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TOURIST SERVICES EVALUATION OF HOSPITALITY UNITS: EXPERIENCES AND OBSERVATIONS FROM HOTEL AND RESTAURANT PROPERTIES OF SRINAGAR GARHWAL, UTTARAKHAND

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ABSTRACT

Recognition for services quality has become an area of concern by many tourism and hospitality researchers in Garhwal Himalaya. Number of research studies as well as observations revealed that there exists a huge difference between the services perception and expectation level in hotel industry. Given the nature and scale of hotel and restaurant properties in Uttarakhand State, present study is aimed to assess and observe needs and expectations of transit tourists at Srinagar town enroute Kedarnath and Badrinath religious shrines and evaluate how these needs and expectations are fulfilled during their holiday sojourn by accommodation and restaurant units. This research paper is based on primary data collected during on the spot survey at Srinagar Garhwal and secondary data compiled from various research journals, seminar proceedings and government reports on tourism and hotel industry. At the same time to have a more insight into various depth and dimensions of service quality direct communication and interview techniques were executed for soliciting the respondents' views. Research study conducted prior to Kedarnath natural catastrophe of June 2013 specifically focuses on the quality of services provided and tries to identify product quality of services offered by various hotel and restaurants properties at Srinagar Garhwal in Uttarakhand State. Results of the study indicate that encompassing a sound environment and facilities conducive for better services to move in with confidence in terms of tourist perception, satisfaction and dissatisfaction level vis-à-vis employees' growth is essential to add more value to hospitality sector in the present study area. Similarly, it has been observed that the vast potential for pilgrimage and adventure tourism in this region should be streamlined within the purview of policy perspectives of the State.

KEYWORDS

accommodation, employees, hospitality, quality, satisfaction, services, tourism.

INTRODUCTION

Sprawling in an area of an area of 9.659 Sq Kms, Srinagar town is situated at an altitude of 579mt above sea level on the left bank of Alaknanda River where a number of hotel and restaurant units are catering the needs of transit tourists enroute Badrinath- Kedarnath *Yatra* route. Home to various educational bodies, Srinagar received its name from *Sri Yantra*. It is a centre of divine energy, a *siddha peeth* since ancient times. Srinagar town is an important and fast growing town of Garhwal and is known as a gateway to Himalayas encompassing large number of tourists every year. There has been a tremendous growth of accommodation and during the past three years, a large number of hotels, lodges and resorts have been built in Srinagar to cope with the increasing number of tourists' traffic. Study area has vast potential of promoting local *Garhwali* cuisine among tourists. Tourist Rest House of Garhwal Mandal Vikas Nigam (GMVN) started serving local cuisine to tourists and has even published brochures of local delicacies. Accommodation and other infrastructural facilities along the important transit route of have been upgraded in a phased and coordinated manner. Master plan prepared by Uttarakhand Tourism Development Board (UTDB) in association with World Tourism Organization (UNWTO) and United Nations Development Programme (UNDP) for the period 2007-2022 in three volumes states that improvement in the selection and quality of accommodation facilities, basic infrastructure facilities, food and beverage, entertainment and general service level for all standards and types of outlets is a prerequisite for any destination.

The region has tremendous opportunities for water-sports activities like river rafting, canoeing, and kayaking, fishing/angling etc. This is obvious with the flattening of the river Alaknanda starting from Dhari Devi which nearby ends at Kirtinagar. So a long stretch of almost 10 km is needed to be plunge into water-based activities. Angling including catch and release can be promoted in a planned and phased manner. To encourage the traditional handicrafts rural craftsman will be provided the necessary training and crafts bazaars, crafts villages should be set up and handicrafts and souvenirs can be developed to a largest extent. Stalls should be made available for marketing the local crafted goods, especially during the various fairs and festivals. Infact, some major steps have been initiated by Municipality to showcase the uniqueness of crafts made by local people during *Chaturdashi Mela* held every year in the month of November. Being credited one of the major towns of the Pauri district local people can be given an opportunity to sell their goods in an open market at Srinagar. As far as the administration is concerned municipality of Srinagar has a lot to do for the regular supply of Water, establishing and maintenance of hospitals. The role of municipality and govt. is an important and complex aspect of tourism involving policies and political philosophies whatever political philosophy is preminent within a state it seems clear that those holding power decide who gets what, when and how. Existing tourism and policy framework counts a great deal to put the vision of "Visit Uttarakhand" into real practice. Moreover, it is noteworthy to see that the large chunk of earnings is based on the tourism and hospitality related activities which help in segregating the earnings into various fields.

There are number of pre-conditions to be met before the full potential of many unique resources can be utilized for both domestic as well as international tourists. In this context, the study area has been identified for the present research work keeping in view it's scope of hotel business which provides benefits to all the section of society, be it employees deployed at different level, local stakeholders, tourists, government, owners etc.

