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TOURISM INNOVATIONS: A JOURNAL OF INDIAN TOURISM CONGRESS (ITC) is an annual international referred research Journal focusing on academic perspectives in Tourism and Hospitality. Emphasizing upon integrated approach being an inter-disciplinary field, the journal focuses on various aspects of tourism like, tourism issues, tourism impacts, Eco-tourism, sustainable tourism, tourism, marketing, Medical tourism, Health tourism, culture tourism and applied other tourism areas. Papers on any of the related aspects are encouraged for this journal. The objective of the journal is to have a comprehensive collection in various areas to develop and to disseminate update knowledge and information about tourism sector.

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TRANSNATIONAL ENTREPRENEURIAL NETWORK IN TOURISM BUSINESS

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Abstract
Tourism sector in Asia has been identified as a powerhouse in terms earning foreign exchange and employment generation. Since 1990, in the realm of financial openness, tourism sector has been recognized as one of the major area to be invested and promoted for economic growth of the countries. The increasing attention given to the role of small firms in the tourism sector has led to recognition of the significance of entrepreneurship in such businesses across. With increasing economic restructuring and globalization, the tourism enterprises have been actively participating in preparing and selling international tour packages. Even small travel agencies in medium range cities of India are designing tour itineraries covering Asian countries. As a result, international terminals of various air ports in India, for instance Chennai airport, have been witnessing the rapid growth and rush with several categories of tourists boarding towards Asian countries.

Tourism enterprises are some what different in terms of the business models and operational activities. For a tourism entrepreneur, a country features both natural and man-made attractions which are the major sources for developing a tour package. In case of international tour package design and operation, a tourism entrepreneur has to depend on the other country tourism entrepreneurs for several operational activities - receiving the tourists, hospitality, accompanying, entertaining, and so on. In the given context, the process of designing and operations of a tour package are to be more cost effective and also competitive in meeting the expectations of tourists. It is possible if tourism entrepreneurs build transnational tourism entrepreneurship network among themselves. This paper is devoted to develop a model of transnational tourism entrepreneurship network for acceleration of tourism business.

Key words:

Transnational, Tourism Entrepreneurship, Network, Clustering and Collaboration

Introduction

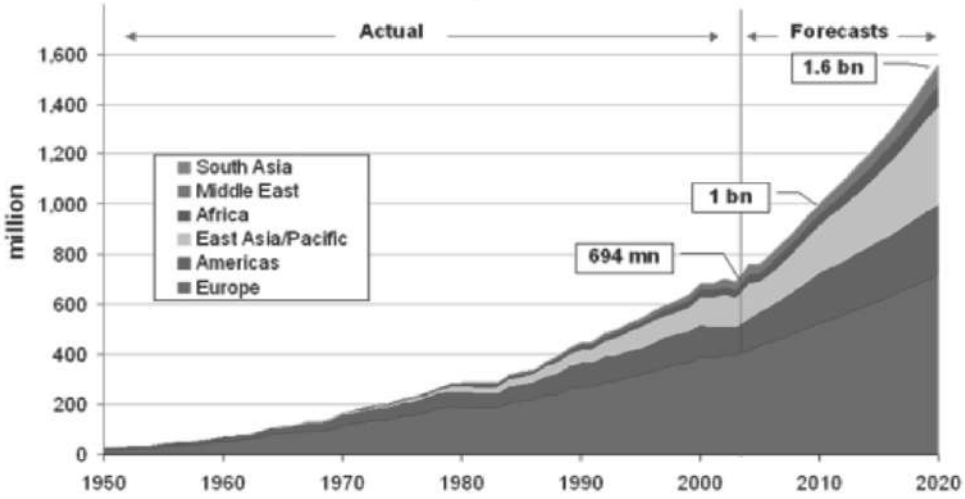
In the contemporary world transnational business is viable avenues for economic acceleration. Transnational tourism is a global phenomenon. Within in Africa, Asia and Europe, transnational tourism has been shown to be a major growing market in recent past. World Tourism Organization's (UNWTO) Tourism 2020Vision forecasts that international arrivals are expected to reach over 1.6 billions by the year 2020. In 2008, there were over 922 million international tourist arrivals, with a growth of 1.9 percent as compared to 2007. With a slight down in 2009, international tourist arrivals are now forecast to grow between 3 per cent and 4 per cent in 2010 (UNWTO's World Tourism Barometer, 2009). East Asia and the Pacific, Asia, the Middle East and Africa are forecasted to record growth at rates of over 5 per cent year, compared to the world average of 4.1 per cent. In the light of these trends, transnational business is a dominant trend in the world tourism, stimulating regional integration and new forms of strategic alliances, which affect the operation of the tourism industry. In Asia, the concept of transnational tourism has gained momentum as the countries are vying cross-border collaborations in tourism planning, promotion and development. For instance, the Association of Southeast Asian Nations (ASEAN) and the South Asian Association for Regional Cooperation (SAARC) tourism regions are being configured as tourism spaces in Asia, stimulating tourism growth, and economic cooperation. This paper discusses the emerging tourism networks, clustering and destination value chains for tourism entrepreneurs in micro and small and medium size tourism enterprises (SMEs), which accelerate the tourism business in the entire region of the Asia.

Tourism Business in Globalization

Globalization has increased the interdependence between countries, economies and people. It does not involve only giant corporations, but also small and medium sized businesses together with family-run firms (Klancnik, 2003). This process has led to the creation and operation of global tourism market where destinations, which are expected to compete on equal basis regardless of the country of origin, function interactively. Globalization has opened a whole new world of development opportunities for tourism industry across the nations (Figure - 1).

In the given context, tourism business is not limited to simply with representation or conveying of an image of a destination, "but with attempting to sell an experience of a place by explicitly relating to the

Figure - 1



Source : WTO

lifestyles of consumers" (Hannam, 2004 and Buhalis (1998) also subscribes that tourism business is needs to be geared towards societal business strategies that facilitate regional development. This involves "carefully monitoring tourist satisfaction levels and using these as part of the criteria for success, rather than increasing numbers of tourists; continually monitoring host reactions to tourists, for host-tourist interaction is an important component of the tourist experience (Buhalis, 2000). Thus, tourism business holds greater prominence as it not only focuses on increase in tourist arrivals but also balances the interest of stakeholders eventually facilitating regional development.

