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A STUDY OF EMPLOYEES TRAINING PRACTICES- A CASE STUDY OF RAJASTHAN TOURISM DEVELOPMENT CORPORATION

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ABSTRACT

Human resource training is associated with the process of receiving, storing, analyzing, interpreting and disseminating relevant information on human resource issues and developing skills. Over the year's human resource training system has been strongly acknowledged as important inputs for managerial decision making and controlling process. It provides input for required future human resource planning and also for policy formulations. In RTDC, this is done through formal meetings in the departments /units. If regular training seems crucial, communication is done by calling special meetings of the employees in different categories with the department heads/assistants and supervisors so that detailed explanation and report can be given to them. Suggestion Book and Box is available at every Hotel and Motel of the Corporation. Suggestions regarding training function are considered regularly. A permanent cell dealing with training of RTDC employees is being constituted. It is hopeless, that Minutes of the meetings are not prepared. Human resource training System facilitates required inputs to organizational decisions. This system regularly helps to automate employee related information, enhance cost minimization, faster response to employee related services, faster human resource decisions like special training (domestic as well as foreign), promotion, transfer issues.

KEYWORDS: Hotel, Motel, tourists, tourism, corporation, Human resource

INTRODUCTION

The Rajasthan Tourism Development Corporation was established on 24 November, 1978. In 1978, it was known as Rajasthan Paryatan Vikas Nigam Limited. It was changed on 8 September, 2000. The Rajasthan Tourism Development Corporation was incorporated under the Indian Companies Act 1956. On that time; the Corporation was having twenty units directed by the Department of Tourism, Government of Rajasthan. At present, the Corporation is having a well managed and significant team. The quality aspect of the services that are rendered by the

corporation is developing day by day. The "Culture of Customer Service" is also a reason of the success and growth of the corporation. The main functional objectives to be pursued by the corporation are as under:

- ◆ To carry on tourism related projects, schemes, business and further activities.
- ◆ To attract both international and domestic tourists in large numbers.
- ◆ To provide better shopping facilities to tourists by establishment and operation of shops.

- ◆ To give entertainment facilities by way of cultural shows, dance, music concerts, ballets, film shows, sports and games, and other types of entertainment.
- ◆ To develop and carry on the business of hotel, restaurant, café, canteen motel, and refreshment room, lodging, wine, beer, and textile goods, etc in right direction.
- ◆ To maintain and develop all places of tourist attraction like Wild life sanctuaries, parks, beauty and recreational spots in the state.
- ◆ To establish and manage transport units, travel and transport counters, buses, coaches, launches, cabs, cars, ropeways, and other modes of transport.

At present, it operates 75 units, which include 39 hotels, 22 motels, 8 cafeterias, 3 yatrikas, 1 transport unit, and 2 trains (1) Palace on Wheels (2) Royal Rajasthan on Wheels.

ORGANISATIONAL HUMAN RESOURCE FUNCTION

In Rajasthan Tourism Development Corporation, the human resource training function is placed under General Manager-HRD with due consultation with higher officials of department of tourism. The human resource function of the Corporation is a part of its administration. For General Manager-HRD, direct assistants are Administrative Officer, Senior Office Assistant and Office assistant. All human resource matters are dealt in the Head office of the Rajasthan Tourism Development Corporation at Jaipur (Rajasthan). For employees, a human resource cell has been established in the premises of the Corporation's Head office. The General Manager-HRD has been authorized with the following rights:

- He formulates, recommends and interprets all human resource development policies.
- He participates in the Corporations planning in laying down human resource policies for the future expansion.
- He advises on performance appraisal, promotions and transfers of employees.
- He coordinates training of management staff and suggests outside courses

TRAINING ASPECT

In this globalised world, every organization should have well trained people to perform the regular and special activities. Today, jobs either government or private have become more complex. Beside this, management development programmes are also developed for managerial positions in association with future orientation. These are associated with education of the employees. A human resource development activity focuses on developing in a systematic manner, the knowledge base, attitudes, and interpersonal skills. "Training

of any kind should have as its objective the redirection or improvement of behavior so that the performance of the trainee becomes more useful and productive for himself and for the organization of which he is a part." Human Resource Training is an improved method of using man; material and machine to reduce cost of production and waste. The Rajasthan Tourism Development Corporation first assesses its mission and vision, and then decides what skills, knowledge, abilities and other personal attributes are necessary for employees. Selections of appropriate training techniques as well as methods are decided in due consultation with top officials of Department of Tourism. Every year, the Corporation prepares a training policy, it clearly defines the results expected to be achieved through training, the responsibility for the training section, and the priorities for training concerned with General Manager-HRD and top management who will frame and authorize the basic training policy and review the training programmes. The responsibility is shared among the personnel section and the supervisor who implement training plan, and the employee provide feedback and suggestion. The assessment of training needs is done by training cell at head office through needs assessment time to time. Training cell decides who is to be trained-new or old employees; workers, supervisors or managers because the methods to be used depends upon the type of persons to be trained. After approval of needs assessment by Board of Directors training goals/programmes are decided. The entire training programme is designed to achieve these goals. In this regard, the selection of training techniques by RTDC is not up to the mark.