AIMS AND OBJECTIVES OF THE STUDY

Concise statement of study covers the following aims and objectives.

1. To analyze the existing status of accommodation sector.
2. To study and evaluate the perception, expectation and satisfaction level among tourists availing accommodation facilities in Srinagar town on way to Badrinath and Kedarnath religious shrines.
3. To assess the present and future requirement of accommodation and restaurant units.
4. To study the basis of promotion and motivational factors among employees.

REVIEW OF LITERATURE

Among scholars who deeply studied the importance of Garhwal Himalaya and its rich potential reservoir of tourist places are Bagri (1995); Naithani (2006); Purohit (2000); Bagri and Gupta (2001); Bainjwal (2002); Fonia (1998); Gupta (2002) contributed their work on pilgrimage, cultural and natural attractions providing a broad overview of holistic development of hill tourism through their forecasted vision. The quality concept has changed drastically over time. The realization of services quality is defined by various scholars (Crosby, 1985; Juran, 1990; Carman, 1990; Haynes et al., 2000; Gronroos, 1982; Edvardsson, 1996; Brown et al., 1993; Ryan, 1995). Service quality is a central task for management at all levels. Successful service companies must satisfy the needs and expectations of customers, co-workers and owners at the same time (Aigbedo et al., 2004; Thongsamak, 2001). Quality should be considered as everyone's responsibility. Service development and service construction is prerequisite for the right quality when developing new services. Emphasis on the development of quality in all processes in the organization is essential. Detecting customer dissatisfaction, learning to repair mistakes, compensate and explain the cause of the quality failure is of prime importance. Emphasis on the co-worker's commitment to customer-perceived is weighed much importance in service quality to increased emphasis on systematic measuring

of the satisfaction and dissatisfaction level. Parasuraman et al. (1985, 1988, and 1991) presented quality dimensions of services as a base for the discussions in hospitality industry such as reliability, responsiveness, assurance, empathy and tangibles features. Similar study was performed by Zeithaml, Parasuraman and Berry (1990); Cronin & Taylor (1992); Witt & Muhlemann (1994) to measure quality based on the presumption that service quality occurs when customers perceive received performance to equate with prior expectations.

In hospitality sector the product, quality and the relation between price and performance will gain importance in the coming year which leads to heavier focus on customer relation management (Kandari and Chandra, 2004; Rust and Oliver, 1994; Dharmarajan, 1981; Mohanty, 1992; Sharma, 2005; Bansal, 1994; Prajapati and Kachwala, 2006; Maylor, 2000; Tse, 1996). The increased travel experience, flexibility and independent nature of the new tourists are generating demand for better quality, more value for money and greater flexibility in the travel experience (Sharma, 1988; Negi, 1982). The architecture of a hotel, the décor of a lobby, furnishing and beautification of room, warmth and friendly nature of the team, courteousness and behaviour of staff, the empathy of the front office assistant at the front desk (Prajapati and Kachwala, 2006) are examples of hotel attributes (wow effects) that may be the reason behind a benefit, or tangible surrogates for intangible benefits. Since quality often is interpreted as equal to pleased, or preferable delighted customers it is extremely important to understand the customer needs and expectations rightly termed as relationship marketing (Kotler et al., 2003). Therefore, it is important to make serious efforts to identify needs and expectations and to measure customers' experience and customer satisfaction and use that information as a base for quality improvements (Subbarao, 2008; Madanoglu, 2004).

METHODOLOGY

Present study deals with a certain form of service quality, namely quality within tourism and hospitality. The research work is confined to Srinagar Garhwal and its nearby town Srikot where the sample size of 85 respondents has been selected. Going by breakup the sample size consists of 50 tourists, 15 hotel entrepreneurs comprising hoteliers, restaurant runners and eatiers promoters and 20 hotel employees. The respondents (tourists) chosen for the study are foreigners as well as domestic travelers visiting the upper reaches of Himalaya for different touristic purposes.

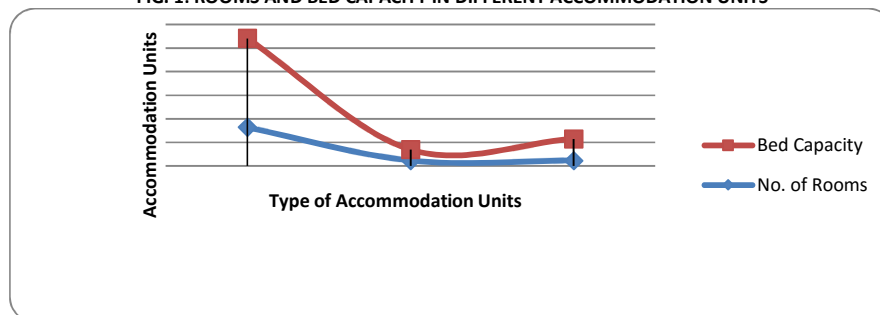
The research work carried under the topic was based on the combination of primary and secondary data. For the collection of data, closed ended (structured) questionnaire was adopted for the respondent responses. Simultaneously hotel owners were asked in detail about the various projects and strategies under pipeline to attract the attention of tourists towards their property. The significance of studies on tourist satisfaction is all the more important; low to moderate satisfaction is the expression of the qualitative and/or quantitative gap between demand and supply. If the areas of dissatisfaction are realistically explored and well thought of actions are accordingly taken, the inclining downfall of the destination can be controlled.

