



HRD PRACTICES IN TOURISM INDUSTRY – A STUDY ON ANDHRAPRADESH TOURISM DEVELOPMENT CORPORATION

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Abstract

Human Resource Development is emerged as one of the top priority area under broad HRM policies and practices. HRD develops the skills and knowledge of individual; hence, it helps to provide competent and efficient HR as per the job requirement. To develop employment's skill and competencies, different training and development programs are launched. In view of the significance of HRD practices, the present paper provide the significance of HRD practices in Tourism Sector, HRD practices at national level and with special reference to HRD practices in Andhra Pradesh Tourism Development Corporation. The study is based on secondary data sources. The study present the significance of HRD practices in tourism with special regard to APTDC.

Key words: *APTDC, HRD, NCHMCT, Operators.*

1. Human Resource Development – Conceptual Overview

HRD concept was first introduced by **Leonard Nadler** in 1969 in a conference in US. "He defined HRD as those learning experience which are organized, for a specific time, and designed to bring about the possibility of behavioral change".

Human Resource Development (HRD) is the framework for helping employees develop their personal and Tourism Organizational skills, knowledge, and abilities. Human Resource Development includes such opportunities as employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification, tuition assistance, and Tourism Organization development. The focus of all aspects of Human Resource Development is on developing the most superior workforce so that the Tourism Organization and individual employees can accomplish their work goals in service to customers.

Human Resource Development can be formal such as in classroom training, a college course, or an Tourism Organizational planned change effort. Or, Human Resource Development can be informal as in employee coaching by experts in the industry or by a manager. Healthy Tourism Organizations believe in Human Resource Development and cover all of these bases.

The following are the key definitions given by reputed authors in the area of Human Resource management.

- a. According to **Leonard Nadler**, "Human resource development is a series of organised activities, conducted within a specialised time and designed to produce behavioural changes."
- b. In the words of **Prof. T.V. Rao**, "HRD is a process by which the employees of an organisation are helped in a continuous and planned way to (i) acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles; (ii) develop their general capabilities as individual and discover and exploit their own inner potential for their own and /or organisational development purposes; (iii) develop an organisational culture in which

superior-subordinate relationship, team work and collaboration among sub-units are strong and contribute to the professional well being, motivation and pride of employees." .

- c. According to **M.M. Khan**, "Human resource development is the across of increasing knowledge, capabilities and positive work attitudes of all people working at all levels in a business undertaking."

2. Significance of HRD Practices in Tourism Sector

The tourism sector in India has emerged as fast growing services sector due wide diversity and heritage sites promoting the tourism and attracting the tourists from national and international arena. The growing tourism sector encouraged many government and private Tourism Organizations to enter in tourism business. Ever since, the tourism and Tourism industry has witnessed tremendous development and this sector is providing wide range of opportunities to many people who are educated, motivated and well trained. In the process of development of skills and providing organized growth to the people, the Tourism Organizations working under tourism sector are taking the support of HR Department for developing the human resources.

The services sector is contributing over 50 percent of contribution to GDP growth rate. The Tourism industry is one part of the larger travel and tourism industry that, in addition to Tourism, consists of transportation services Tourism Organizations and retail businesses. The for - profit and not - for - profit operations within the Tourism segment share a standard goal: to supply lodging and/or accommodations including food services for people. The travel and tourism industry can be divided into three segments: transportation services, Tourism, and destination businesses. This text concerns one segment: Tourism. Lodging Tourism Organizations within the Tourism segment include hotels, conference centers, destination resorts, camp and park ground facilities, and inns.

The Government of India has shown some interest, though obviously not enough, in the promotion of Tourism Industry over the years, the Government has realized the importance of the skilled manpower in the field at different level to train and develop human resources.

HRD involves managing manpower so as to enhance individual, group and Tourism Organizational effectiveness. it's important to manage human resources as they assist within the prosperity and progress through the committed and artistic efforts and competencies of their human resources. HR management as "planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the top that individual, Tourism Organizational, and social objectives are accomplished." HRM emphasizes mainly on the accomplishment of individual or personal objectives of the workers (e.g.: promotions), encouraging team work, attaining higher profits, social development, etc. Recruitment and maintaining good people are essential to the success of each Tourism Organization, whether profit or non-profit, public or private. it's important that Tourism Organizations, manage human resources on endless basis, thanks to the growing expectations of employees.

HRD encourages team work, facilitates career development and makes an attempt to make the proper environment to develop careers of managers within the Tourism Organization. A healthy environment can occur only the working relationships between all the workers are established, resulting in an overall development of each individual employee also because the Tourism Organization on an entire. Deming (1982) once remarked- "Abundance of natural resources isn't a requirement for prosperity. The wealth of a nation depends on its people."

HRD also looks into the grievances and issues faced by the workers and industrial relations. Thus HRD acts as a fuel for the graceful functioning of a corporation and its overall development and progress and HRD practices play an important role within the successful human resource management and development in Tourism industry.

Human Resource Development (HRD) is vital to the manageability situated the travel industry advancement activity. It has been the endeavor of the Ministry of Tourism in India to set up an arrangement of training and professional education with essential infrastructural uphold equipped for producing labor adequate to address the issues of the travel industry and accommodation industry, both quantitatively and subjectively.

