consisted of those respondents who were married and had children of age 12 and below. 20.2% of respondents comprised of those who were married and had children above 12 years of age. It was interesting to establish that apart from the category ‘single’, the other three categories were used to understand their risk perception level as those who travel with family have a different perception of risk particularly the tourists with very young children. Results showed that majority (62%) of the respondents were Indian nationals which were followed by respondents from the UK (8.4%) and USA (3.8%). The respondents from Japan
and France accounted for 2.8% each while from Canada and Germany were 2.4% of each. The ‘others’ (15.3%) category consisted of tourists from Malaysia, Hungary, New Zealand, Russia, Norway, Uganda, Israel, Estonia, Turkey, Poland, Latvia, Netherlands, Sweden, Belgium and Ukraine.

5.3 Regression Analysis

Hypotheses 1, 2 and 3 were tested using multiple regressions to predict the risk perception level and the travel motivation of the tourists. The three hypotheses tested were,
H1: Socio-cultural factors influence tourists’ perception of risk.
H2: Media influences the risk perception of the tourists.
H3: Tourists’ perception of risk influences their decision-making process.

Table 2 Regression Analysis

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>β</th>
<th>t-value</th>
<th>p-value</th>
<th>Tolerance</th>
<th>VIF</th>
<th>Hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social and Cultural Factors</td>
<td>0.369</td>
<td>6.512</td>
<td>0.000</td>
<td>0.864</td>
<td>1.157</td>
<td>H1 - Significant</td>
</tr>
<tr>
<td>Media Influence</td>
<td>0.174</td>
<td>3.064</td>
<td>0.002</td>
<td>0.864</td>
<td>1.157</td>
<td>H2 - Significant</td>
</tr>
</tbody>
</table>

Notes: Durbin-Watson = 1.531, $R^2 = 0.213$, $F = 38.489$, $p≤0.05$

It was necessary to use the regression analysis to predict the implications of ‘Risk Perception’ level and the obtained results showed in table 2 that there was a positive correlation with a coefficient of determinant ($R^2$) of 0.213, F value of 38.489 and p-value of 0.000 at the significance level of $p≤0.05$. It is found that ‘Socio-cultural factors ($β=0.369$)’ and ‘Media Influence ($β=0.174$)’ exerts a significant positive effect on ‘Risk Perception’ level of the tourists, thus, Hypothesis H1 and H2 were found to be significant. This finding was found to be in line with previous studies conducted by Burtenshaw, Bateman and Ashworth (1991), Boerwinkel (1995), Engel, Blackwell and Miniard (1995), Hawkins, Best and Coney (1995) and Jansen-Verbeke (1997) which also found that the socio-cultural factors have an influence on the risk perception of the tourists.

Table 3 Regression Analysis

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>β</th>
<th>t-value</th>
<th>p-value</th>
<th>Tolerance</th>
<th>VIF</th>
<th>Hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk Perception</td>
<td>0.229</td>
<td>3.974</td>
<td>0.000</td>
<td>1.000</td>
<td>1.000</td>
<td>H4 - Significant</td>
</tr>
</tbody>
</table>

Notes: Durbin-Watson = 1.935, $R^2 = 0.053$, $F = 15.794$, $p≤0.05$

Second regression was analysed by using ‘Decision Making’ as a dependent variable and ‘Risk Perception’ as independent variables. The results shown in table 3 indicate that $R^2$ was 0.053 and F value at 15.794. β value for ‘risk perception’ was 0.229 and the p-value was 0.000 at the significance level of $p≤0.05$, this also illustrates that Hypothesis 3 was also accepted and thus shows that ‘Risk Perception’ has a significant influence on the perception of tourists. This finding was also in line with the several studies conducted in the past (Sonmez & Graefe, 1998; Quintal, Lee, & Soutar, 2010; Silva, Reis, & Correia, 2010).
6. Conclusion
It was found through regression analysis that both socio-cultural factors and media influence exert a significant positive effect on the risk perception level of the tourist. These findings are similar to the findings of Weber and Hsee (1998) who stated that cultural differences may play a role in risk perception of the tourists and which may have an impact on the destination decisions. The study of Weber and Hsee was supported by the study conducted by Reisinger and Mavondo (2006) which covered significant differences, in varying degrees, in risk perception, anxiety, safety perception and travel intention among tourists from different countries. When examining if different cultures have an influence on the risk perception, it was found to be positive and significant, which is in line with the previous studies (Wright & Phillips, 1980; Weber & Hsee, 1998; Weiermair, 2000; Reisinger & Turner, 2002; Bonn, Joseph, & Dai, 2005; Reisinger & Mavondo, 2006; Steers, Sanchez-Runde, & Nardon, 2010).

This study found that media plays an important role in risk perception of the tourists and is positively related. These findings are in line with the studies conducted by researchers in the past who found that different type of media such as newspapers, television news, magazine and other types of media tools have a high influence on the perception of risk of a tourist destination (Lakshman, 2008). There is always a strong belief among the researchers working on the risk that the media is persuasive in terms of forming and determining people's risk perceptions (Bastide, Moatti, Pages, & Fagnani, 1989; Keown, 1989; Kone & Mullet, 1994). Mass media indisputably creates awareness and has an influence not only on the way in which people react to events but also on the topics that are discussed openly and the opinions that people hold (Morakabati, 2007). Glaesser (2003) argues that the way in which the media brings about real changes in attitudes and opinions depends on a variety of factors from varying backgrounds, cultures, ages and gender.

Studies have explored the association between risk perceptions and travel intentions (Sonmez & Graefe, 1998; Floyd & Pennigton-Gray, 2004; Kozak, Crotts, & Law, 2007). The results also indicated that the risk perception has significant positive influence on the decision making of the tourists. The findings were consistent with the previous studies (Sonmez & Graefe, 1998; Kozak, Crotts, & Law, 2007; Ritichainuwat & Chakraborty, 2009; Jonas, Mansfeld, Paz, & Potasman, 2011) which say that tourists are more likely to choose safe destinations.

The purpose of this research study was to determine the risk perception and travel behaviour with specific reference to socio-cultural, media factors. The study draws attention to the importance of travel risk perception in the travel decision-making process and the existence of risk segments that vary in their perceived risk. The results indicate that majority of the respondents were mainly young tourists, largely domestic, whose prime purpose of the visit was leisure and excursion. This study contributes to a better understanding of the perceptions of risk associated with both domestic as well as the international tourists, mostly the middle-class income group.

Conceivably, the portrait that people hold of the risks at a destination may influence the possibility of visiting it. Understanding of tourists' risk perception and decision-making behaviour has important consequences for destination marketing. It appears reasonable that marketers can develop the image of a destination by reducing the perception that specific risk factors might pose.