Based on the survey calculation analysis was made. Initially as regards to the sample size of tourists it was 70 but after careful scrutiny of all questionnaires of tourists only 50 were found appropriate and authentically filled. Out of 50, 38 responses by Indians and 12 responses by foreign tourists were finally short listed. Simultaneously 15 hotel entrepreneurs and 20 hotel employees were given questionnaire to fill up on various parameters. Personal interviews were conducted with all the respondents to go into detailed depths and dimensions of the study. Under such circumstances, the present study can, therefore be only considered as a pilot work on the subject concerned on account of small sample size of employees, employers and tourists.

STATUS OF ACCOMMODATION SECTOR

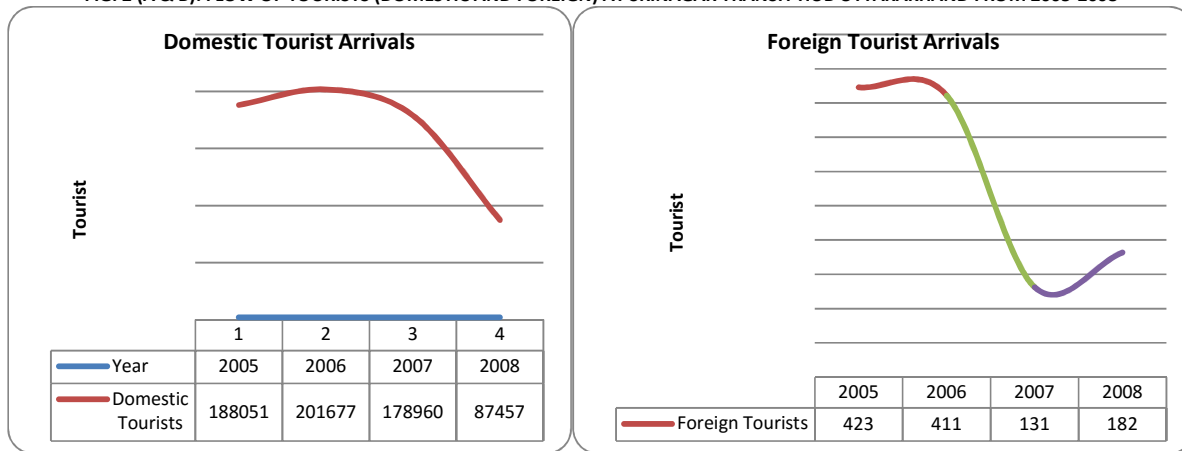
There is a wide variety of types of accommodation that may exist or can be planned for an area. (Inskeep, 1991). Srinagar Garhwal enjoys the privilege of various types of hospitality units which come under unorganized sector. However, there are at present two Tourist Rest Houses (TRHs) of Garhwal Mandal Vikas Nigam (GMVN), a unit of Uttarakhand Govt. TRH maintains a standard of services and other facilities for tourists. It has also a wing of Tourist Information Centre (TIC) which makes available all the data and information to the tourists heading towards various destinations to the upper reaches of Garhwal Himalaya. Another Government property is Tourist Guest House (TGH) that was previously operated under the brand name of *Raen Basera* on the major *yatra* routes along with lesser known destinations in Pauri, and Tehri districts. Deluxe Hotels consists of IVY Top Resort, Riverside resort, Shriyantra Tapu resort, catering to the foreign tourists with a major share of 60% of domestic tourists. Hotels owned by Individuals are semi deluxe and budget category catering to the needs of budget travelers. Other hotels properties are Hotel Prachi, Siddharth, Devlok, Samrat (All semi deluxe hotels) and Sudarshan Castle, Urvashi, Pine Inn, Bee Je Inn. On the other hand, Dharamsalas and *Yatri Niwas* like Baba Kali Kamli Yatri Niwas, Kali Kamli, Jain Dharamshala, and Santlal Dharamshala are catering to the needs of pilgrims, saints and sages moving towards a journey to Badrinath, Kedarnath, Joshimath pilgrimage centres. One Gurudwara run by Hemkund Sahib Gurudwara Committee, Ludhiana accommodating a large influx of Sikh pilgrims visiting Hemkund Sahib in Chamoli district. It is noted in the study area that every hotel property is having own family restaurants. Accommodation units as stated above have sufficient Rooms and bed capacity as exhibited below in fig. 1.