Table No. 1 - Total tourists arrivals all over the world including Asia

Market	Total Tourist Arrivals January-December			
	2008	Share (%)	2009	Share (%)
Asean	16,636,977	75.4	18,386,363	77.8
ASIA Excl. ASEAN	2,890,801	13.2	2,972,203	12.5
America	345,217	1.6	345,768	1.5
Oceania	486,775	2.2	599,592	2.5
Europe	1,010,860	4.6	1,150,594	4.9
Africa	143,356	0.7	98,742	0.4

Source : WTO

Asia and Tourism Business

Asia is home to more than half of the world's population and three of the four most populous countries on the globe. China, India, and Indonesia alone account for more than 2.5 billion people (Table 1). Until recently, most Asian nations lagged behind their western counterparts in education, economic growth and technology (Box 1) The practice of transnational tourism in Asia has gained momentum due to onslaught of globalization (http://www.hezel.com, 2009). The countries are vying cross-border collaborations in tourism planning, promotion and development (Chang, 2001). Collective actions are being pursued by various sub-regions in Asia to attract more tourists to the region and showcase the variety of tourist destinations. Subsequently, tourism has grown to become an important consideration, in large part due to the rapid growth of the industry in Southeast Asia. The Association of Southeast Asian Nations (ASEAN) has more focused approach on developing tourism within the region by directing its efforts on certain strategic themes (Ghimire; 2001) like marketing the ASEAN region as a single tourism destination; encouraging tourism investments; tourism manpower development;

Box No. 1 Asia Continent

Asia is the largest continent when measured by landmass and human population covering 44 countries. Economically, the largest economy in Asia is China as a measure of gross domestic product with highest population in the world. Another heavily populated country, India, is now the fourth biggest economy in the world, while relatively small Japan is the third. Put in practical terms, Asia is home to three of the four biggest economies on Earth. The three dominant financial centers are Hong Kong, Tokyo and Singapore. Asia subcontinents areas are:

- **Central Asia** -Kazakhstan Uzbekistan, Turkmenistan, Tajikistan and Kyrgyzstan.
- **East Asia** – China, Japan, Mongolia, Taiwan, North and South Korea.
- **North Asia** - Russia.
- **India Subcontinent** – India, Afghanistan, Bangladesh, Bhutan, Maldives, Nepal, Pakistan, Sri Lanka.
- **Southeast Asia** - Brunei, Cambodia, East Timor, Indonesia, Laos, Malaysia, Myanmar [Burma], Philippines, Singapore, Thailand and Vietnam.
- **Southwest Asia** (The Middle East) Turkey, Iran, Cyprus, Israel, Lebanon

environmentally-sustainable tourism; and facilitation of intra-ASEAN travel. Regional tourism alliances and marketing campaigns have generated benefits for many parts of the region. The ASEAN National Tourism Organizations are also active in formulating national and regional tourism strategies and action plan (Ghimire; 2001).

In 1997, SAARC member countries agreed to the formation of a subgroup termed the South Asian Growth Quadrangle (SAGQ), comprising Bangladesh, Bhutan, India, and Nepal. Goals for SAGQ included creation of an environment that would foster accelerated economic growth, improved infrastructure linking the four countries, and greater coordination of policies and projects. Thus, the developing world, in particular, realized the joining regional organizations to gain access to a much larger business opportunities than that in their own territories. The tourism industry becomes increasingly global, the strategic alliances between tourism organizations and destinations keep on growing. Countries across the world have been seeking regional cooperation in tourism for mutual benefits among them. It creates an opportunity to small and medium size enterprises (SMEs) to make use of strategic alliances of tourism organizations among the countries.

Tourism Entrepreneurship

The term entrepreneurship has been widely used as an umbrella term for various concepts and business approaches. The Schumpeterian definition of an entrepreneur as "an innovator carrying out new combinations of economic development such as new goods, new methods of production, new markets, new sources of raw material or a new organization form" (Jennings, 1994). This implies that entrepreneurs do not therefore have to be innovative but do need education for entrepreneurship and support services. Traditionally, entrepreneurs have not had formal business training or pursued higher education levels. There are clearly a number of socio-economic and psycho-social factors which may motivate an individual to strive for autonomy as an entrepreneur. Especially women and immigrants may opt for entrepreneurial ventures as they are the most vulnerable when it comes to discrimination in the workplace (Deakins & Whittam, 2000). Recent econometric evidence points to the fact that entrepreneurship is a vital determinant of economic development in all countries (Caree & Thurik, 2003).

The creation of tourist attractions, facilitation, transportation, lodging, food and beverage, and travel related retail businesses stimulates entrepreneurial activities and creates entrepreneurship through three generic effects: catalytic (Pearce, 1991), demonstrative (Shapero, 1981), and corridor, new tourist enterprise opportunities when one undertakes an entrepreneurial path (Ronstadt, 1984). Economically, the birth of tourism enterprises offers new employment opportunities, earning of real income, generation of tax revenues, and stimulation of other sectors of the local economy. Socially, the birth of tourism enterprises improves the attractiveness of the community as a place to live, work, recreate, and retire. The tourism entrepreneur may be defined

as a creator of a tourism enterprise motivated by monetary and/or non-monetary reasons to pursue a perceived market opportunity legally or marginally. Of course, the tourism entrepreneur also believes he/she has the ability and skills to make an enterprise successful, and is willing to assume all the risks and uncertainties associated with launching and operating a tourism enterprise (Khoon and Hatten, 2002).

Tourism Entrepreneurship Network in Asia

Theoretical discussions on generic networks can be found as far back as 1960 (Philips, 1960), although it would take several more decades until Davidow and Malone (1992) called networked organizations 'virtual corporations', referring to the loosening of well-defined hierarchical company structures into a more flexible and shared approach towards the delivery of products and services to match customer desires. he dynamics are quite different for SMEs in freely assembled destinations, where the benefits of network strategies are less well understood. Tourism networks are complex structures, yet there are relatively few studies on tourism networks (Morrison, Lynch, & Johns, 2004), resulting in a limited understanding of tourism networking processes at the destination level. Strongly interdependent SME tourism network structures tend to exist only within a destination based on complementary product, e.g., activities, accommodation, transport and food, whereby clients are referred from one organization to another to provide a comprehensive tourist experience (Greffe, 1994). SMEs that exclude themselves from these linkages end up disadvantaged as such inter-firm connections often results in market visibility and strategic leverage (Pavlovich, 2001). The structure of the destination network and the manner in which the linkages between SMEs are formed and maintained can therefore be critical.

ICT Enabled Tourism Networks: The growing influence of information and communication technology (ICT), networks and relationships as critical factors in shaping the distribution of economic advantage is relevant to tourism, as it directly impacts on interactions between local and global forces (Giddens, 1990). Today's tourism manager is expected to possess the ability to mobilize information and capture knowledge that contributes to the augmentation of product or value along global value chains. Well resourced large and vertically integrated industry players in the tourism sector have been steadily upgrading and globalizing their network systems, building on long-established relationships for competitive advantage. The dynamics are quite different for SMEs in freely assembled destinations, where the benefits of network strategies are less well understood. Tourism networks are complex structures, yet there are relatively few studies on tourism networks (Morrison, Lynch, & Johns, 2004), resulting in a limited understanding of tourism networking processes at the destination level.

Tourism Enterprise Clusters: There is increasing evidence that the performance of existing enterprises is significantly improved by clustering themselves into a common form (Rosenfeld, 2003, 2001). By networking and sharing knowledge, small firms are able to compete for and access specialized resources and information systems as well as internalize competencies and assets that typically are internalized by large firms with economies of scale (Tayler & McRae-Williams, 2005). Clustering hence provides SMEs benefits that would be unavailable or be available at a greater cost to non-clustering members. Clusters and networks are interdependent, whereby small business network structures underpin the growth and sustainability of clusters.