These research results specified that it is clear that tourism marketers are obliged to do research on a continuous basis in order to determine tourists travel behaviour to different destinations. The results can be used as a focusing point of the marketing strategies. These strategies could then be instigated
to develop products for the specific travelling needs of the tourists. This study has emphasized the complications of how risk perceptions are shaped and also the factors that influence such formation. By drawing attention to the travellers’ perceptions concerning the risks and also the factors that influencing them, it will facilitate policy and strategy formulation. These issues are predominantly significant for tourism policy makers and so destinations must be conscious of the dimensions of risks and how they are possible to influence their industry. Such consciousness would allow tourism managers/planners to project and implement policies to decrease the negative effects of risk perception.

References


“MOOC IT – An Online Platform to Learn Hotel Housekeeping Operations” – A Conceptual Paper

Ruth Sabina Francis
Taylor’s University, School of Hospitality, Tourism & Culinary Arts

Abstract
MOOC (Massive Open Online Course) in the field of Hotel Housekeeping provides a wider platform to showcase the module that is not well embraced by the students. The course was designed for anyone who wants to pursue a career in the Housekeeping department in the hospitality industry and for attracting hospitality students to learn more about the module. The course developed in a private university in Malaysia is one of its kind and a pioneer. The course did achieve its aim in attracting students to learn about the module and increased the level of interest for the module.

Key Words: MOOC, Housekeeping, Hotel, Hospitality Industry

Introduction:
The Hospitality Industry is bigger, richer and constantly changing. It is growing tremendously. Competition for both talented employees and technical educators are on the constant rise. Rooms division in the hospitality industry comprises of both Front Office Operation and Housekeeping Operations. They form the most important operations section of the hotel.
As a housekeeper you should go to work each day feeling proud of the vital role you play to keep your property clean and aesthetic. You will have to ensure that your rooms are impeccable for guests. Helen Blinkhorn, housekeeping manager at the Golden Tulip hotel Manchester says “Housekeeping just doesn’t get a profile at colleges, we’ve been left in the background for such a long time that a lot of students don’t even consider the sector”, (Caterer & Hotelkeeper, 2006). Nick Gamble, Director of Operations at Malmaison, cited that among the large group of hotels in London the contract-out of housekeeping operations has even more weakened the profession, (Caterer & Hotelkeeper, 2006). Many International Chain groups in Malaysia have also contracted out housekeeping operations paving way for fewer candidates to apply for a job in the department.
Considering the above facts the creation of MOOC in the area of Hotel Housekeeping operations really has the prospective to attract more learners to understand that though the department is not glamorous but it is the backbone of any hotel.

The Description of the module:
The course is on a self-paced mode introducing the learners the Accommodation Product explaining on the Types of hotel rooms and the rate options and various practical tasks. The learners have the flexibility to learn from anywhere on their own devices. As a Housekeeper for more than five years I have always had the passion for the housekeeping hence this course will teach the basic skills of hotel housekeeping operations. At the end of the course the learners would be able to demonstrate the housekeeping practical tasks of guest room cleaning such as Bed Making, Turn Down service and Housekeeping Maid Trolley Packing.

Background and Importance of the module:
The housekeeping department has been unappreciated in many countries by removing the housekeeping modules from college courses and exploitation of under skilled contract workers and as a result there is a dearth in the housekeeping staff. (Caterer & Hotelkeeper, 2006). One of the top five concerns of the hotel departments is employee retention since 2008 (Wise, 2008).
Responding to the prevailing conditions of lack of employees in the department this course is a sincere initiative to create awareness about the department and the various practical tasks and activities developed would build up interest among the learners. The MOOC would also be a revision platform for the existing students enrolled with the University to enhance their performance in the Rooms Division/Housekeeping/ Accommodation operations module.

Research Methodology:
The study proposed a Case- Study research approach where the phenomenon would be observed from multiple perspectives. This enabled the researcher to understand the study and its contribution in a real-world phenomenon in context of the case. Based on Keller’s ARCS (Attention, Relevance, Confidence, Satisfaction) model (Keller & John, 1987) for online learning the study embraced activities in the module linking to the model in motivating the online learners to learn. The MOOC developed in a private University in Malaysia did attract a lot of students which was evident in the student’s enrollment for the module. The active participation of the students for the various activities designed in the module did confirm with the ARCS model of Keller and John (1987).

Advantages of the module:
Out of the four major reasons for enrolling in a MOOC course the top most reason is to "gain specific skills to do my job better“ was established in a survey of MOOC users in developing countries (G Christensen et al, 2013). Donald Clark (2013) has reported that Internal Students on course and professionals were few emerging targeted audiences for MOOC courses. The MOOC designed not only attracted the internal students of the University but also the professionals who wanted to refine their technical skills according to the established Industry’s Standard Operating Procedures (SOPs).

Downes and Siemens (2009) suggest that the whole education phenomenon has to be revamped from the traditional, closed groups, highly structured course where students are totally relied on the teachers to open – networks of self-directed learners. Hence this course captures a structured lesson plan with step-by-step pictures of the tasks and video of the practical task for self – directed learner. The activity based assessment at the end of the course amused the learner to gauge their level of understanding of the practical tasks and as well to implement it in their workplace environments or at home.

Limitations & Future Research:
It has been observed that in MOOCs many incomplete learners emerge aiding to a fact that it is not necessary to complete the course assignments, (Alexander et al, 2010). Fini (2009) proved that out of 83 respondents in a particular MOOC only 15 had completed their course requirements. The same scenario prevailed in this MOOC with students not completing their course since it is a non-financial module.
The MOOC currently created is a very a basic module that was initiated to create more awareness about the module among the students. A detailed manual with more topics to enhance the Housekeeping skills should be developed to add in the commercial factor to the course.

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Tourism Security and Safety

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Abstract

Safety and security have always been indispensable condition for travel and tourism. Many tourists who stay in a hotel at any destination might be vulnerable to robbery, assault and fire within the premises. Therefore providing quality tourism experiences which incorporate principles of safety and security are becoming an overriding objective of tourism destinations. Despite some of the optimistic talk of global economic recovery, the highest likelihood is that the tourism industry still has several challenging months or even years ahead of it. Often when the economy is down we tend to cut back where we ought not to be cutting back. The travel and tourism industry could not avoid the negative impacts and consequences of these events. Moreover some of these events manifested the vulnerability of tourism both on global and regional levels. A major marketing mistake is, believing that cameras and other forms of technology can take the place of human beings. Both safety and security software and hardware are provided at the property level. That is not to say that there is no place for technology, much to the contrary, new technological devices can be tremendous aids to security professionals. Machines, however, do not provide a sense of empathetic hospitality that is essential for a successful tourism industry. The best course of action is to blend human security with technology. The human element is often cited as the most important factor in security.

At the industry level, the hotel association should take an active role in facilitating and coordinating the security and safety activities. At the national level, the police force should provide law enforcement against crime and protect the tourists. It must recognize that when the environment is safe, the visitor is also safe and that if the travel and tourism industry emphasizes security it will have a good chance of surviving.