FIG. 1: ROOMS AND BED CAPACITY IN DIFFERENT ACCOMMODATION UNITS



Source: Primary Data collected during field visit

FIG. 2 (A & B): FLOW OF TOURISTS (DOMESTIC AND FOREIGN) AT SRINAGAR TRANSIT HUB UTTARAKHAND FROM 2005-2008



Source: Tourist Information Centre, Srinagar Garhwal, Uttarakhand

Figure depicted below in Table 1 of tourist arrivals during the year 2005, 2006, 2007 and 2008 reveals that May, June, July and August received recorded number of tourists during 2005 and 2006 but during 2007 out of total tourist arrival of 1,78,960, May, June and July month received 75% of (1,33,561) tourists while having overnight stay at Srinagar. As regards to foreign tourists in every year March, April, May and June month recorded the large number of share. Only in the year 2006 August, September and October months are exception where 63, 40 and 72 foreign tourists were registered respectively where almost 43% out of 411 tourists was pocketed by these months. As regards to the year 2008 languishing trend in tourist growth is persistent where less domestic tourist (87,457) and foreign tourists (182) marked their presence as compared to previous years. When the trend among domestic tourists is studied, it is observed that during 2008 the month of July and August received 38910 and 25208 respectively out of 87,457 domestic tourists. March and April month were considered good when 75 and 53 foreign tourists respectively visited the place.

TABLE 1: HALF-YEARLY (JANUARY- JUNE AND JULY-DECEMBER) BREAK-UP OF TOURISTS (DOMESTIC AND FOREIGN) AT SRINAGAR TRANSIT HUB UTTARAKHAND FROM 2005-2008

Tourist Arrivals	2005		2006		2007		2008	
	Domestic Tourists	Foreign Tourists	Domestic Tourists	Foreign Tourism	Domestic Tourists	Foreign Tourists	Domestic Tourists	Foreign Tourists
Jan-June	98,896	256	1,05,547	199	1,15,082	80	23,339	141
July-Dec	89,155	167	96,130	212	63,878	51	64,118	41
Total	1,88,051	423	2,01,677	411	1,78,960	131	87,457	182

Source: Tourist Information Centre, Srinagar Garhwal, Uttarakhand

When looked into the first half of every year it was experienced that January-June bracket outwit the second half of July-December in terms of domestic tourists arrivals. Only the year 2008 shows a downturn picture of the first half where negligible (27%) share of total domestic tourists is registered out of total 87,457 domestic tourists. Rest 73% share is received by second half of the year. With respect to foreign tourist influx same trend is visible where variations can be seen each year as in 2005 first half of the year (Jan-June) receives more tourists than the second half of July-December. On the other hand, the year 2006 is projecting a little bit increase (of 13) in foreign tourist arrivals in the second half as compared to first half of the year where only 199 tourists were recorded. Statistics of 2007 and 2008 year projects a higher increase in the first half as compared to second half in terms of total tourist arrivals. These downward fluctuations as interpreted by data in tourist % might be a result of deteriorating and poor quality of services by accommodation and restaurants units. Similar observations can be made in terms of languishing average length of stay (in nights) because of the absence of tourist's activities appealing to tourists for more holiday sojourn in Srinagar.

TABLE 2- FLOW OF TOURISTS (DOMESTIC AND FOREIGN) AT SRINAGAR TRANSIT HUB UTTARAKHAND FROM 2009-2012

Place of Visit	Year 2009		Year 2010		Year 2011		Year 2012	
	Tourists		Tourists		Tourists		Tourists	
	Domestic	Foreign	Domestic	Foreign	Domestic	Foreign	Domestic	Foreign
Srinagar	247974	339	219103	1098	291216	4735	324218	5192
Total	248313		220201		295951		329410	

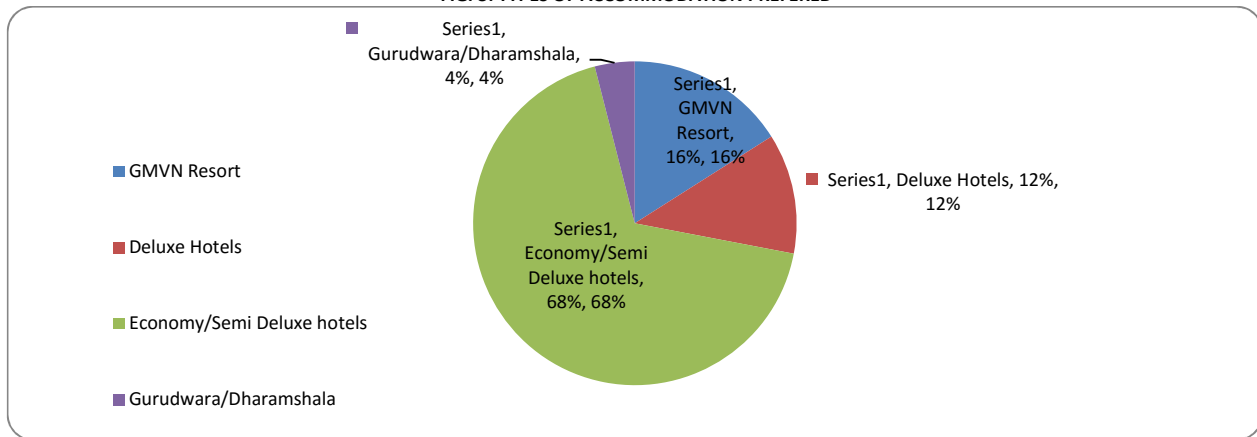
Source: Uttarakhand Tourism Development (UTDB), Dehradun