Tourism operators at the destination share public infrastructures and attractions; cooperatively manage their resources; and innovate while reducing the threat of negative externalities. Cooperative marketing transaction strategies and upstream linkages (in partnership with the local destination marketing organization, on which SMEs have traditionally relied for market exposure) play a pivotal role in such local destination networks. Diagonal integration and value adding is made possible through ICT-based marketing and destination portals. Portals tend to rely on

technologies that broker access to remote web sites on the user's behalf, so users do not need to leave the portal interface (Clark, 2002). As a business entry point, e-marketplaces can perform a number of functionalities, ranging from procurement to customer relations and knowledge management, to supply chain and value chain management.

There are various clustering forms that may ensue to optimize competitive advantage. In horizontal clustering companies within the same industry sector are co-located in a particular geographic area and might offer tourism packages and operate within a common market. Vertical networks include horizontal cluster participants as well as supply chain members such as suppliers, consumers and related services will be shared on mutual agreement while exchanging travel itineraries.

Study Methodology

This study aimed to explore the transnational network of tourism business entrepreneurs and suggest a model for entrepreneurship network among tourism SMEs. The design used in the study was descriptive survey method of research. The profile of tourism-related entrepreneur was described in a response sheet. The response sheet was sent to 80 tourism SMEs, who were identify randomly based on their engagement in international tourism. 45 filled-in response sheets were received in return mail. Further, 260 tour operator, who were Active Members of Indian Association of Tour Operators (IATO) ** with more than three years of experience in handling international tourists. The data colleted from response sheet and website information are analyzed and presented below.

Indian Tour Operators: There are two major tour operator associations in India. Indian Association of Tour Operators (IATO) is the national apex body of the tourism industry, founded on 13th January1982. It has now over 4000 members from different segments of the tourism industry (Box - 2). It has close connections and constant interaction with other Tourism Associations in United States, Nepal and Indonesia, where United Nations World Tourism Orangutan (USTOA) , North Atlantic Treaty Organization

(NATO) and - Association of the Indonesia Tours and Travel (ASITA) are its member bodies; and is increasing its international networking with professional bodies for better facilitation to the International traveler visiting not only India but the entire Region. Association of Domestic Tour Operators of India (ADTOI), National Body of Domestic Tour Operators, constituted on 7th August 1996 with the express purpose of consolidating the efforts of all the tour operators who are actively engaged in the promotion of domestic tourism in the country. ADTOI has nearing 400 members all over India. The present study had included the Active Member of IATO who has been involving in international tourism.

Box – 2 : Indian Association of Tour Operators (IATO)

IATO is the national apex body of the tourism industry, founded on 13th January1982. It has now over 4000 members from different segments of the tourism industry. It has close connections and constant interaction with other Tourism Associations in US, Nepal and Indonesia, where **USTOA** , **NATO** and **ASITA** are its member bodies; and is increasing its international networking with professional bodies for better facilitation to the International traveler visiting not only India but the entire Region. IATO has five categories of membership: Active (260), Allied (1121), Associate (53), International (8) and Honorary. All its active members are recognized and approved by the Department of Tourism, Government of India and have at least three years experience of handling International Tourists to India before being admitted to the IATO fraternity.

Practice of Transnational Tourism Entrepreneurship Network

Entrepreneurial Disposition: In order to provide answers to the factors of entrepreneurial dispositions, the response sheet was electronically mailed across tourism entrepreneurs and visited 220 tour operators websites out of 260, who had became Active Member in IATO. Largely

(54 per cent), tour operators are in the middle age group and around the same percentage of the entrepreneurs are holding minimum degree qualifications. Large numbers of tour operators (89 per cent) are in same business or allied business from more than one generation belong to Most of the Active Members (62 per cent) are created their won website. They are using extensively information and communication technology devices to reach prospective international tourist and extending services with the help of the same. It is also interesting to note that all the website holding entrepreneurs have been creating a brand of their won while promoting Indian culture, heritage, art, diversity and son on in the international market. They also projected several tour itineraries covering most popular destinations with clearly expressed promises towards tourists.

Organizational Factor: The transnational network has correlation with factors like size, age, and experience. Relatively long aged, having more than 20 years of experience in handling international tourists, organizations have been developed transnational network with more than 21 countries, whereas tourism entrepreneurs who started tourism business after 1991 had connected themselves with 11 countries of Asia. To a great extend (92 per cent) the tour operator networked with Nepal and 85 per cent of the tourism SMEs were highly depended on the network of neighboring countries like Sri Lanka, Maldives, Mauritius and so on. As far as manpower is concern, there are tourism entrepreneur with range of manpower from minimum number 8 to maximum 450 employees. Thames Cook, SOTC, Cocks and Kings, Ascan Travels, Hi Tours and, STIC were among the more (above 150 employees) manpowered organizations. There are tourism entrepreneurs with around 2 crores turnovers to stock exchange listed companies like **Thomas Cook.**

Tourism Business Network in India: Tourism business is based on the destination characteristics. In the globalization era, design of a tourism product is need not to be confined to a particular destination or national or a region. The efforts of integrating world economy have facilitated the expansion of tourism business. This has show clear path for tourism SMEs to look into the transnational network for designing tourism production and serving customer in the emerging international market. Tourism SMEs in Asia have been sharing many commonalities, which can be trapped to develop a very strong network. The strongly interdependent tourism SMEs network structures tend to exist within a destination and across the destination in a region based on complementary product, e.g., activities, accommodation, transport and food, whereby clients are referred from one organization to another to provide a comprehensive tourist experience (Greffe, 1994).

It is clear from the study that out of the 45 tourism entrepreneurs around 30 (66 per cent} have been networked with Nepal. This is the highest network of Indian tour operator among all Asian countries. Indian visitors for Nepal's tourism are quite important volume market as well as high spenders despite their short trips. Indians come to Nepal in summer months, which is basically a lean season for other markets. Most visitors come for business, religious, official and gambling purposes. Majority of the Indian tourists are found to be visiting to Nepal for a general holiday, one-third are found to be coming for business/official trip and 16 per cent visit friends and family. Second highest networked country was Bhutan (24 tour operators). Since the Bhutan is adjacent to Indian with several ecologically attractive characteristics, it created outbound tourism business opportunity for tour operators in India. Sri Lanka (21 tour operators) was the third largest networked country of Indian tour operators. It is noteworthy to mention that the outbound tourism with Sri Land is higher than the inbound tourism. The share of Indian tourists in total number of tourists arriving in Sri Lanka increased sharply in recent past. In fact, there is not much information on the genuine tourist to India and special efforts have been required to examine the profile and potential of a Sri Lankan tourist to India. It can be understood from the analysis that highest networked three countries are neighboring countries and Indian tour operators find more business in outbound tourism than the inbound.

The network of Indian tour operators with Asian countries is followed in descending order with Malaysia (16 tour operators), Singapore (14 tour operators), Thailand and Tibet (13 tour operators), China (11 tour operators) and, Dubai and Hong Kong (9 tour operators). The networked travel and tour agencies in Asian countries are M/s Tina Travels, Kaula Lumpur, M/s Escapades, Singapore, M/s D S Travels, Bangkok, M/s York Tours, Colombo, M/s Holidays World, Kong Kong, M/s Hiltop, Bejing

The tourism SMEs have the plan of strengthening the network by extending their trade deals in ticket booking, arrange accommodation, arranging right guides sightseeing tours hotel. They have plans to network and deal with well established and leading travel agencies(TAs) and travel organizations (TOs) recommended by National Tourism organization (NTOs) in Asian countries and willing to work together based on consolidation and volume-based incentives which results in offering the best service with better rates than our competitors. We strongly believe tourism should be more responsible and engage locals as our tour guides. Some of the entrepreneurs felt that they are happy to encourage shopping at local markets and dining at restaurants run by locals to benefit the local communities rather than spends on global chains.