TRAINING VISION

The training vision of Rajasthan Tourism Development Corporation is as follows:

- ☆ To start, encourage, support, and develop any scheme for the training of the officer's or the employees of the Corporation.
- ☆ To give financial assistance, conditionally or unconditionally, towards the expenses of journey by air, road, rainwater otherwise in India or abroad or to and from journey between India and other countries and tuition fees, registration fees, clothing allowances, books allowance or any other allowance in connection with training or scholarship in any form and to incur expenditure on journey of the family members of the trainee.
- ☆ To prepare, maintain & operate technical training institutions and hostels for technical staff of all categories and to make such other arrangements as may be

expedient for the training of all categories of officer's, workers, clerks, technical & other personnel likely to be useful to the Corporation or assist in any business which the corporation is authorized to carry on.

TRAINING PERIOD

The duration of training period in the corporation varies with the skilled to be required, the complexity of the subject, a trainee's aptitude and ability to understand. For skilled employees the training period may go up to one year.

TRAINING BEFORE JOINING

A large number of posts of skilled and semiskilled employees in the Rajasthan Tourism Development Corporation are filled through open advertisement. About 25% of the employees have some training before joining the Corporation. About ninety percent of the employees in the Rajasthan Tourism Development Corporation have received training after joining the service. Apprentices are also appointed under the Apprentices Act. They are also given training in the units time to time. They are given preference at the time of recruitment.

ON THE JOB TRAINING

This method is also used in the Rajasthan Tourism Development Corporation. This method is mainly used to train unskilled and semiskilled persons. Under this method employees are appointed for certain works/targets. They are coached and instructed in terms of assignment by the skilled employees who are superior to them.

This method is adopted when a long period of training is required for acquiring proficiency. In this method training is sometimes made more effective by the use of various training aids and techniques like charts, lecture manuals and demonstration etc. Human resource development /training programmes are organized in the field of Rajasthan Tourism by these institutes:

Institute of Hotel Management

Jodhpur:-

The Institute of Hotel Management, Jodhpur was established in 1996 as food craft institute. It has been upgraded as Institute of Hotel Management in 2001. Under the Department of Tourism –Government of Rajasthan, these programmes are available in this institute:

- Bachelor in Hotel Management -3 yrs
- Front office and Hotel Accounts-1.5 yrs
- Food Production-1.5 yrs
- Food and Beverage Service-1.5 yrs

Institute of Food Craft- Ajmer:-

This institute works under the control of Tourism Department, Government of Rajasthan. This was established in the year of 1996. The

institute trains RTDC employees in terms of food production, food and beverage service, front office management and marketing. Some other training areas are housekeeping, capacity building, bakery, front desk and room management. At present this is working as an autonomous institute. Since 2003, this institute has not received any subsidy from Government of Rajasthan.

Rajasthan Institute of Tourism and Travel Management:-

The Rajasthan Institute of Tourism and Travel Management, Jaipur was registered on 29th Oct, 1996 under Rajasthan Society Registration Act, 1958.

The objectives of this premier institute are as follows:

- Regulation of any activity related to the promotion of Tourism in Rajasthan.
- Providing graduates for bright future of tourism and travel sector.
- Providing consultancy research, survey for Government of Rajasthan.
- Conducting training programmes for the employees of RTDC.
- Conducting trainings on foreign languages for tourism personnel.
- Human resource development of manpower working in tourism agencies of Government of Rajasthan.
- To organize latest information related programmes for executive development in tourism industry.
- Workshop and Seminars of Rural Tourism, Paying Guest House Owners, Travel Agents and Tour Operators and lesser known destination is also provided.

Apart from above, computer training programmes, special refresher programmes/courses are provided. For improvement in efficiency of RTDC employees, RITTMAN organize various training programmes from time to time. In past years, training has been given to Room Attendants and House Assistants of Palace on Wheels, Cook and Kitchen Helpers, Bar Attendants, House Assistants of RTDC.

Institute of Food Craft- Udaipur:-

This institute is also working under the supervision of Tourism Department-Government of Rajasthan. Training programmes/ workshops are organized for RTDC employees in the field of food production, food and beverage service, front office management and marketing. Some other training fields are housekeeping, capacity building, bakery, front desk and room management. At present this is working as an autonomous institute. During field investigation it was found that training facilities are not up to the mark.

CONCLUSION

In Rajasthan Tourism Development Corporation, with a view to develop employee's productivity, the employee is provided with a sound training system. Training related with procedural changes and corporation policies on promotions, transfers, etc., is done through special sessions. Besides, magazines such as "Atithi", Annual Progress Reports provide details with regard to the corporation's training activities in different spheres. Every effort is made by the Corporation to train employees about management /Government policy decisions. After approval of Government of Rajasthan, RTDC provides training from around the world. The objective of the foreign training programme is to provide a perfect blend of formal training and informal activities to equip them with the skills. After approval of Government of Rajasthan, Rajasthan Tourism Development Corporation provides training from around the world. Under the supervision of General Manager (HRD), training schedules, programmes are developed. Support material for training includes study notes, case studies, pamphlets, charts, brochures, manuals, movie slides. The Corporation should create a desire for learning among trainees. Overall evaluation is done by the training cell after completion of training. With the help of evaluation results, training cell designs future training programme. In RTDC, employee has to assist someone/some supervisory positions. Assistantship should be given at all levels in the service of the Corporation. In RTDC, employees are given special assignments which permit them to handle top level responsibilities. Managers are assigned typical works such as marketing, capital budgeting, or membership in committees. This should be a regular practice in the corporation.

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