Table 2 shows that there is a constant increase in the flow of foreign tourists from the year 2009-2012 but as regards to the domestic tourist's flow; there is a decline in the year 2010 as compared to 2009. Largely, foreign tourists visit the place for their quest towards adventure tourism destinations in the upper reaches of Himalaya like Auli, Chopta, Valley of Flowers and Nanda Devi National Park etc. Hence, there is an upward trend in the flow of foreign tourists. Garhwal Himalaya is popular for its Char Dham and during May and June every year; there is a large influx of domestic tourists who visits Kedarnath and Badrinath shrine.

FINDINGS OF THE RESEARCH STUDY

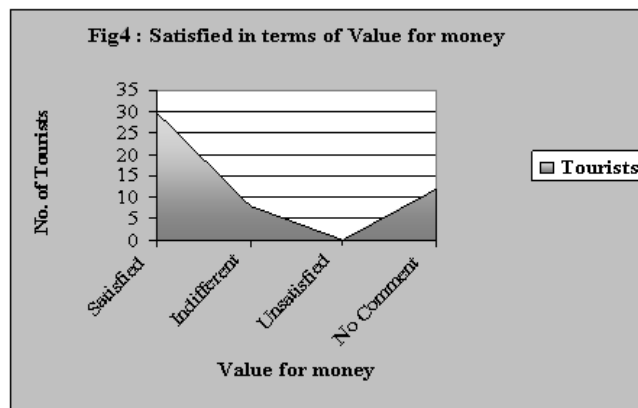
As regards to tourist survey, out of 50 respondents 13 tourists either chooses spouse, family or friends/ relatives during their journey to Garhwal Himalaya enroute Srinagar Garhwal. Least number of tourists i.e., 8 only visited alone. As regards to types of accommodation 68% of tourists prefer GMVN Tourist Rest House (TRH) for accommodation because of the convenience, comfort they felt while their holiday sojourns. 16% tourists choose economy/semi deluxe hotels while 12% of tourists preferred deluxe hotels. Fig. 3 exhibits the details on the type of accommodation preferred by tourists during their stay.

FIG. 3: TYPES OF ACCOMMODATION PREFERRED



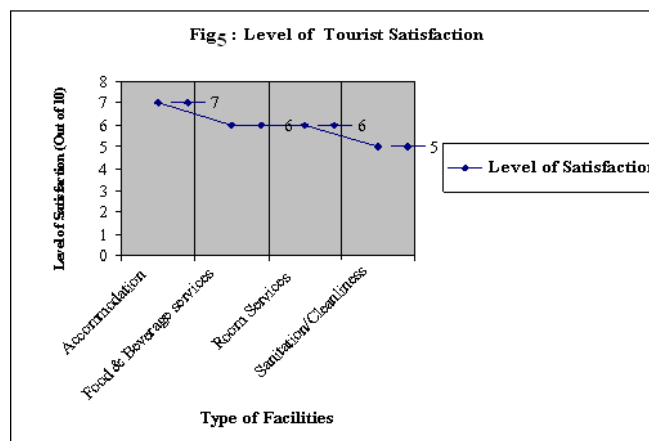
Source: Primary Data collected during field visit

As regards to the satisfaction in terms of value for money 30 tourists were satisfied after availing various services at hotel and restaurant units while 8 tourists were quiet indifferent to the satisfaction. None of the tourist responded to be unsatisfied as exhibited from fig. 4.