Tourism Security and Safety

Introduction

Tourism is one of the fastest-growing industries of the 21st century in terms of global GDP contribution, foreign exchange earnings and job creation. Tourism is a multidisciplinary field. The basic structure of international tourism shows that companies (tour operators and travel agencies, hotels, hotel chains, airlines, bus companies, theme parks etc.), as well as local, regional and national tourism organizations, many professional associations, as well as companies whose success or survival is only indirectly dependent from tourism (taxi drivers, florists, agro-industry) are all included in the tourist industry. This means that if tourism is in crisis all of the previously mentioned factors are in it as well. Tourism is a symbiotic industry where business players are dependent on the wellbeing of the other sectors. Nothing else disrupts the tourism industry than security and safety issues. Over the past few years, the tourism industry has been seriously undermined by the growing lack of safety and security. This factor has been identified as one of the five forces causing changes in the tourism sector in the new millennium. Crime, terrorism, food safety, health issues and natural disasters are the main areas of concern.

The traditional idea of national security was entered in to the concept of safety in tourism. It includes sufficient number of measures with which the country can successfully assure the safety of its territory, the safety of society and the safety of its citizens in cases of real and unreal threats.
This means that the safety of tourism at different destinations is regulated by the country and its institutions where concrete destinations and its tourist subjects (transport, hotels, spas, restaurants) are located. The traditional idea of national security is applied to the idea of certain destination safety. The forms and ways of ensuring national security on one hand and the chosen standard of safety on the other have a direct impact on tourist flow and the tourist and traveler visits within the country. Because of the massive flow of information and data on the World Wide Web we can choose destinations which are most fitting to our personal needs and preferences. The success and quality of certain tourist destination is therefore dependent on safety. When at tourist destinations or in their vicinity threats of safety appear, they always leave a track in tourism. The analysis of the risk level at different safety events at a certain destination can give us the security evaluation of danger at a tourist destination. The listed negative safety threats and crises slowed down the development of tourist destinations for a shorter or a longer time, depending on the response of all the people and sectors involved in the tourist industry at a specific destination. The diagnosis of risks in the tourist industry is directly linked to the formation of safety evaluations of specific tourist destinations. In the safety evaluation the safety risk is analyzed and defined. The level of possibility of a safety risk occurrence and the level of consequences are defined. The level of risk is the product of possibility of risk occurrence and its consequences for tourism at a destination. The risks and threats must be recognized, defined and afterwards managed. The safety zone and its sources of risks and threats directly affect tourism, global tourist flows and popularity of tourist destinations. Concern for crime and safety, whether real or perceived, has been clearly identified as adversely affecting tourism behavior, influencing destination choice and experience satisfaction. Political instability and war can increase the perception of risk at a destination. Similarly, terrorism can cause a profound impact on destination image. Health hazards are also regarded as potential issues that can undermine tourism development. All disasters can divert tourism flows away from affected destinations, but war, terrorism or political instability have much greater psychological negative effect on potential tourists when planning their vacations. This applies not only to the time of crisis, but also to the period following it.

Protecting the lives of guests and employees, property, and assets of the business from criminal actions includes security checks on existing design and technology. These include building access, lighting of the public and external areas of the building, unsupervised parking areas, security of guestroom doors, locks and windows, key control, and guarding of the property. The World Tourism Organization (1997) in its publication on tourist safety and security for tourist destinations maintains that a basic principle of safety at a hotel is that the guest is primarily responsible for his or her own security. A hotel is responsible for creating the conditions for the guest to exercise his or her personal responsibility to the fullest and providing for general safety and security. Tourist destinations are viewed as systems, which consist of accommodation, attractions and accessible transportation segments. Rather than dealing with the various segments of a destination, the systems approach to management views the destination as a unified, purposeful system composed of interrelated parts. This approach gives managers a way of looking at the destination as a whole and as a part of the larger, external environment. The hotel industry which provides accommodation in a tourist destination, constitutes one of the essential segments for a successful tourist destination. Systems theory tells us that the activity of any segment of an organisation affects, in varying degrees, the activity of every other segment (Bertalanffy, Hempel, Bass & Jonas, 1951; Boulding, 1956). A system is a series of functions or activities… within an organization that work together for the aim of the organization. (Dale, 1967). Parts of the system must work to support each other. People must work for the good of the whole system or else suboptimisation
occurs (Stoner, Freeman & Gilbert Jr., 1995). This research paper presents a triple-tier systems conceptual framework to safety and security management in the hotel industry. The triple-tier systems framework depicts an integrated effort contributed by the national agencies, industry members and individual property operators. A proposed conceptual framework to provide safety and security for the hotel industry. An effective security and safety system calls for an integrated systems approach, which not only provides protection for the hotel guests, employees, and the general public for a particular establishment, but also all stakeholders of the hotel industry as well as the tourist destination. Both safety and security software and hardware that consists of the first tier management should be provided at the hotel level. The human element is often cited as the most important factor in security. It is insufficient to have the best equipment installed and the most comprehensive procedures adopted if the security personnel are not up to standard. A typical security department in a hotel usually consists of a security manager, security officer, security guards, timekeepers and doorman. The structure, size and reporting level of a security department varies from hotel to hotel. Property management needs to establish procedures that would lead to the safe and secure functioning of the hotel operations for its staff to follow. All employees should be trained to know the appropriate security procedures that will help protect the guests. An effective security system requires well-trained personnel to carry out the security procedures accordingly and to operate the security equipment properly. A comprehensive training program should including the protection of guests, the general public, employees and their respective assets. The equipment used in the security department are merely tools. They cannot replace the security personnel. Common security tools and hardware found in hotel property includes locks and keys for the building and guest rooms, closed circuit televisions, alarm systems, safe deposit boxes, communication systems and lighting in rooms and public areas. The second tier of safety and security management should be maintained at the industry level. The local hotel association and police force should collaborate to facilitate and promote cooperation in providing safety and security among member hotels. For example, the cooperation may sign a charter pledging to tighten security in their premises and to update staff training. The charter should require the hotels to each submit a detailed plan to the police at the start of each year, describing how they intend to combat and prevent crime in their respective premises. At the end of the year, these participating hotels will have to file a report to the police detailing the success and the compliance rates of their earlier respective plans. The hotels must train both their security personnel and other employees to protect guests. Hotel Security Awards should be presented annually by the Hotel Association to reward deserving hotels which had recorded excellent performance in security management. The third tier management is at the national level which amongst other things includes the police enforcing domestic law and the civil defence forces ensuring public safety in relation to fire and other dangers. The police should assist hotels in their regular evaluation of their security systems using a comprehensive audit checklist, to ensure and maintain high standards and to make recommendations to the hotels for their improvement. The planning and design authority should evaluate and make recommendations for the hotel buildings to be in compliance with stringent fire and safety codes before awarding the final occupancy permit for a property. Hence, the triple tier systems approach would provide an effective framework for safety and security management in a hotel. Table 1 summarizes the triple-tier systems framework for safety and security management in the hotel industry at a tourism destination. The list is not exhaustive – it is merely a suggested approach, which mixes together the integration of multiple-tier defense suggested by the framework.
## THE TRIPLE – TIER FRAMEWORK AGAINST THREATS AND RISKS

- Assault, Armed Robbery, Murders, Thefts, Etc.