3. HRD practices – Role of Tourism Ministry in India

It has been the endeavor of the Ministry of Tourism to put in place a system of training and professional education with necessary infrastructural support capable of generating manpower sufficient to meet the needs of the tourism and hospitality industry, both quantitatively and qualitatively. Ministry of Tourism has extended financial support for the establishment of various Central IHMs, State IHMs and Food Craft Institutes (FCIs) across the country. These institutes were set up as autonomous societies with a specific mandate to impart / conduct hospitality education / training in hospitality skills.

Training programs in the field of Hotel Management, Catering and Nutrition were initiated by Government of India in the year 1962 under the Department of Food, Ministry of Agriculture. To begin with, four Institutes of Hotel Management, Catering Technology and Applied Nutrition were set up at New Delhi, Mumbai, Chennai and Kolkata. For imparting training in hospitality related craft disciplines, 12 Food Craft Institutes were also set up at different places in the country.

Consequent to transfer of the program to the Ministry of Tourism in October 1982, format of the various training programs was reoriented and remodelled keeping in view the professional workforce requirements of the country's fast expanding accommodation and catering industry. In order to harness the resources and also to provide a central thrust to the program, Ministry of Tourism also established the National Council for Hotel Management and Catering Technology (NCHMCT) in the year 1982.

Main objectives for setting up the Council at the apex level were:

1. To advise the Government on coordinated development of hotel management and catering education.
2. To collect, collate and implement international development in the area of human resource development for the hospitality sector.
3. To affiliate institutes and prescribe courses of study and instructions leading to examinations conducted by it.
4. To standardize courses and infrastructure requirements for institutes imparting education and training in hospitality management.
5. To prescribe educational and other qualifications, experience, etc. for members of staff in the affiliated institutes and organize faculty development programs.
6. To award Certificates and Diplomas in Hospitality and Hotel Administration.

As a result of vast expansion and modernization of the country's hospitality industry, hotel management and catering education programs gained tremendous popularity and the profile of students seeking admission to these courses also underwent a transformation. As a result, courses offered by the National

Council are of international standard which have been recognized by the hospitality industry. At present, there are 88 Institutes comprising of 21 Central IHMs, 26 State IHMs; 1 PSU owned IHM; 26 Private IHMs and 14 Food Craft Institutes following National Council's course curriculum.

4. Role of Andhra Pradesh Tourism Development Corporation

Andhra Pradesh is a land of abundant Tourism potential. With the second longest coastline in the country – 974 kilometers, a rich spiritual and cultural heritage, ancient and historical religious places, serene valleys and hills, forts, national parks, bird sanctuaries, caves, airports, seaports etc., the State of Andhra Pradesh holds vast tourism potential. The Government of Andhra Pradesh is committed towards the socio-economic development of the State and regards the Tourism Sector as one of the key growth engines for the economy of the State and crucial for employment generation.. The Government intends to build world-class luxury resorts and other tourism infrastructure, attract large scale investments, develop unique products, and position the State as a preferred tourism destination. In order to encourage the tourism in the state, the government has started Andhra Pradesh Tourism Development Corporation (APTDC) works under Ministry of Tourism, Government of Andhra Pradesh. The APTDC handles the tourism projects such as beach Side Shacks, Water Sports, Water Ride, Sea/River Cruises, Ropeways, Heli-Tourism, Aero Sports, Rural Tourism, Heritage walks etc. In order to perform the tourism operations and services, the APTDC engaged Full time staff supported by Contractual, Part-time staff working as Tourist operators, Tourism Advisors, Contractors, Advisory services, Customer Care support etc. APTDC is established new facilities while upgrading the existing services, offering new products and services through enhancing the quality of services to meet the growing expectations of tourist and the challenges of the future demands. The APTDC provides only the facility for transacting with APTDC's Tourist Reservation System through the Internet.

5. Human Resource Development in APTDC

HRD is needed by APTDC that wants to be dynamic and growth-oriented or to succeed in a fast-changing environment. APTDC can become dynamic and grow only through the efforts and competencies of their human resources. Personnel policies can keep the morale and motivation of employees high, but these efforts are not enough to make the organisation dynamic and take it in new directions. Employee capabilities must continuously be acquired, sharpened, and used. For this purpose, an “enabling” organisational culture is essential. When employees use their initiative, take risks, experiment, innovate, and make things happen, the organisation may be said to have an “enabling” culture. Even an organisation that has reached its limit of growth, needs to adapt to the changing environment. No organisation is immune to the need for processes that help to acquire and increase its capabilities for stability and renewal. HRD practices of APTDC is linked with empowerment of employees to bring more skills and strength to cope up the challenges faced in tourism sector. The management of APTDC has been implementing the HRD practices to build and develop the talents of the workforce for achieving the organizational growth.

Conclusions

The government should set up a high power committee consisting of Human Resource Development professionals, professionals from the Tourism Industry, prominent economists and intellectuals to study and assess various aspects of HRD and conclude on a National Tourism Policy on HRD. Inadequate infrastructure is another factor of much concern for Indian tourism. Development of human resources is essential for APTDC that would like to be dynamic and growth-oriented. Unlike other resources, manpower have rather unlimited potential capabilities. The potential can be used only by creating a climate that can continuously identify, bring to surface, nurture and use the capabilities of people.



Human Resource Development (HRD) system aims at creating such a climate. Comprehensive and sustainability driven HRD programmes by the APTDC would lead to sustainability oriented tourism development in the state of Andhra Pradesh. The cumulative effect of the sustainability driven HRD has the potential to bring about a new sustainability based subculture and professional ethics within the tourism industry in the state of Andhra Pradesh.

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