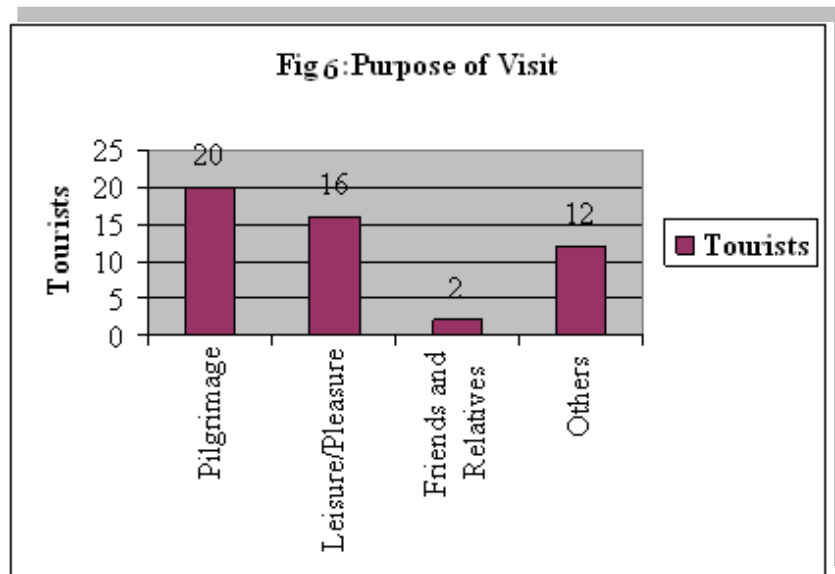
Source: Primary Data collected during field visit

Predominantly 30% tourists visited the area were in the economically active age group of 25-34 while 10% tourists were above 55. Pilgrimage tourists (40%) outnumbered other budget and affluent tourists coming for leisure and recreation. As far as the level of satisfaction of tourists is concerned, most of them were satisfied with accommodation units. On the other hand, food, room services and cleanliness were satisfactory but not quiet good as demonstrated by fig 5.



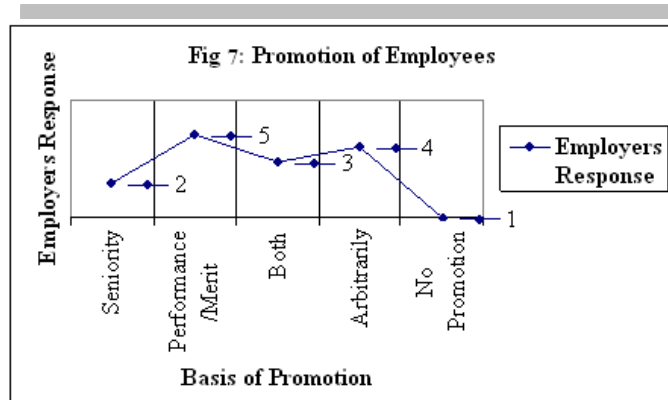
Source: Primary Data Collected During the Field Visit

Fig. 6 points out that pilgrimage is the major motivational factor among tourists to visit Srinagar followed by leisure/pleasure etc. Respondents registering premium value to pilgrimage may be because of their pre-conceived ideas of moving towards higher reaches of Himalaya with a great deal of sanctity towards sacrosanct haunts of Badrinath and Kedarnath. To add to it, Srinagar town itself is dotted with many pilgrim places like Kamleshwar temple, Jain temple etc. Far reaching consequences of it led tourists to weigh more response to pilgrims, not to leisure/recreation and other activities.



Source: Primary Data collected during field visit

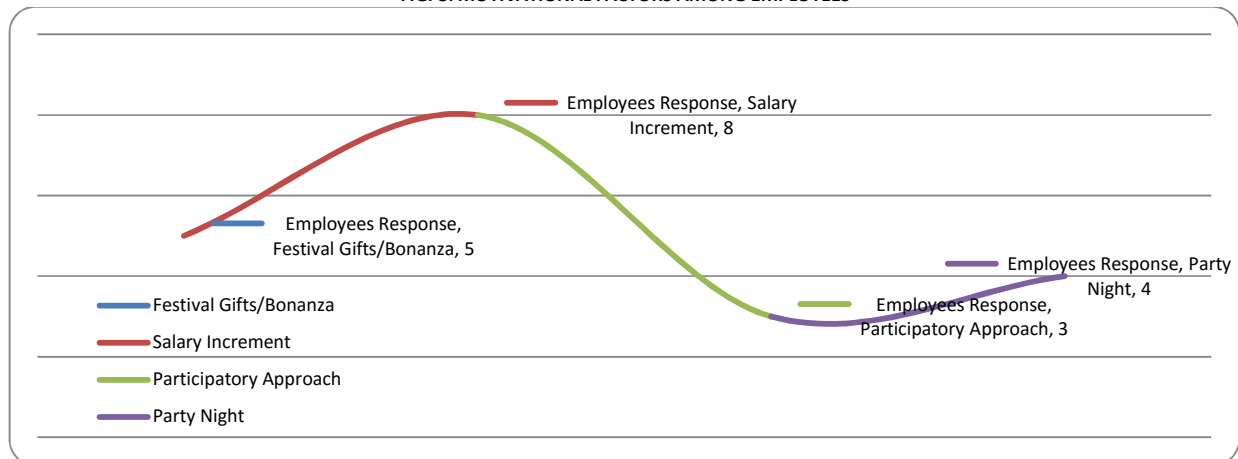
With regards to profiling of employers in terms of choosing a base for promotion of their employees, most of the employers (5) agreed that they prefer to give weightage to performance/merit as a base for promotion, while 04 employers opine that it is arbitrarily done to promote employees as and when required. Fig. 7 furnishes detail on the basis of promotion chosen by employers.