### DEFENCES FOR SAFETY AND SECURITY

#### TIER 1: Hotel Level Physical System

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Design and Layout</strong></td>
<td>- Design effective access-control system in hotel entrances/exits and public areas.</td>
</tr>
<tr>
<td><strong>Furniture and Fittings</strong></td>
<td>- Types of access systems to guestroom door used: lock and key, or electronic key card system.</td>
</tr>
<tr>
<td><strong>Equipment</strong></td>
<td>- Cameras (CCTV) in entrances &amp; public areas and elevator access systems. Burglary system. - Safe deposit boxes, panic bolts.</td>
</tr>
<tr>
<td><strong>Policies &amp; Procedures</strong></td>
<td>- Audit of security system. - Procedures for handling theft, and lost and found items. - Use of safe deposit boxes.</td>
</tr>
<tr>
<td><strong>Personnel</strong></td>
<td>- A typical security department usually consists of a security manager, security officer, security guards, timekeepers and doorman. - All employees should know the appropriate security procedures that will help protect the guests. - An effective security system would require well-trained personnel to carry out the security procedures accordingly and to operate the security equipment properly.</td>
</tr>
</tbody>
</table>

#### TIER II: Industry Level

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Hotel Association</strong></td>
<td>- Hotel Association (HA) should present Annual Hotel Security Award to deserved hotels, which recorded excellent performance in insecurity management.</td>
</tr>
<tr>
<td><strong>Joint Committees</strong></td>
<td>- A Hotel Security Committee should be formed to foster security consciousness through regular meetings and discussions among hotel members.</td>
</tr>
</tbody>
</table>
• HA and Police Committee should meet bimonthly hosted by different hotels on a rotation basis. It would compile the Hotel Security Manual.
• HA/ Police Hotel Security Conference would sign a charter pledging to tighten security on their premises and to update staff training.

**TIER III: National (Destination) Level**

| The Police Force | • The Police Force should provide law enforcement against crime to protect the tourists at destination level. |

*Table 1: Triple Tier Framework*

**Security systems**

**Physical systems**

The physical systems to ensure security in a hotel include the planning and design of the hotel property, access systems to guestrooms, and the installation of surveillance equipment.

**Hotel planning and design**

The physical systems to ensure security in a hotel include the planning and design of the hotel property, access systems to guestrooms, and the installation of surveillance equipment. The design of the hotel including its lighting and fixtures has much impact on the design of its security system. The design of the hotel can cause limitations to the efficient use of certain security equipment. For example, it is difficult to position the CCTV if the building is circular in its design. Such opinions should not be limited to where in the building to locate the security equipment and the command centre and should include, for example, how certain aspects of the design of the building may provide security risks and how this may be rectified. Therefore it is recommended that the opinions of the security department or security consultant and not just that of the architect be considered when designing a new hotel or renovating existing ones.

**Access systems to guestrooms**

Restricting access to guest rooms is the key element in ensuring security in hotels. The types of access systems to guest rooms which hotels use range from lock and key to online key cards. In India the only hotels that are still using the manual lock and key are the small hotels. The electronic access system is card based, i.e. instead of using an ordinary key; a guest now uses a plastic card to unlock a door. The most frequent type of key card used in the hotel industry is the magnetic stripe card. Key cards, just like metal keys, have different levels of usage. For example, the chambermaids usually use the floor master key, which is used to access the rooms for cleaning in a specific floor only. The main advantage of the electronic system is that each entry to a room is read and recorded. This means that with the key card systems, it is possible for a hotel to trace the specific time a person enters the room on a particular day. This therefore serves as a deterrent to attempts of unauthorized entry.

**Security equipment**

In ensuring the safety of their hotel guests, all hotels need to install various types of security equipment on their premises. These include CCTV system, safe deposit boxes, fire alarm system,
burglary alarm system, and panic bolt crash-bar. The CCTV systems are normally attached to automatic recorders which can reproduce any frames or pictures of the events recorded. The system acts not only as a deterrent against crime, but also produces recorded evidence. Hotels also have mini safes in their guestrooms. In most of the Hotels, their CCTV cameras are usually located at the following places: lobby, corridors, lifts, staircase, swimming pool, restaurants, cashier’s office, front desk, club, perimeter, and security check point.

**Policies and procedures**

Handling of lost keys
Loss of keys or key cards is dealt with seriously by the Hotels. The procedures carried out by the Hotels are similar. The hotel which uses the key-lock system handles loss of keys by changing the lock and key of that particular room door. This is the most sensible and efficient method of preventing any unauthorized access and protecting the guests. According to the Hotels, if a guest loses his/her key card, the hotel would first verify the identity of the guest to confirm that he/she is a genuine guest before they override the previous card and issue the guest with a new one. Some hotels go further to record the loss of the key card in their system and notify the security department of the loss. The same procedures of overriding the lost cards are carried out in the situation that it is the hotel staff who loses the key card.

Procedures for handling thefts

The procedures taken by hotels for cases of theft are similar. Usually they take the following actions:

- A guest’s complaint of theft will be first referred to the duty manager who, together with a security officer (usually a senior officer), would check to ensure that the complaint is valid;
- The security department will carry out an internal investigation if it is confirmed that there has been a theft;
- A senior officer will simultaneously accompany the guest to make a police report;
- If a suspect is caught, he/she will be handed over to the police. If the culprit is a hotel staff member or the theft occurred because of the Hotel’s negligence, the hotel will normally compensate the guest in kind and sometimes monetary means, depending on the value of the properties stolen; and

Procedures for handling lost and found items

The hotels’ procedures are as follows. All found items are handed over to the housekeeping department’s lost and found section. All items received would be documented. A check would be made to see if the item matched a lost item reported. If the owner has left a letter/mail would be sent to him/her advising of the found item. Where requested, the item would be sent to the owner at his/her expense. For safety of single lady travellers it is more important that suspicious characters at the lobby must be kept under the wary eyes of the front office staff. The Hotels that are aware of the special concerns of a single lady traveller adopt additional measures. These include providing more regular patrols on the floor where the lady sojourns; monitoring her floor constantly through CCTV; and placing the ladies in rooms nearer to the lifts.

Use of safe deposit boxes

All the Hotels instruct their receptionists to remind their guests when they check-in to keep all their valuables in the safe deposit boxes at the cashier’s office or in the mini-safes provided in their rooms.