Case Studies

Hi! Tours India Pvt. Ltd

Hi! Tours, located in Mamallapuram (adjacent to Chennai), is a leading holiday planning company started in 1999 with annual turnover of 70 croreS. acquired proficiency in providing complete hotel, transport and entertainment packages, from chauffeur driven limousines and five star luxury to coach tours and mid range value for money accommodation. The Company is dedicated to the cause of tourism development with a strong mission of providing a highly innovative, quality and personalized service to your clients to ensure a memorable and trouble free holiday experience. The mission is achieved with the inbuilt expertise in India as a tourist Destination, working with tour operators based abroad to plan, organize and execute the perfect travel options for their clients, whether these are Individual Travelers, Groups, Conferences or Incentives. It is affiliated as a member of major international & domestic trade bodies and associations like International Air Transport Association (IATA), American Society of Travel Agents (ASTA), Pacific Asia Travel Association (PATA), Indian Association of Tour Operators (IATO), and Federation of Hotel & Restaurant Associations of India (FHRAI).

Since 1982, the promoters of the Hi Tours have been dedicated to build a far-reaching network throughout India, providing ground handling services and building hotels and providing quality accommodation at strategic entry points of India at New Delhi in the north and at Mamallapuram near Chennai airport with a supportive network of representatives in the US, Canada and Europe. It was a humble beginning to the promoters sincere efforts to offer quality services to the inbound tourists to this wonderful country. After nearly 20 years of business, the promoters have crystallized focus on how to handle every traveler's needs. The clients include wholesalers, tour operators, incentive houses, travel agents, cruise lines and airlines. We also have a specialized MICE department to address different client aspects in a host of cities. In 1997, our efforts got immense boost, when major travel groups from US and Europe invested thru Joint Ventures in our company which further strengthened our presence in the region, while adding depth and scale to an already vast multinational operation (www.hi-tours.com, 2010).

The company has highly competent and committed resources include extensive research capabilities coupled with staff members who posses' rich experience in travel management methodology and techniques. Over 140 dedicated, experienced and multilingual travel experts knowledge resources provide an enormous informative on several destinations with a passion for travel. The employees receive constant updating of skills to ensure customers to have the best

experience with the best service.

The company has wide network among all the Asian countries. There are several tourist packages designed keeping in view of Singapore, Thailand, Malaysia, Hong Kong , Mauritius, Maldives and Greece. The network also extended to arrange hotel booking facility in all these countries including Australia, Egypt, Morocco, and Dubai. The feed back of the valuable customers and with vast experience, the Company is able to develop strong network in other countries for arranging all ground facilities in the most popular destinations like Singapore, Thailand, Malaysia, Hong Kong, Mauritius, Maldives, SriLanka, China, Vietnam, Cambodia, Laos, Egypt, Switzerland, Paris, Italy, Greece, Morocco etc and at the same time less explored destination viz. North America, Brazil, Peru, Chile, African continent at special prices.

Xplore the World

Xplore the World is a travel consortium established in 2007 at Puducherry, headed by Mr. Arokia Dass, CEO& MD. He is an avid globetrotter, has a never ending passion towards travel and tourism. The consortium is committed in making a difference in the travel and tourism industry. It is functioning as a tourism enterprise for tourism entrepreneurship by providing sustainable solutions for tourism development under wide portfolio includes tourism research, product development and marketing, destination management with focus on lesser known destinations and unexplored places of interest, tourism in protected areas, ecotourism, and community based tourism, responsible tourism and capacity building (knowledge transfer).

The promoter as Holiday Planners and MICE operators has taken us to heights since it provide incomparable cost-effective yet memorable holiday solutions to individuals, groups and corporate world in India and abroad. He is coming out as an OTA very soon with option of offsetting carbon emissions from air travel. The promoter has served in the trade for more than a decade with various reputed organizations like Auroville International Township's Travel Shop, Trade Wings and Cox & Kings. His extensive destination knowledge, rapport with NTOs and STOs, network with trade partners abroad has made the transformation from an ordinary air ticketing agency to a travel consortium within a short span of 2 years. He has serious concerns about making travel greener and is constantly working towards it.

The core competences of his model of business are Includes Strong Network of reputed suppliers, Good rapport with NTOs and STOs, Customer friendly solutions, Quick turnaround time for enquiries, Round the clock travel advice and assistance, personalized attention during the tour. The consortium is associated with India's Numero Uno Online Travel & Holidays Portal, Makemytrip.com, B2B network, for selling air tickets and its domestic/international holiday packages. The consortium is specialized in International Luxury Cruise Packages by Star Cruises, Royal Caribbean, Costa Cruises, Louis Cruises and have regular monthly groups to cruise hubs like Singapore and Mediterranean countries. It also handles various corporate incentive groups to Far East countries regularly and consolidation for Dubai Shopping Festival every year. Xplore the World is businesss member of International Ecotourism Club and actively networking with top Eco-friendly resorts and Ecotourism stakeholders all over the world.

Conclusions

The tourism business in the regime of open economy system has structured by the several nations across the world. In the light of discovered wroth of tourism industry and its contribution to GDP, a number of countries restructured their tourism policies and started looking for possible strategic alliances with other countries to reap the benefits accelerating tourism business. In the back of all these changes in one hand and other mobility of production factors under liberalization across the globe on the other, have created tremendous opportunities for tourism SMEs. Have the certain similar features in Asia, the Region has opened up tremendous business opportunities with

networking conditions. Also being a major location for exposition of information and communication, the tourism SMEs are further enabled to harvest e-tourism and its contribution for clustering operations of the tourism business.

The tourism business in the transnational context has certain significant features. Keeping view of all the destinations across, the tourism SMEs can design tour packages as their product and sell in any corner of the world. In the given context, the tourism SMEs can collaborate with other country travel and tour operators for selling and implementation tour packages and other landing faculties. Indian as a largest nation, it has wide range of tourism entrepreneurial fraternity which has been networked with several countries of Asia. The study had highlighted the entrepreneurial disposition, organization factors and entrepreneurial network of Indian tour operators. However, the structure of the destination network and the manner in which the linkages between SMEs are formed and maintained can therefore be critical.