Source: Primary Data collected during field visit

The responses from the employees working in different accommodation units exhibit that the highest motivational factor for keeping them in job is salary increment followed by festival gifts, party night and participatory approach as inferred from fig. 8 below. As stated earlier in figure 6, tourist accorded top priority to pilgrimage as a primary purpose of their visit, the further consequences of it was a lenient views expressed by tourist not to be extravagant or compulsive travelers during their stay in Srinagar, resulted into less money/profit pocketed by employers from their hotel properties. Because of this attitude of tourists, no sound policy of motivational factors and performance appraisal was formed for the betterment of employees.

FIG. 8: MOTIVATIONAL FACTORS AMONG EMPLOYEES



Source: Primary Data Collected During Field Visit

DISCUSSIONS

Hotel industry is very much a people industry with humane elements where quality of services itself largely depends upon efficient and effective management. Management should not be centralized in the same way as other ancillary activities. It is supposed to be variable, flexible and essentially as an integrating process. Many visitors need to have direct access and interaction with the working staff. Their behavior and attitude forms an essential ingredient of the hospitality functions. They are part of the finished product that the visitor is paying for. An understanding of the pervasive influences, determining the attitude of workers within the establishment, which ultimately determines the quality of services, should therefore, form a central focus of the management. Tourist satisfaction, which affects the economic return of the hotel properties, is likely to be affected as much by the attitudes and behavior of the staff as by the standard of accommodation and quality of food and other services. Tourism and Hospitality are activities in which attitude plays a significant role in decision making as a focused and mass activities. Tourism is a dynamic activity, which often involves change; therefore, it would be reasonable to expect attitudes to be a significant component of these activities. The notion of happy employees as a part of interactive marketing has a special relevance with hotel and restaurant units. Given the higher customer expectations of quality in a one-to-one relationship with the service personnel, an important part of the required skills concerns personal behaviour and communication, as opposed to specialized operational skills.

Observations

As regards to the study area, there are few observations as listed below:

- As evident from tourist traffic of 2008, Srinagar town is languishing in terms of tourist arrivals to an abysmal level. In a similar fashion trend of 2010 shows that there is a downfall in the domestic tourist arrivals as compared to the year 2009.
- Tourists who yearn for pilgrimage, adventure, and leisure/recreation activities, also expects hoteliers to provide the services as they need. With reference to Srinagar-a transit route, tourist staying here for one day, she/he can extend duration of trip for 2 or 3 days by increasing length of stay, provided the availability of better and quality services and destination development.
- In the study area there has been a strong bias in the pattern of growth of hotel and accommodation sector. High degree of seasonality is noticed with the flow of foreign tourists. There also exists a gap between the expectation of tourists and their perception of services received effectually, what they actually avail.
- A considerable amount of difference in the perceptions is apparent between tourists and the service provider of accommodation services, usually which comes as a surprise to the management of the hotel concerned.
- Location and amenities have greater influence than the prices on the tourist demand for accommodation. It is realized that person employed in hotels and restaurant sector are yet to become tourist-friendly.
- Specialized training programmes with regards to hospitality operation, proper maintenance of properties, tourist's services etc. need to be taken on priority basis.
- Health and hygiene concept of hospitality is least bothered about.
- With the rapid growth in tourist traffic in the study area, it is a dire need to raise the standard of services provided by all the people involving in tourism related activities.
- In order to provide quality services to tourists various training modules are needed to train the hotel employees for disseminating the wider perspectives of their quality services.

As an apex body of Govt. for tourism promotion and development UTDB can take initiative for paragliding, water sports, and facilities in river and open an art gallery to house the historical paintings made by *Mola Ram*. All tourists should be given better services, so that next time they feel pleasure to stay here instead of Rudraprayag and some other transit route. Round the year tourism should be generated apart from pilgrimage, a personal service and feel at home culture should be given to tourists. As observed in the research findings hotel accommodation sector should be more clean, hygienic and tourist friendly. Hotel must have a scenic location, if not then hotel can have a greater ambience to make tourist feel happy with the available location. The various traditional fairs and festivals, customs art and craft, dress and food habits of the people of this region is yet to be given wide publicity, so that tourists can get a chance to see and partake the rich and varied wealth of cultural heritage. Action will be taken for preservation of building and places of archaeological interest like the old building near vegetable market which has a history dates back to 1506 AD and *High Altitude Plant Physiological Research Centre* (HAPPRC) museum of varied and variegated floral wealth. It can be said that in order to increase the overnight stay of guests local sights of interest in Srinagar town can be developed and emphasis has to be given to ensure that there is interest for tourism beyond one-night stay.