Audit of security system
The audit to the security system generally involves reviewing the hotel’s internal controls. The reviewers will inspect the existing security hardware to see if the system is able to meet changing needs. Otherwise, additional equipment may be purchased. Observations are also made to ensure that procedures set out in the hotel’s security manual are adhered to by both security and non-security personnel. The reviewers will assess vulnerable areas where crime is likely to occur and make recommendations to minimize such risks. The security department should review the existing security policies from time to time. Its security personnel should try to improve on the security policies if possible. Those improvements made are based on experiences and situations that have occurred during the year.

**Personnel and training**

**Structure of security department**

Usually hotels maintain their own security department, i.e. the security personnel are employees of the hotels. Only a handful of hotels engage external security firms to take care of their security needs. When determining whether it is necessary to maintain an internal security department, the issue of cost vs. control prevails. The number of security staff employed depends on the size and layout of the hotel and also on the number of potential risk areas that are identified by the respective security chief.

**Training of security personnel**

The person-in-charge of hotel security training is usually the head of the security department, i.e. the Director of Security or the Security Manager. They conduct training courses for the hotel staff according to a security training manual. During classroom training, the security officers are taught the basic security procedures and theories. They are taught how to use the various security equipment and how to handle a situation such as a crime that has been committed. Such as what they should do upon arriving at the crime scene. The security officers learn how to conduct proper investigations, as well as how to make arrests. They are instructed about their powers and limitations and made to understand the discipline and professionalism expected from them.

**Training of non-security personnel**

When training the non-security staff members, the common crimes in the hotel industry are brought to their attention. Their roles in the prevention of crimes are also emphasized. In some hotels, security training forms part of the orientation program for any new staff. On-the-job training usually involves the new security officers following their seniors during patrol until they become sufficiently experienced to work independently. Some of the subjects conducted include security operations, basic fire fighting, first-aid and security awareness courses.

**Conclusion**

As bad publicity arising from crime and accidents that occur in hotels where guests are victimized could tarnish a hotel’s image and result in potential great financial losses, it is of paramount importance that a hotelier must provide for a safe and crime free environment within its premises. Security plays a vital role in ensuring the future viability of hotels. To plan and design an effective safety and security system for an individual hotel is very important but even that is not enough. The hotel industry which provides accommodation in a tourist destination constitutes one of the essential segments for a successful tourist destination. Systems theory tells us that the activity of any segment of an organization affects, in varying degrees, the activity of every other segment. This paper outlines some of the preventive measures that can be usefully employed in a hotel, as well as the hotel industry as a whole, at a tourist destination. This has been applied using systems theory which provides an integrated conceptual approach, modified with a triple-tier systems
framework. The entire security system at the hotel property level is made up of three components: security hardware, procedures and personnel. All of them are of equal importance and the security system will not be effective if one of them should break down. For instance, no matter how sophisticated the equipment, they are useless if the personnel are incompetent or the procedures are not being followed. A hotel is frequently subjected to threats and risks that will endanger its guests. In combating such threats, hotels seek the cooperation of the industry which is represented by the national hotel association, and at the national level, the police force for security. Figure 1 depicts the triple-tier safety and security systems in hotels to protect hotel guests from potential risks and threats. The security manager is responsible for the various on-the-job training conducted for the employees. The security manager usually follows a training manual when carrying out his training. The nature of training will depend on the job of the employee and the frequency of training differs according to the size of the hotel and the availability of manpower. The security department in a hotel is responsible for improving the security system in the hotel which involves auditing and reviewing the existing security equipment and policies. The frequency of audit varies according to the size of the hotels. All the employees working in the hotel, whether security or nonsecurity staffs are trained to carry out security and safety policies and procedures in their work. The security managers maintain a very close working relationship with the police. They meet regularly to exchange ideas on crime trends, crime statistics or situations that are affecting the hotel industry. The police would provide the managers with crime prevention advice during the meetings too. They also help the hotels by evaluating their security systems. The implementation of the triple-tier systems framework for security and safety management for the hotel industry would be further enhanced in the future.

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Determining Hotel Industry Energy Efficiency
Needs by Comparing Two Model Theory

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Abstract
Hotels operate on a stringent 24/7 operational model, every day operational model. They offer both top notch facilities and various civilities, including nearby workplaces, world-class wellness focuses, spas, warmed swimming pools, 24-hour eateries, and then some. These advantages add to visitor comforts additionally increment add up to vitality cost. While inn vitality utilization can appear to be stunning, the plenty of administrations and conveniences offer various open doors for vitality funds. The test for inn proprietors is choosing the ideal course to vitality reduction. Two methods top the list: energy audits and retro-commissioning To pick the best game-plan for a particular inn property, proprietors must survey the two strategies and recognize which arrangement would have the best effect on their building. The two procedures handle vitality use from various points, so here's a manual for what every involves and how it can enhance inn operations.

Keywords:- Energy Audit, Renewable resources, Hotel industry.

Introduction
Energy audit is the capacity to do work and work is the exchange of energy starting with one form to another form. Energy audit comes in various structures - (Heat), light (luminance), mechanical, electrical, substance, and atomic audit. Coal and other fossil fuels, which have taken three million years to shape, are probably going to drain soon[1,2]. In the last two hundred years, we have devoured 60% of all assets. For feasible advancement, we have to embrace energy audit proficiency measures. Today, 85% of essential energy originates from non-renewable and fossil sources (coal, oil, and so on.). These stores are continually decreasing with expanding utilization and won't exist for future years[3]. In this paper we think about energy protection and energy productivity by how to lessen energy request to sensible least Cost, recoup and re-utilize warm where conceivable and furthermore consider utilization of vitality effective gear to supply remaining vitality request, and give a way to oversee utilization of energy and furthermore examine vitality and environment and study how to complete energy audit review.[4,5]

1. Energy Scenario and energy sources:
Energy can be classified into various types based upon its utilization under the following criteria.

a) Primary (Essential) and Secondary (Derived Essential) energy
b) Commercial(Business) and Noncommercial(Derived Business) energy
c) Renewable and Non-Renewable energy

Primary energy sources
Essential (Primary) energy sources are those that are either found or put away in nature. Normal essential energy sources are coal, oil, characteristic gas, and biomass, (for example, wood). Other
essential energy sources accessible incorporate atomic energy from radioactive substances, warm energy put away in earth’s inside, and potential energy because of earth’s gravity.

**Secondary energy sources**
Derived essential energy resources are like steam or steam vapors, Electricity are derived from primary energy sources (fossil fuels) like coal, oil & gases & are suitable for generation and nuclear energy resources like uranium and thorium ,transportation, distribution and control.