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Abbreviations

ADTOI	-Association of Domestic Tour Operators of India
ASEAN	-Association of Southeast Asian Nations
ASITA	-Association of the Indonesia Tours and Travel
ASTA	-American Society of Travel Agents
B2B	-Business to Business
FHRAI	-Federation of Hotel & Restaurant Associations of India
GDP	-Gross Domestic Product
IATA	-International Air Transport Association
IATO	-Indian Association of Tour Operators
ICT	-Information and Communication Technology
NATO	-North Atlantic Treaty Organization
NTO	-National Tourism Organization
PATA	-Pacific Asia Travel Association
SAGQ	-South Asian Growth Quadrangle
SARCC	-South Asian Association for Regional Cooperation
SME's	-Small and Medium Size Enterprises
SOTC	-Southern Oklahoma Technology Center
STO	-Strategic Technology Office
TA	-Travel Agencies
TO	-Travel Organisation
UNWTO	-United Nations World Tourism Orangutan
USTOA	-United States Tour Operators Association
TAAI	-Travel Agents Association of India
TAFI	-Travel Agents Federation of India
DT	-Department of Tourism, Govt. of India
ICPB	-India convention Promotion Bureau

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DESTINATION IMAGE AND BRANDING OF HIMACHAL PRADESH

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Abstract
Destination choice has always been a central issue in the tourism literature. Numerous authors have pointed out the influence of tourism image of the destination on consumer behavior. Tourism image was also exercise some influence on the quality perceived by tourist and on the satisfaction obtained from the holiday experience. Many authors have noted that there must be a clear understanding of concept of branding before promoting any destination on as Brand. A destination image has a crucial role in an individual's travels purchase related decision making and the individual traveler's satisfaction/dissatisfaction with a travels purchase largely depends on the comparison of his expectation about the destination, or a previously held destination image, and his perceived performance of the destination. Present study has taken a case of Himachal Pradesh for branding in tourism. This study is an attempt in identifying the image of Himachal Pradesh so that the implications may be used for the proper branding of state.

Key Words: Branding, Destination Branding, Himachal Pradesh

INTRODUCTION

Travelling require personal motivation, people pay to get to some place other than 'home'; or they pay to get away from 'home'. When they come back, all they left are the memories and photos. It is the tourist behaviour, which is responsible for the destination choice. Potential travellers generally have limited knowledge about the attributes of a destination which they have not previously visited. For this reason, the image and attitude dimensions of a place as a travel destination are said likely to be critical elements in the destination choice process, irrespective of whether or not they are true representations of what that place has to offer (Bansal et. al. 2009).

Destination

In general the term "destination" refers broadly to an area where tourism is a relatively important activity and where the economy may be significantly influenced by tourism revenues. While literature suggests that destinations are regarded as well-defined geographical areas, such as country, an island or a town (Hall, 2000). While some researchers viewed destination as a product or a brand (Kozak, 2002; McIntosh & Goeldner, 1990; Yoon & Uysal, 2005).

Van Raaij (1986) viewed the travel destination as a product, which is partly "given" and partly "man-made." The "given" part refers to natural features of tourist destinations such as climate, scenery, beaches, mountains, historic-culture buildings, and so forth. Whereas the "man-made" part refers to features such as hotels, package tours, transportation facilities, and facilities for sports and recreation which can all be adapted to customer preferences, subject to budget restrictions.

Kim (1998) stated that, "A destination can be viewed as a uniquely complex product of the tourism industry comprising, among other factors, an area's climate, infrastructure and superstructure, services, and natural and cultural attributes. Despite this complexity, it is nevertheless a product." Beerli and Mortin (2004) pointed out tourist destinations must be conceived as brands that have to be managed from a strategic point of view. On the other hand Buhalis (2000) regarded destination as a defined geographical region which is understood by its visitors as a unique entity, with a political and legislative framework for tourism marketing and planning; destinations offer an amalgam of tourism products and services, which are subsumed under the brand name of the destination.

Various aspects of branding are the subject of many academic studies, yet most of the literature focuses on consumer goods and grocery products. While brands are found in many categories of tourism goods and services and permeate almost all facts of tourist activities, the concept is not studied and practiced as vigorously in destination marketing as in the general field. In some specific areas such as rural tourism, little investigation has been undertaken into the processes of branding effort (Hall 1998).The challenge of branding destinations lies with the complexity of the decision process on the part of tourists. As a bundle of goods and services, purchase of a destination mix has an inherent uncertainty and is usually expensive. Further, unlike other tangible products, tourists are not able to “test drive” and try the destinations before making a choice (Bansal et. Al 2009). Therefore, the decision involves greater risk and extensive information search, and depends on tourists' mental construct of what a potential destination has to offer relative to their needs. As a result, destination image is a critical stimulus in motivating the tourist. It is likely to be a critical element in destination choice process, respective of whether or not the image is truly representative of what a place has to offer (Um and Crompton 1990).

Destination Branding

Authors noted that the branding is perhaps the most powerful marketing weapon available to contemporary destination marketers confronted by increasing product parity, substitutability and competition. Indeed, places are potentially the world's biggest tourism brands. Choice of holiday destination is a significant lifestyle indicator for today's aspirational consumers and the places where they choose to spend their increasingly squeezed vacation time and hard earned income have to be emotionally appealing with high conversational and celebrity value. The world tourism organization talks about this in terms of seeing destinations as tomorrow's fashion item, suggesting that 'the next century will make the emergence of tourism destinations as a fashion accessory'. The choice of holiday destination will help define the identity of the traveler and, in an increasingly homogeneous world, set him apart from the hordes of the other tourists. As style and status indicators, destinations can offer the same consumer benefits as other more highly branded lifestyle accoutrements such as cars, perfumes, watches and clothes. All are used to communicate, reflect and reinforce associates, statements and group memberships and in the same way, tourists use 'there trips as expressive devices to communicate messages about themselves to peers and observers (Clarke, 2000).

The study of destination brands has focused on their external relevance, or in other words the understanding of how through the destination brand, destination marketing organizations are able to shape tourist behavior (Pike 2004) with the objective of generating revenues for the destination (Morgan, Pritchard and Piggott 2002). A distinctive feature of the destination brand is its conceptualization as the outcome of a multi-stakeholder collaborative decision making process (Prideaux and Cooper 2002).

Although the historical roots of branding can be traced back to the late 19th century with the development of branded consumer products such as Gillette and Quaker Oats (Low and Fullerton 1994), researchers have only recently considered branding a "hot topic," with many contemporary books discussing this concept (D. Aaker and Joachimsthaler 2000; Kapferer 1997). In 1998, branding within the context of tourism destinations started to gain visibility with destination branding the focal topic at that year's Travel and Tourism Research Association's Annual Conference. Since then, this concept has been further explored in the aptly titled book, Destination Branding (Morgan, Pritchard, and Pride 2002) and in a Journal of Brand Management special issue (Harrison 2002; Kotler and Gertner 2002; Morgan, Pritchard. and Piggott 2002).

Study Background

This work supports the results of Baloglu and McCleary's (1999) study that affective image is

signi?cantly in?uential on overall image. However, contrary to Baloglu and McCleary's ?ndings, which found the stronger impact of affective evaluation on overall image than that of cognitive evaluation, this study found that cognitive image is more in?uential on the overall image. The difference between the two results may be due to (1) the different treatment on the cognitive construct, (2) investigation of the different stages of destination image formation, and/or (3) inclusion of unique image in this study. First, Baloglu and McCleary (1999) used three separate variables to understand the cognitive evaluation of a destination while the current study adopted one variable to measure the cognitive image construct. This procedure might produce different results. In addition, while Baloglu and McCleary's study examined the image prior to the actual visitation to the destination, this study explored the complex image to understand the phenomenon. That is, affective image may have more impact on overall image before actual visitation whereas cognitive image may exert more in?uence on overall image when actual visitation is realized. Furthermore, the inclusion of unique image should in?uence the weaker impact of affective image on overall image. It is argued that affective image can be diverse among different destinations and used for positioning strategy (Baloglu & Brinberg, 1997). It is possible that the differentiating contribution of affective image on overall image is explained partly by unique image, leading to much weaker contribution of affective image on overall image than those of cognitive and unique image components. Future research should examine the relationship among the three image components for a more clear understanding on destination branding.

