



# A STUDY OF HUMAN RESOURCE DISCIPLINE MECHANISM IN TOURISM INDUSTRY-A CASE STUDY OF RAJASTHAN TOURISM DEVELOPMENT CORPORATION

**Dr. Prashant Kumar**

*Assistant Professor-Business Administration, Government Lohia College, Churu District:Churu, Rajasthan*

## ABSTRACT

*This write up reveals many dimensions of Employees Discipline in Rajasthan Tourism Development Corporation as case study in tourism industry. **Employees discipline** can be maintained by adhering and confirming with the code of conduct established by the respective organization. Sound discipline in an organization develops sustainable productivity and efficiency in all aspects. It encourages harmony and co-operation among employees resulted sound morale and motivation. **Employees discipline** means a system consisting of organizing the functions of an organization by the members. This research paper is based on secondary data from 2006 to 2017 supported by Rajasthan Tourism Development Corporation. The main objective of this paper is to analyse and present the mechanism of employees discipline in Rajasthan Tourism Development Corporation.*

**KEYWORDS:** *Disciplinary Action System, Conduct, Penalty, Anomalies.*

## INTRODUCTION

Generally, employees/organizational members work together to achieve organizational objectives, they understand that the individual and group aims and desires must be matched for organizational success. **For sound disciplinary action system, employee behavior** is to be controlled. Without sound discipline, we face many problems like chaos, **confusion**, corruption and disobedience. Work recognition, fair and good transparent behavior with employees, salary and incentives structure, grievance handling procedure and **job-security** contributes to disciplinary action system sound. Discipline means a force that prompts individuals or groups to observe the rules, regulations and procedures which are necessary for the effective functioning of an organization.<sup>1</sup> In

short, a sound disciplinary action system consists of the employees must be aware and alert about the desired code of conduct/ standards of behaviour in the organization. This type of information should be given to each and every employee. The code of discipline is published in employee manual or handbook. Disciplinary action system consists of timely enquiry. Timely action with proper channel is necessary for making sound working environment in an organization. There should be a strong mechanism to ensure same punishment for same offence/ misconduct. One should be more transparent in decisions. It means that there should not be any place of favouritism. All disciplinary actions should be uniformly enforced. The disciplinary action system must be proactive and reactive. Disciplinary action system reveals that employees should not be explained the reason for actions taken against them but also how such penalties can be avoided in future actions for smooth functioning. All employees of an

<sup>1</sup> Calhoun, Richard D., Managing the Personnel, p.314.

organization should be in discipline. In the Rajasthan Tourism Development Corporation, employees are bounded with a code of conduct. Employees of the Corporation have to be in a meaningful and sober manner in respect of their conducts.

### RESEARCH OBJECTIVES

- To obtain an assessment of healthy HRM climate
- To sustain with disciplinary values of openness, enthusiasm, trust, mutuality and collaboration in RTDC.
- To obtain an assessment of effective utilization of human resources in RTDC.
- To provide recommendation on current trends of discipline and new methods of solving problems related to employees of RTDC.

### RESEARCH METHODOLOGY

The research paper uses secondary data and past studies to develop the related issues. Informal discussions with experts in the field of human resource development have been made for providing crucial insight in human resource discipline management. This research is descriptive in nature. We have covered a wide range of issues related to human resource disciplinary practice. A key limitation of this research paper is that there is less research available in the field of Indian tourism industry.

### OVERVIEW OF RAJASTHAN TOURISM DEVELOPMENT CORPORATION

The Rajasthan Tourism Development Corporation as Government of Rajasthan Undertaking was established or incorporated on **24 November, 1978**. In the year of incorporation, it was known as Rajasthan Paryatan Vikas Nigam Limited. It was changed on 8 September, 2000 as RTDC. The corporation was incorporated under the Indian Companies Act 1956.<sup>2</sup> On that time; the Corporation was having twenty units from the Department of Tourism. Over the last forty years; the corporation has proved that each member of the corporation is committed for the development and progression of tourism in Rajasthan. At present, the Corporation is having a well managed and significant team. The quality aspect of the services that are offered by the corporation is developing day by day. The “**Culture of Customer Service**” is also a reason of the success and significant growth of the corporation. The Corporation was incorporated as a

wholly owned Government undertaking with the major objectives to carry on hotel business, restaurants etc., to establish, promote and manage transport units, and to attract tourists. The main objectives to be pursued by the corporation are as under:

- To carry on various projects, schemes, business and further activities to promote the development of tourism in the state.
- To attract both international and domestic tourists in large numbers.
- To provide 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.

### EMPLOYEES CONDUCT

An employee of the Rajasthan Tourism Development Corporation should at all times conduct himself soberly while in office or establishment premises or outside. Every employee has to show proper respect and civility to all concerned and use his best endeavor to maintain and promote good reputation of the Corporation. Every employee should not do anything to undermine, tarnish or damage the good name, reputation and goodwill of the Corporation. Every employee should not have any private financial dealings with persons, firm, agencies etc. having business relations with the Corporation for sale or purchase of any material, equipment or supply of labour.

### DISCIPLINARY MECHANISM

The following penalties may for strong and sufficient reasons and as herein after provided be imposed on an employee of Rajasthan Tourism Development Corporation for misconduct:

#### • Major Penalties

- 1 Reduction to a lower grade or post or a stage in a time scale;
- 2 Removal from service;
- 3 Dismissal from service.