**Commercial Energy sources**
Commercial Energy sources that are accessible in the market at an unequivocal cost are known as business sources that are accessible in the market at a clear cost are known as commercial energy. Commercial energy frames the premise of mechanical, horticultural, transport and business improvement in the cutting edge world.

**Non-commercial energy sources**
Derived business energy resources are not available in the commercial market for a price or any type of cost occupancy is classified as Non-commercial energy. Example: Firewood, agro waste in rural areas; solar energy, animal power, wind energy. These resources are in the secondary form of business generating resources.[9,10]

**Renewable energy**
These type of resources are utilizable resources are those that are essentially inexhaustible, like wind power, solar power, geothermal energy, tidal power and hydroelectric power. There generation and utilization are responsible for green energy generation, in other words it is also known as green energy. These types of resources are abundant in nature and must be utilize as renewed again and again.[11]

**Non-renewable energy**
Non renewable energy resource is the conventional fossil fuels such as coal, oil and gas, which are likely to non consistent and depleting nature.[7,8,9]

**II. Energy Conservation and Efficiency**

**2.1 Energy conservation**
Energy is defined as ability and the capability for work to be compete in the given time and for completion of work is transformation of energy from one form to another and also according the first law of thermodynamics the energy can neither be created nor destroyed. It includes any behavior that results in the use of less energy.[5,6,7]

**Examples**
Shutdown the lights in a room , Don't kept water running unless is required, Recycle (bottles, can, papers, glass, etc.) for providing green environment ,Walk or ride a bike for kept incline in fossil fuels , Open a window in the summer instead of turning on the air conditioning ,use public transportation facilities.[2,11]

**2.2 Energy efficiency:**
It involves the use of technology that requires less energy or more energy efficient to perform the same work to a companion. A compact fluorescent light bulb that uses less energy to produce the same amount of light as an incandescent light bulb is an example of energy efficiency. The decision
to replace an incandescent light bulb with a compact fluorescent is an example of energy conservation. Driving a vehicle in a large distance with less consumption of fuel is efficiency in terms of utilization of fossil fuels.

2.3. Need of Energy Conservation:
Fossil fuels like coal, oil that has taken years to form is on the verge of depleting soon. In last 200 years we have consumed 65% of all resources. For sustainable development we need to adopt energy efficiency measures. Today 80% of primary energy sources come from non-renewable and fossil sources. These reserves increasing exponentially consumption and will not even exist for future generations and its utilization may be inappropriate.

2.4 Determining Efficiency Targets
There are numerous variables that need to be considered while setting efficiency targets including occupancy rate, operating expenses, etc. The profitability of running a hotel must also be considered while identifying the appropriate variables. Operating expenses is one of the significant “constant” variables to be considered while determining savings objectives. Others like occupancy rate, cost of materials and supplies will fluctuate based on external factors. Operating expenses are largely influenced by actions you can take and on average, the cost of energy accounts for 3% to 5% of the total operating expense1. Through this guide, your hotel can aim to reduce energy costs by up to 20%.

2.5. Energy Management Pay
Facility Type | If Annual Energy Costs is | Estimated Annual Savings for Reductions
| | | Lighting by 20% | HVAC by 20% | Water heating by 20%
---|---|---|---|---
50,000 sq. ft. | INR 3,525,000 | INR 375,000 | INR 164,500 | INR 164,500
100,000 sq. ft. | INR 7,050,000 | INR 750,000 | INR 329,000 | INR 329,000
150,000 sq. ft. | INR 10,575,000 | INR 1,125,000 | INR 488,800 | INR 470,000

Figure 1 – Factors involved in establishing profitability for hotel

3. Energy Management Pay

<p>| Facility Type | If Annual Energy Costs is | Estimated Annual Savings for Reductions |</p>
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Conclusion
The following research article shows the variation of conservation electricity, the emphasis has been paid on the utilization of electricity generation and the use of alternate energy resources. “More we make use of Renewable energy resources more the energy conserves”. The statement governs optimal utilization of resources which may be extinct in the near future.

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Analysis & Evaluation of Seasonality Factors and Sustainable Development (A Study of the Hill Station of Nainital)

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2Assistant Professor, Department of Statistics, D.S.B. Campus, Kumaun University Nainital- Uttarakhand (India).

ABSTRACT
Nainital, situated in the state of Uttarakhand, is a beautiful hill station and a well known tourist destination in the Kumaun region of Uttarakhand, India. It is well known for the lake in the shape of an eye, surrounded by lush green mountains. The place overflows with natural and scenic beauty which when mixed with the awesome cool climate make Nainital one of the most sought after tourist destinations. Although there is a year around inflow of tourists, Nainital, receives maximum tourists in the months of mid May to mid July which are considered to be the Peak Season of tourism in Nainital. Peak season opens door to many opportunities for short term employment and income generation in the organized as well as unorganized sectors of the area.

Being a famous hill station and a tourist lookout, and, because of the fact that area witnesses variation in tourist inflow, Nainital, was selected for the study to assess and analyse the effects and impact of seasonality in tourism on the local people of Nainital. Seasonal variation leads to the problem of sustainability and sustainable development. The study also gives the views of the local people regarding the sustainable development and will suggest outcomes for reducing seasonality factors for sustainable development of the selected area.

The data for the present study was collected through a questionnaire designed specifically to get an idea about the impact of tourism and also the views of the local people of Nainital regarding the sustainability of the area. The current study may be useful to tackle future problems associated with the peak season of tourism in Nainital town. The study could be useful to the district administration and the state tourism board for policy and decision making related to tourism management and sustainable development of the area.

Key words: - Sustainable development, Seasonality, Peak Season, Organized sector, Unorganized sector.

INTRODUCTION

The period after Second World War up to the 1970s, development policies had an almost exclusively economic rather than ecological or social focus, often with disastrous consequences (Miller & Ward, 2005, p. 5).

Many countries, states, regions, local people and communities receive economic benefits by the tourism activities whereas its rapid expansion may leads to responsible for adverse environmental and socio-cultural impacts. In tourism-rich areas, the natural resource depletion and environmental degradation concerned with tourism phenomenon becomes sometime a serious problem (Kandari & Chandra, 2004, p. 36). Tourism has both negative and positive impact on the destination. Construction of hotels, resorts, restaurants, eateries, recreation and other available facilities in the area often leads to increase huge garbage and sewage pollution (Kandari & Chandra, 2004, p. 48).
According to World Travel & Tourism Council (2016), the Travel & Tourism generated US $7.2 trillion (9.8% of global GDP) and supported 284 million jobs, equivalent to 1 in 11 jobs in the global economy. The Travel & Tourism sector is expected to grow faster than the wider economy and many other industries over the next decade. It is anticipated to support over 370 million jobs by 2026.

India is well known for its natural resources, manmade resources, cultural resources and historical resources. It attracts many foreign tourists as well as domestic tourists which contribute economic value to Region, State and the whole Nation.