Study Questions

The study is revolving around two basic questions:

1. To analyze perceptions and satisfaction of tourists in Himachal Pradesh.
2. To identify the role of image for the branding of destinations.

Research Methodology

Primary data has been collected with the help of questionnaire. A questionnaire has been prepared for tourists and a survey of 198 tourists was undertaken to identify their expectations and experiences. Structured questions were used to collect attitudinal and socio-demographic data. Since the purpose was to learn about image and branding in tourism, which included attitudes on various attributes, multi-attribute approach has been used. Attributes were selected based on previous studies (like Chaudhary Manjula 2004; Gautam et.al. 2012), reports and articles about India in the media. Both tangible and intangible attributes have been adopted and the statements have been phrased in both positive and negative forms. The study's data collection phase was spread over peak and lean tourist season. The responses were collected after the tourists had traveled or stayed in India and pre- and post-trip data were collected simultaneously.

A sample of 198 tourists from three places at Shimla has been taken. Sample contains 63 numbers of foreign and 135 of domestic tourists. The sample was selected on the bases of quota sampling. Three tourism places (Shimla Town, Kufri and Naldehra) were selected and from each place 21 foreign and 45 domestic tourists were selected. The selection of respondents was undertaken on convenience cum judgment basis. The questionnaire was divided in two parts:

Part 1: Expectations and Satisfaction Survey (Image Survey):

A five-point Likert scale was used to collect data about tourists' expectations and satisfaction levels. For the purpose of analysis, of the many approaches available for explanation of consumer satisfaction/dissatisfaction, the one proposed by Oliver (1981) has been used. According to Oliver, consumers purchase goods and services with pre-purchase expectations about performance. Once the product or service has been used, outcomes are compared with expectations. When the outcome matches expectations, confirmation occurs. Non-confirmation occurs when there are

differences between expectations and outcomes. Satisfaction is caused by positive confirmation and dissatisfaction is caused by negative confirmation. Along with the overall comparison of the expectations and satisfaction levels of the total sample, two groups of tourists (foreign and domestic) have been compared with each other to find whether these segments differ regarding Himachal's image attributes as measured in the study.

Part 2: Survey regarding the branding of Himachal Pradesh:

A five-point Likert scale was used to collect data about tourists' opinion regarding the branding of Himachal as tourist destination.

Survey Results and Discussions

Expectations of Domestic Tourists: Going to the results of data it is confirmed that most respondents, have agreeing with the given statements, which is reflected from the weighted arithmetic mean score. It is evident that the mean score for all the statement is above 3 except for statements like availability of tourist land marks; reliability of trains; unsafe from petty crimes, state of cheaters, unsafe drinking water, poor quality of roads, nuisance caused by beggars (which is positive for Himachal), Thus it can be concluded that majority of the domestic tourists perceive Himachal as a better tourist destination.

Satisfaction of Domestic Tourists: It is confirmed that most respondents, have agreeing with our statements, which is reflected from the weighted arithmetic mean score. It is evident that the mean score for all the statement is above 3 except for statements like availability of tourist land marks; reliability of trains; unsafe from petty crimes, state of cheaters, unsafe drinking water, poor quality of roads (which is positive for Himachal).

Expectations of Foreign Tourists: Most respondents, have agreeing with the statements, which is reflected from the weighted arithmetic mean score. It is evident that the mean score for all the statement is above 3 except for statement of reliability of trains.

Satisfaction of Foreign Tourists: Large number of respondents has agreeing with the statements, which is reflected from the weighted arithmetic mean score. It is evident that the mean score for all the statement is above 3 except for statements like reliability of trains; unsafe from petty crimes, state of cheaters, unhygienic conditions, unsafe drinking water, poor quality of roads, nuisance caused by beggars and unethical trade practices (which is good for Himachal).

Table 1
Difference in Ranks (as per mean) of Various Attributes (Positively Framed)

		Domestic		Foreign	
Statement No.	Statement	Mean Rank (Expectation)	Mean Rank (Satisfaction)	Mean Rank (Expectation)	Mean Rank (Satisfaction)
1	Inexpensive destination	1	3	1	3
2	Variety of good arts	7	5	4	1
3	Availability of tourist land marks	9	9	5	9
4	Rich cultural heritage	5	2	7	4
5	Inexpensive shopping	4	4	8	8
6	Hospitality tourists	8	8	2	2
7	Quality deluxe hotels	6	7	3	6
8	Good transportation facilities	2	1	9	7
9	Reliable train services	10	10	10	10
10	Less exploited (close to nature)	3	6	6	5

Above table describes the difference in perception and satisfaction. In Himachal most of the tourists felt that hotel facilities to be good, but after tour they found such facilities to be quite pathetic, which is depicted from the difference in the rank of means. In expectation the rank (as per mean) of good hotel facilities was high, while after the tourists' opinion regarding this was changed a lot. Earlier the rank given by tourists for it was 6 (domestic) and 3 (foreign), but later which becomes 7(Domestic) and 6 (Foreign).

Table 2
Difference in Ranks (as per mean) of Various Attributes (Negatively Framed)

		Domestic		Foreign	
Statement No.	**Statement**	**Mean Rank (Expectation)**	**Mean Rank (Satisfaction)**	**Mean Rank (Expectation)**	**Mean Rank (Satisfaction)**
1	Unsafe from petty crimes	8	9	9	10
2	State of cheaters	10	10	7	9
3	Unsafe domestic airlines	4	6	5	3
4	Poor guide services	2	1	2	2
5	Unhygienic conditions	3	3	3	6
6	Unsafe drinking water	9	8	8	8
7	Non-availability of night life	1	2	1	1
8	Poor quality of roads	7	7	4	4
9	Nuisance caused by beggars	6	5	6	5
10	Unethical practices existing in trade business	5	4	10	7

Above table describes the difference in perception and satisfaction in case of negatively framed statements. It is felt that in case of some attributes there is a significant difference in the ranks (mean wise). In Himachal foreign tourist thought that the hygiene conditions to be quite bad but actually they found them to be quite good. This particular statement leads to a conclusion that Himachal has to create a separate brand for itself. People see Himachal as other part of India, while Himachal is a much better (in case of hygienic conditions) destination.

Image Survey Results

To check the image of Himachal Pradesh amongst foreign tourists, domestic tourists, a survey was conducted and after application of some statistical tests like weighted arithmetic mean, the final interpretation was made. It is found that domestic tourists were not agreeing that there is availability of tourist land marks in the state; reliability of trains; unsafe from petty crimes, state of cheaters, unsafe drinking water, poor quality of roads, nuisance caused by beggars (which is good for Himachal), Thus it can be concluded that majority of the domestic tourists perceive Himachal as a better tourist destination. When a satisfaction survey was conducted on the domestic tourists to check the actual image analysis of state the mean score for all the statement is above 3 except for statements like availability of tourist land marks; reliability of trains; unsafe from petty crimes, state of cheaters, unsafe drinking water, poor quality of roads (which is good for Himachal), Thus it can be concluded that majority of the domestic tourists actually feel Himachal as a better tourist destination.