#### • Minor Penalties

- 1 Censure;
- 2 Withholding of promotion/increments;
- 3 Recovery from pay of the whole or part of any pecuniary loss caused to the RTDC;

<sup>2</sup> MEMORANDUM & ARTICLES OF ASSOCIATION OF Rajasthan Tourism Development Corporation.

**Table -1**  
**Disciplinary Action against RTDC Employees**

Year	Number of Employees with Allegations	Number of Employees faced Disciplinary Action
2006	75	68
2007	66	50
2008	56	46
2009	52	41
2010	50	38
2011	45	30
2012	32	26
2013	30	21
2014	28	18
2015	22	12
2016	15	9
2017	22	9

Source: Collected Data RTDC Annual Reports

**Table 1** presents disciplinary actions against RTDC Employees. In 2013, out of 30 employees only 21 employees faced disciplinary action in terms of their duties. Table 2 presents Disciplinary Action System in Rajasthan Tourism Development Corporation with

classification of EMPLOYEE CLASS/CATEGORY. It reveals imposing authority for major and minor penalties

**Table 2: Disciplinary Action System in RTDC**

Category of Employees	Disciplinary Authority	
	For imposing minor penalties	For imposing major penalties
<b>CLASS-I</b>	Managing Director	Managing Director except that punishment of dismissal/removal will be with approval of Board
<b>CLASS-II</b>	Executive Director, Executive Director(Finance) for posts in the Finance& Accounts discipline	Managing Director
<b>CLASS-III</b> For employees in Head Office For employees in Units	Executive Director, Executive Director(Finance) for posts in the Finance& Accounts discipline, Unit In-charge(Not below the rank of Assistant Manager)	Executive Director, Executive Director (Finance)  Executive Director
<b>CLASS-IV</b> For employees in Head Office For employees in Units	Executive Director/ General Manager- Finance /General Manager- Works Unit In-charge	Executive Director  Executive Director

Source: File records available in the Head office, Personnel Section, RTDC

Employees of the Corporation believe that higher management need to impart knowledge, orientation in terms of human resource requirements for present and future aspect. Human resource should be treated as an important factor for improving productivity. Major finding is that human resource information system in the Corporation is not comprehensive. Employee corner on the website of the Corporation needs reorientation in terms of appointments, transfers, and promotions. Employee related circulars and office orders should be timely uploaded on the website of the Corporation. A lot of employees of Rajasthan Tourism Development Corporation feel that there is strong need to restructure the organization and operational aspects, and train them according to its need. They feel that their capabilities are not fully utilized for improving productivity of the organization. The study found that the Corporation is not playing a key role in human resource development of the employees.

## CONCLUSION

This research is aimed at studying the human resource discipline practices in the Rajasthan Tourism Development Corporation. Several difficulties were noticed in the course of the study regarding the behavior of employees, union leaders and government officials. Personal investigation of the file records as well as collecting work of published reports was challenging. Today, the role of **Human Resource Manager** is very typical in selecting and recruiting the right people who can be an outstanding asset for the tourism business. What I came to understand as a result of my research that there is a huge potential of better human resource disciplinary practices in the Rajasthan Tourism Development Corporation. Without co-operation of employees, RTDC cannot achieve its goals. The findings and suggestions of the study would also be useful in formulating effective plans, policies, and programmes for sound human resource management practices in the tourism industry of Rajasthan.

## REFERENCES

- 1 Milton Rokeach, *The Nature of Human Values*, New York: Free Press, 1973. 438pp.
- 2 Henri Fayol, *General and Industrial Management*, New York: Pitman Publishing Corp., 1949. 110pp.
- 3 J. S. Chandan, *Management: Concepts and Strategies*, Noida: Vikas Publishing House Pvt. Ltd., 2007. 552pp.
- 4 Dipak Kumar Bhattacharya, *Human Resource Planning*, New Delhi: Excel Books, 2004. 422pp.
- 5 K. Ashrvathappa, *Human Resource Management*, New Delhi: Tata McGraw-Hill Publications, 2001. 510pp.
- 6 J.D. Dunn and Stephens, *Management of People*, New York: McGraw-Hill, 1998. 310pp.
- 7 C.H. Northcott, *Personnel Management Principles and Practice*, Germany: Sir Issac Pittman & Sons, 1997. 511pp.

- 8 Spates and Thomas, *An Objective Scrutiny of Personnel Administration*, New York: Pears Books, 2000. 413pp.
- 9 E.F.L. Brech, *Principles and Practice of Management*, London: Firewell Books, 1997. 387pp.
- 10 Dale Yoder, *Personnel Management and Industrial Relations*, New Delhi: Prentice Hall of India, 2000. 544pp.
- 11 *Annual Progress Report, 2008*, Department of Tourism, Rajasthan.
- 12 *Annual Progress Report, 2009*, Department of Tourism, Rajasthan.
- 13 *Periodical Progress Reports*, Department of Tourism, Rajasthan.
- 14 *Rajasthan Atithi*, Vol. 3, No. 4, Oct.-Dec. 1993, A Rajasthan Tourism Publication,
- 15 [www.rtdc.gov.in](http://www.rtdc.gov.in)
- 16 <http://www.humanresources.about.com>
- 17 [www.rajasthan-tourism.gov.in](http://www.rajasthan-tourism.gov.in)