The direct contribution of Travel & Tourism to GDP was INR2,668.3bn (2.0% of total GDP) in 2015, and is forecast to rise by 7.1% in 2016. In 2015 Travel & Tourism directly supported 23,454,500 jobs (5.5% of total employment). This is expected to rise by 3.2% in 2016. Visitor exports generated INR1,249.3bn (4.2% of total exports) in 2015. This is forecast to grow by 5.3% in 2016 (WTTC, 2016).

**Seasonality in Tourism**

According to Butler (2001) and Lundtorp (2001), the tourism seasonality is “temporal imbalance in the phenomenon of tourism, which may be expressed in terms of dimensions of such elements as numbers of visitors, expenditure of visitors, traffic on highways and other forms of transportation, employment and admissions to attractions”.

**Sustainable Development**

“Our Common Future” entitled given a report by World Commission on Environment and Development (WCED, 1987) focused on sustainable development. The commission defined “Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (WCED, 1987, p.1).

**OBJECTIVES OF THE STUDY**

The two main objectives for the present study are given below.

1. Analysis of seasonality factors in tourism of the hill station in Nainital.
2. The recommendation of alternatives for reducing the seasonality factors for sustainable development in selected study area.

**REVIEW OF LITERATURE**

In a tourism destination peak season may be characterized by overuse of public utilities (e.g. water supply, waste management, and road use), causing dissatisfaction for residents and tourists alike, while the environment may suffer irreversible damage because of tourism pressures (Ridderstaat et al., 2014). In hotel service sector, the seasonal fluctuations may cause a shortage of hotel rooms in the peak season and underutilization of facilities in the off-peak season (Cannas, 2012).

The seasonality is Natural and Institutional which is discussed among scholars. Seasonality affects on all aspects of supply-side behaviour in tourism that included marketing (packaging, pricing, distribution); the labour market (nature and quality of employment, skills availability, sustainability of employment); business finance (cash flow, pricing, attracting investment); stakeholder management (suppliers, intermediaries); and all aspects of operations. The impact of seasonal demand variation in tourism is one of the dominant policy and operational concerns of tourism interests in both the public and private sectors (Baum and Lundtorp, 2001).

Sustainability science is a new emerging field that needs to be more explore by the scholars from sustainable tourism background as it may provides novel approaches to understanding the character of interactions between nature, society and the behaviour of complex systems (Kates et al., 2001; Miller & Ward, 2005, p. 17).
The tourism sector is fragmented and dominated by small businesses in most of the destinations, so due to it the implementation of sustainable development has proved largely unsuccessful (Ioannides, 2008, p.53).

The sustainable development requires meeting the basic needs of all people and extending to all the available opportunity to satisfy human aspirations for a better life (WCED, 1987, p.54).

In order to meet the growing domestic and international market for environmental tourism experiences, the sustainable tourism policy is a good approach to maintain the quality of tourism products (Raj, 2003, p.99).

According to Kandari and Chandra (2004), Sustainable Development widely supported and emerged as an idea that reflecting a convergence of scientific knowledge, political socio-economical activity and natural environmental realities that would guide to human development in present scenario. The world’s poor needs recognised and the limitations imposed on development by present levels of technical ability, social organization and environmental variability. The bureaucratic from local grassroots to international organisation strongly supported it, partly it reinforces a world view of economic growth as the engine of environmental protection as well as the development (pp.106-107).

Many publications such as planning guidelines, policy documents, case studies, statements of ‘good practice’, codes of conduct for tourists concerned with the issue of sustainable tourism development have been produced at the International, National, local and industry sectoral levels (Sharpley, 2006, p.321).

**METHODOLOGY**

Survey research method was applied to the current study. The populations of study are family members from 15 to 65 years of age living nearby roadside in Nainital town. We selected those family members who are usually goes to outside from their homes for study or work such as school, college, office or some other work. The area of research is Nainital town in Nainital district. Fifty respondents were selected from 50 families for the present study through purposive sampling technique (Tamta, 2016).

Questionnaire was developed for the collection of data which included; 17 questions close-ended and open-ended related to socio-demographic profile, public utilities, impact of seasonality in tourism and suggest alternatives for reducing the seasonality factors for sustainable development in selected area. We also used attitude measurement scale from strongly agree to strongly disagree agreement in five-point scale to know the perception of the local people on the impact of seasonality in the area. The study is delimitated to the area of Nainital town (Tamta, 2016).

Collected data from questionnaire analyzed according to the objectives of the study with the help of tables and pie charts showing below with the finding of the study.

**Findings of the Research:** Findings from fifty respondents from fifty families in selected area is given below in tables (1-9) and pie charts (figures.1-2) with their explanations.
Table 1. Showing left side the socio-demographic characteristics of respondents from the Nainital town.

<table>
<thead>
<tr>
<th>Gender</th>
<th>n (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>35(70)</td>
</tr>
<tr>
<td>Female</td>
<td>15(30)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Age</th>
<th>n (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>15-25</td>
<td>8(16)</td>
</tr>
<tr>
<td>26-35</td>
<td>25(50)</td>
</tr>
<tr>
<td>36-45</td>
<td>11(22)</td>
</tr>
<tr>
<td>46-55</td>
<td>3(6)</td>
</tr>
<tr>
<td>56-65</td>
<td>3(6)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Educational qualification</th>
<th>n (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>No formal education</td>
<td>4(8)</td>
</tr>
<tr>
<td>High school</td>
<td>4(8)</td>
</tr>
<tr>
<td>Intermediate</td>
<td>6(12)</td>
</tr>
<tr>
<td>Graduation</td>
<td>12(24)</td>
</tr>
<tr>
<td>Post graduation</td>
<td>16(32)</td>
</tr>
<tr>
<td>Ph. D.</td>
<td>4(8)</td>
</tr>
<tr>
<td>Other (UGC-NET)</td>
<td>4(8)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Marital status</th>
<th>n (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unmarried</td>
<td>30(60)</td>
</tr>
<tr>
<td>Married</td>
<td>20(40)</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Occupation</th>
<th>n (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student</td>
<td>25(50)</td>
</tr>
<tr>
<td>Unemployed</td>
<td>4(8)</td>
</tr>
<tr>
<td>Government job</td>
<td>4(8)</td>
</tr>
<tr>
<td>Private job</td>
<td>5(10)</td>
</tr>
<tr>
<td>Self employed</td>
<td>6(12)</td>
</tr>
<tr>
<td>Other(Contractual staff, Project fellow, Scientist)</td>
<td>6(12)</td>
</tr>
</tbody>
</table>

Fig(1). The available hospitals are able to provide better services in selected area responses were seventeen(34%) said yes, twenty four(48%) said no and nine(18%) said can’t say. Fig(2). The availability of sufficient medical shops in selected area, thirty nine(78%) said yes, nine(18%) said no and two(4%) said can’t say.
Table 2. Road are damages