Similar survey was conducted to check the satisfaction level of foreign tourists. It was found that these tourists simply rejected the statements that state is unsafe from petty crimes, state is a land of cheaters, unhygienic conditions are prevailing everywhere in the state, unsafe drinking water, poor quality of roads, nuisance caused by beggars and unethical trade practices. All these things are good for Himachal Pradesh. This led to conclusion that majority of the foreign tourists actually feel Himachal as a better tourist destination.

It can be concluded from the results of the study that majority of the domestic tourists actually feel Himachal as a better tourist destination. It may be noted that tourists thought Himachal to be a state free from the problem of beggars, but during the visit they faced this problem. Majority of the foreign tourists actually feel Himachal as a better tourist destination. There is difference in their perception and satisfaction. Most of respondents thoughts that there would be many problems in Himachal but in reality they faced much less than expected, which is evident from the mean scores of negatively framed statements. It may be noted that tourists thought Himachal to be a state free from the problem of beggars, but in reality they faced this problem.

Branding Survey

Table 3
Responses of respondents regarding the Branding of Himachal Pradesh

S.N.	Statement	Mean	Chi-Square
1	Himachal is a year-round destination	3.55	39.52
2	Himachal is having a wide range of tourist destinations much more than one know about Himachal	3.52	52.16
3	Ample activities are available for tourists in the state	3.27	22.64
4	Himachal is a low priced destination	3.73	55.04
5	Official website of Himachal Tourism is quite informative and interactive	3.19	28.08
6	Publicity material on Himachal is easily available.	2.90	20.56
7	You come to know about Himachal through advertisements regularly	2.80	15.76
8	Himachal can spoil tourists for shopping choices	3.44	30.56
9	Himachal can be termed as synonym for Himalayas	3.66	62.56

Table 3 depicts the responses of tourists regarding the Branding of Himachal Pradesh. Going by the mean scores of the nine statements it is felt that tourists are agreeing with the statements as depicted by the mean scores. One conclusion can be drawn from the above table that if Himachal want to position itself as a good tourist destination then it has to go for aggressive promotional campaign. It is observed that tourists were not very positive regarding the statements like publicity material on Himachal is easily available and they come to know about Himachal through advertisements regularly. It is also observed from the tourists that they were not very much positive regarding the statements that official website of Himachal Tourism is quite informative and interactive.

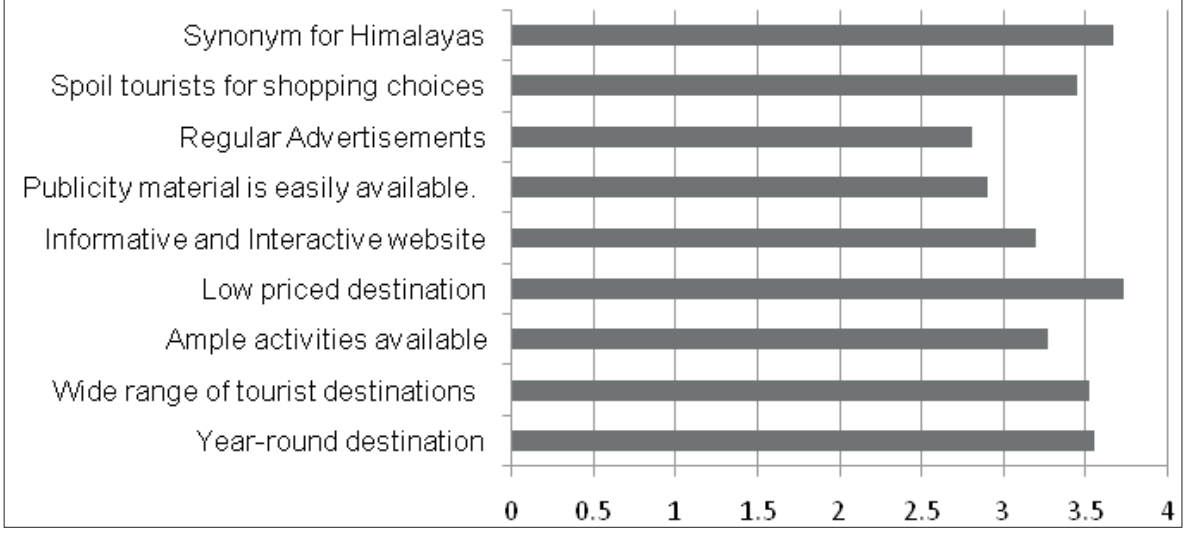
Discussions on Study Results

It is concluded after the study that if Himachal want to position itself as a good tourist destination then it has to go for aggressive promotional campaign. It is observed that people were not very positive regarding the statements like tourist information in easily available and the official website of Himachal tourism is quite interactive, although it contains good information, still it needed to be very interactive. It is also observed that domestic tourists in Himachal find some lesser shopping choices, since shopping is on priority list for the domestic tourists. It is also observed that

intermediaries were not very positive regarding the statements like publicity material on Himachal is easily available and they come to know about Himachal through advertisements regularly.

Further it can also be concluded that Himachal Pradesh has great potential for tourists and the destination is well known among the foreign visitors as well as domestic visitors. This too can be accepted by reading the participation of the responding countries that the state is equally popular among the tourists globally. This too has been identified that Himalayas, Adventure, Buddhism, Peace and Nature are the biggest assets for the state and the visitors are much focused on these activities or interests once they plan for Himachal Pradesh. The foreign tourists are quite satisfied with majority of the services, prices and ground handling staff in various activities and they have shown interest in keeping the environment clean in Himachal Pradesh. They have shown interests in tribal areas and sincerely bothered about the development of this sector of the state. The new areas like helicopter skiing is also liked by majority of the tourists and they have rightly participated in the questions of participation of local entrepreneurs in international tourism meetings and fairs. The tourists have given their views about the promotion of the state and its situation outside of the country. With all these findings it can again be concluded that Himachal Pradesh has rich tourist attractions for the international tourists and this is the time to understand tourism as a major tool for development for the state. There have been few areas which do need attention, like roads, airports and banking etc.

Figure 1: Visualising Image Attributes for Branding



This is important knowing the problems normally Himachal Pradesh is facing while promoting it as a wonderful tourist destination. This is a well known fact that Himachal Pradesh is a popular tourist destination among large number of tourists. In addition to the theoretical contribution on destination branding, this study provides practical implications especially salient for the state of Himachal Pradesh. Based on the results of the study figure 1 make a summary of image attributes for branding. By looking at the figure it is evident that the two statements i) Synonym of Himalaya and ii) Low priced destination dominates the show.