There is a need of confidence building measures ensuring that Srinagar town is a safe and secure place to stay for their holiday sojourn. As few hoteliers during survey opines that round the year tourism can flourish apart from pilgrimage, but personal services should be provided to tourists making them feel close to home culture. Private hoteliers and other stakeholders can become a beacon of light by doing something better to project the good image of a traditional trend of welcoming guest with charm and smile on employee's faces. Better services and good behaviour acts like a striking chord for great deal of service par excellence in tourism and hospitality field to make Srinagar as a transit to terminal destination. Tourists having their stay at Srinagar town also hope that there is a great potential for tourism, but hotel services and basic infrastructural facilities are the main hurdles. Government should take concrete steps to promote tourism sector and also laid down the norms for recruiting hotel personnel's as well as providing ample guidelines and norms for hotel properties. Hotel and restaurant sector will definitely grow if quality matches with expectations. On the other hand, local cuisine of Garhwal has a prominent role for accelerating the growth of hotel and restaurant properties. Cuisine famed for its variety and indefinitely subtle blends of aromatic spices and seasoning which flavour pulses and vegetables are worth to mention for the sake of tourist's satisfaction. Local cuisines can be served to the tourists on a daily basis.

In a nutshell there is a concomitant need to outline the master plan that add documentation of tourism strategies envisaging the following strategies in order to ensure a proper synchronization between tourists' perception, expectation and satisfaction. There is a need for confidence building measures ensuring that Uttarakhand in general and study area in particular is a safe and secure destination for tourists. Encourage more domestic travels by tapping the domestic market without sapping and capping. Service sector needs to develop brand image as tourist destination by relationship marketing. Public-Private sector participation (PPP) and the incentives for such ventures shall be extended by the nodal agency. Since this region suffers from economic backwardness, it needs to establish an institutional links on the lines of Tourism Finance Corporation of India (TFCI) and Federation of Hotel and Restaurant Association of India (FHRAI) and other associations. New tourism units in the State will be allowed rebate/ deferment facility in the payment of luxury tax for a period of five years from the date of commencement. Steps will be taken to provide beer-bar licenses to hotel units with attached restaurant facilities. To ensure increased participation of the private sector in the area of tourism a consultative mechanism will be established. In addition to these, it is proposed to offer land on long-term lease to private investors who would like to invest in the development of resorts, wayside amenities, nature and ecotourism interpretation centers, yoga and meditation centres etc. in Srinagar town.

CONCLUSION

The new skill requirements have an undeniable vertical element. More complex workplaces have brought about a shift in training concerns from operational or vocational skills to personal and social skills. Management-level requirements mirror the qualities as listed elsewhere in the research work, but also embrace a new approach to human resource management and development. Enterprises are espousing a philosophy by which workers receiving "good service" from their superiors are more likely to provide "good service" to customers. Same formula applies with the hospitality units of the study area. The availability of skilled and trained manpower is a crucial element in the successful long-term development and sustainability of a tourist destination. Continuous training beyond initial vocational training is becoming increasingly important for workers at all levels, in response to rapidly changing skill requirements besides motivating employees to retain a fair image.

A multiplier effect of the income is clearly visible by employment generation, purchasing of necessary commodities for successful running of hotel property and liaisons with service providers etc. The impact of this expenditure in the economy goes on multiplying. The size of the multiplier depends on the size of tourist's

expenditure and the proportion, which is redistributed to the other channels of the economy. Further augmenting the plethora of a rich tradition of craftsmanship, which if supported, can not only revive their otherwise dying heritage but open up fresh opportunities for the craftsman, in turn can become a life line for all the stakeholders. In order to promote the tourism many facets need careful handling by Uttarakhand Govt. as well as private practitioners. To draw the attention of foreign tourists' Government should take participation in International Tourism Conferences (ITCs) giving emphasis on specific products and destinations. In the interest of equitable development of the tourism activities it is crucial that Uttarakhand Tourism Development Board (UTDB) makes a concrete effort to develop new accommodation unit in all major transit routes.

To move towards conclusion, it is imperative to promote and develop tourism as the major industry, for this certain measures are to be adopted like sound infrastructural basic for tourism plant facilities, mobilization of resources, human resource development and local people participation. It is a high time now that hotels must concentrate on the services rather than money otherwise sooner or later tourists will switch their interest to other destinations. Employees nature are very complex to understand so special treatment is needed while dealing with their grievances. Tourists complaints must be handled with due care. Hotels, guest houses, Ashrams, Dharamshala etc. should begin to concentrate on their products attributes available for tourist consumption rather than on purchasing power of tourists.

The organization of economic activities essentially involves the task of pooling several resources from the concerned socio-economic system. Tourism economy is as facilitators not administrators, which aims to draft policies, programs, and to develop an appropriate environment leading to the organization with good human relations. To make each employee contribute maximum effort to the effective working of the hotel unit, to ensure respect for tourists and well being of individuals, maximum individual development of employees is a grey area to focus on.

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