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>16</td>
<td>32.0</td>
<td>32.0</td>
</tr>
<tr>
<td>Agree</td>
<td>17</td>
<td>34.0</td>
<td>66.0</td>
</tr>
<tr>
<td>Undecided</td>
<td>6</td>
<td>12.0</td>
<td>78.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>10</td>
<td>20.0</td>
<td>98.0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>1</td>
<td>2.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Table 3. Road accident occurs

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>11</td>
<td>22.0</td>
<td>22.0</td>
</tr>
<tr>
<td>Agree</td>
<td>20</td>
<td>40.0</td>
<td>62.0</td>
</tr>
<tr>
<td>Undecided</td>
<td>9</td>
<td>18.0</td>
<td>80.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>10</td>
<td>20.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Table 4. Air pollution increases

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>22</td>
<td>44.0</td>
<td>44.0</td>
</tr>
<tr>
<td>Agree</td>
<td>21</td>
<td>42.0</td>
<td>86.0</td>
</tr>
<tr>
<td>Undecided</td>
<td>2</td>
<td>4.0</td>
<td>90.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>4</td>
<td>8.0</td>
<td>98.0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>1</td>
<td>2.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Table 5. Low maintenance of tourist sites

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>17</td>
<td>34.0</td>
<td>34.0</td>
</tr>
<tr>
<td>Agree</td>
<td>16</td>
<td>32.0</td>
<td>66.0</td>
</tr>
<tr>
<td>Undecided</td>
<td>9</td>
<td>18.0</td>
<td>84.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>7</td>
<td>14.0</td>
<td>98.0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>1</td>
<td>2.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Table 6. Poor police and emergency services

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>7</td>
<td>14.0</td>
<td>14.0</td>
</tr>
<tr>
<td>Agree</td>
<td>13</td>
<td>26.0</td>
<td>40.0</td>
</tr>
<tr>
<td>Undecided</td>
<td>7</td>
<td>14.0</td>
<td>54.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>18</td>
<td>36.0</td>
<td>90.0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>5</td>
<td>10.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Table 7. Theft in peak season

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>12</td>
<td>24.0</td>
<td>24.0</td>
</tr>
<tr>
<td>Agree</td>
<td>16</td>
<td>32.0</td>
<td>56.0</td>
</tr>
<tr>
<td>Undecided</td>
<td>14</td>
<td>28.0</td>
<td>84.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>8</td>
<td>16.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Table 8. Impact on your culture

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>17</td>
<td>34.0</td>
<td>34.0</td>
</tr>
<tr>
<td>Agree</td>
<td>23</td>
<td>46.0</td>
<td>80.0</td>
</tr>
<tr>
<td>Undecided</td>
<td>4</td>
<td>8.0</td>
<td>88.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>4</td>
<td>8.0</td>
<td>96.0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>2</td>
<td>4.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Table 9. Impact on your life style

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>17</td>
<td>34.0</td>
<td>34.0</td>
</tr>
<tr>
<td>Agree</td>
<td>18</td>
<td>36.0</td>
<td>70.0</td>
</tr>
<tr>
<td>Undecided</td>
<td>7</td>
<td>14.0</td>
<td>84.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>8</td>
<td>16.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Table(2). Showing the results above on road are damages, 16(32%) strongly agree, 17(34%) agree, 6(12%) undecided, 10(20%) disagree and 1(2%) strongly disagree. Table(3). Showing the results on road accident occurs during peak season of tourism in the area, 11(22%) strongly agree, 20(40%) agree, 9(18%) undecided and 10(20%) disagree. Table(4). Showing the results on air pollution increases, 22(44%) strongly agree, 21(42%) agree, 2(4%) undecided, 4(8%) disagree and 1(2%) strongly disagree. Table(5). Showing the results on low maintenance of tourist sites, 17(34%) strongly agree, 16(32%) agree, 9(18%) undecided, 7(14%) disagree and 1(2%) strongly disagree.

Table(6). Showing the results above on poor police and emergency services, 7(14%) strongly agree, 13(26%) agree, 7(14%) undecided, 18(36%) disagree and 5(10%) strongly disagree. Table(7). Showing the results on theft in peak season, 12(24%) strongly agree, 16(32%) agree, 14(28%) undecided and 8(16%) disagree. Table(8). Showing the results of impact on your culture, 17(34%) strongly agree, 23(46%) agree, 4(8%) undecided, 4(8%) also disagree and 2(4%) strongly disagree. Table(9). Showing the results of impact on your life style, 17(34%) strongly agree, 18(36%) agree, 7(14%) undecided and 8(16%) disagree.

CONCLUSION

We selected the area and fifty local people from fifty families for the present study from Nainital town in Nainital district, Kumaun region of Uttarakhand state in India. We collected data from fifty respondents of selected hill area.

The total number of male was thirty five(70%) and female was fifteen(30%) amongst selected respondents. So the maximum respondent’s age was between 26 to 35 years and minimum
respondent’s age was from 46 to 55 and 56 to 65 years. The educational qualification of maximum respondent’s was post graduation and minimum were with no formal education, high school and Ph.D. in the area. Some others were with other qualification such as ugc-net. The maximum respondents were unmarried in our study. The maximum respondents were students and minimum were unemployed and in government sector. Some of them were in other occupation such as contractual staff, project fellow and scientist in state university.

According to the study the available hospitals in Nainital town (fig.1-2) are not able to provide better services in the area although the town has sufficient medical shops. The roads are damage due to heavy traffic on road during peak season of tourism in the area which leads to increase the level of air pollution also. We found through the study road accident takes place during peak season of tourism in hill region. We also found that the available tourist sites in Nainital town are not properly maintained by the concern department.

The police and emergency services by the administration found good during peak season of tourism in Nainital and are capable to cope up with seasonal variation of tourism in the area although thief are active and little thefts takes place in peak season. Nainital being a well known tourism destination and the interaction of tourists with local people in selected town it impacts on the culture and life style of local people.

RECOMMENDATIONS

Through the study some alternatives are given below for reducing the seasonality factors for sustainable development in Nainital area from Nainital district, Kumaun region of Uttarakhand state in India.

- The available hospitals in the selected town must have all essential medical facilities and services to cope up with seasonal variation of tourism and for local people also.
- According to the area of Nainital town, limited number of tourist’s vehicles should be regulated in region because of limited parking facilities for limited vehicles are available in hilly region (Tamta, 2016). If the tourist’s vehicles will be limited and regulated in the area then air pollution will also be control and save the natural environment.
- The present tourist sites in Nainital and surrounding area must be regularly check and properly maintained by the concern authority and department so the beauty of the area will sustain for long time.
- The local people those are depends or engage upon tourism activities for their livelihood must gives their attention also towards long term jobs with short term jobs/business activity in the selected area.

Acknowledgement

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REFERENCES


**Report**