Recommendations and Suggestions

The results conform the previous argument that the image of a destination directly in?uences intentions to revisit and recommend the destination to others (Alcaniz et al., 2005; Bigné et al.,2001). For potential tourists, recommendation is an important information source in forming an

image toward the particular destination (Bigné et al., 2001). Thus, tourism destinations need to provide favorable experiences to tourists, in which they will create a positive image and recommend the place to others in turn helping potential tourists develop a favorable image that affects the destination choice (Hailin Qua, Lisa Hyunjung Kimb, and Holly Hyunjung 2011). Himachal Pradesh must select any punch line suitable to the background of the state. For example, "Atithi Devo Bhawa" or "Himachal- The Himalayan Country", " Mystical Himalayas", "The Incredible Himalayas", "Himachal- the adobe of Happiness", "Himachal land for all seasons and all reason" or "unforgettable Himachal". Now just make sure that this slogan reaches to everyone in the state who is directly or indirectly has related with tourism. If everyone understands the deep philosophy of this motto, the tourists will feel similar warmth and hospitality in entire state. The same spirit must be reflected throughout the state in almost all aspects.

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MULTIPLE DISCRIMINANT ANALYSIS OF ORGANIZ ATIONAL CLIMATE AS PERCEIVED BY STUDENT - TRAINESS IN HOTEL INDUSTRY

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Abstract

An empirical study was undertaken to assess the organizational climate (O.C.) in the hotel industry (3-,4- and 5- star hotels) as perceived by the student -trainees of Catering Technology/Hotel Management Programme. Data were collected using a 5-point Likert-type scale from a sample 330 student-trainees. The determinants included in the O.C. were Remuneration, HRD Recognition, Social Relevance and Group Cohesiveness, Physical Working Environment, Occupational Stress, Communication, Working Humanization, Welfare Measures, Personal Life Factors and Attitude of Management.

Multiple Discriminant Analysis (MDA) technique was employed to find out how the three categories of hotels differed in organizational climate as perceived by the student - trainees. The MDA technique applied resulted in two discriminant functions of which the factors Occupational Stress, Recognition, Personal Life Factors and Physical Working Environment contributed more to the first function and the factors associated with Welfare measures contributed more to the second discriminant function. The efficiency of these functions were tested using classification matrix which predicted only 47.6% of the cases correctly. The MDA results further indicated that while the 4 star category hotels differed more in 'Working environment' factors the 3-star hotels differed more on 'welfare measures'. According to the perception of the student trainees 3-star hotels appeared to have an edge over 4 or 5 star hotels in organizational climate.

INTRODUCTION

The importance of training for employees' self development as well as organization development needs little emphasis. In certain cases training is mandatory to traverse the career path. In the Catering Science and Hotel Management (CS/HM) programmer, successful completion of training in a star hotel is a pre – requisite to earn a diploma/ degree. The training programmer meant for the student trainees will be effective and fruitful only when the environment of training institutes or the organizational climate of the hotel where the students undergo training is conducive. As the available information on the organizational climate in the star hotels as perceived by the trainee – students of CS/HM programmes is meager the present study was undertaken to answer the following questions:

- How do the student trainees who had training in 3, 4 and 5 –star hotels perceive the organizational climate in the hotels?
- How do the various components of the organizational climate influence the perception?
- In general, what are the factors / variables which significantly discriminate the respondents who had undergone training in 3, 4 or 5 star hotels?

METHODOLOGY

The target population was the second and final year students of the 3 – year degree programmer in Catering Technology and Hotel Management of Bharathiar University, Coimbatore, who had undergone training as a part of the curriculum in hotels (ie, 3, 4 and 5-star) in Bangalore, Chennai, Calcutta, Cochin, Delhi Hyderabad, Mumbai, Poona, Trivandram etc. The perception of the students was elicited through a questionnaire on a 5-point Linker type scale (Strongly agree, Agree, Neutral, Disagree, Strongly disagree).

The questionnaire was tested for reliability employing split-half technique and validated by a pilot study. The sample (n) collected through judgmental sampling technique during the year 2013

consisted of 330 students (125 trained in 3 – star hotels, 71 in 4 – star hotels and 134 in s-star hotels) who were able to opine fairly and freely on the organizational climate. The determinants included in evaluating the organizational climate were Remuneration, HRD, Recognition, Social Relevance and Group Cohesiveness, Physical Working Environment, Occupational Stress, Communication, Working humanization, Welfare measures, Personal life factors and Attitude of Management. Each determinant consisted of 6 to 14 statements. The scores obtained (5 for 'strongly disagree', 4 for 'agree', 3 for 'neutral', 2 for 'disagree' and 1 for 'Strongly disagree') for individual determinants were used for the multiple discriminant functional analysis (Bloch and Cliff, 1974 Dillon and Mathew, 1984).

RESULTS AND DISCUSSION:

The Multiple Discriminant Function Analysis is used to find whether any significant difference exist among the 3 categories of student – trainees viz, 3 star, 4 star and 5 star hotel student trainees. In turn, the DFA tried to identify the factors which discriminate among the 3 types of hotels in the quality of work life of student trainees, as perceived by them. For this purpose the variables identified were the determinants of Organizational Climate (O.C.) as detailed in table 1.

Table 1. Factors identified for DFA

S.NO.	FACTOR (VARIABLE) NAMES	TYPE OF VARIABLE
1	Remuneration	Independent (Predictors)
2	Human Resource Development	
3	Recognition	
4	Social relevance and group cohesiveness	
5	Physical working environment	
6	Occupational stress	
7	Communication	
8	Working humanization	
9	Welfare measures	
10	Personal life factors	
11	Attitude of management	
Group	Star hotel category	Dependent

DEVELOPMENT OF DISCRIMINANT FUNCTIONS:

When the dependent variable consists of 3 groups the number of Discriminant Functions generated will be two. The typically Discriminant Analysis Model involves linear combinations of the following form:

$Dj = b_{oj} + b_{ij} X_{ij} + b_{2j} X_{2j} + b_{3j} X_{3J} + ... + b_{kj} X_{kj}$

D = discriminant score

B = discriminant coefficient or weight of jth function

X = predictor or independent variable of the jth function.

J = Discriminant Function 1,2

I = Number of student trainees (i = 1 to 330)

ESTIMATION

The scores calculated for each factor classified for each star category group and their means and standard deviations are found out. Table 2 gives details of Means and Standard Deviations of the selected variables (factors)

The table shares a generalized view of the variables to be analysed. The average scores of all variables for 3 star hotels are found to be higher than the other two, star hotels. The significance of the group means of the three groups are further tested using Wilk's lambda and ANOVA.

In the ANOVA (table 3), the smaller the Wilks' lambda is the more important the independent variable to the discriminant function. Wilk's lambda is significant (either at 0.05 level or at 0.01 level) as identified by the F tests for the variables, recognition, physical working environment, occupational stress score, welfare measures score and personal life factors score. However all the eleven factors are retained for further analysis.

Table 2. Descriptive statistics for selected independent variables star category wise

	STAR GATEGORY							
	3 Star		4 Star		5 Star		Total	
	Mean	Std. Devt	Mean	Std. Devt	Mean	Std. Devt	Mean	Std. Devt
Remuneration score	23.3840	5.5529	23.8451	4.2008	22.6045	4.9204	23.1667	5.0408
Human Resource Development score	22.5040	3.4818	21.9859	3.3144	22.5970	3.6276	22.4303	3.5046
Recognition score	21.9520	3.2697	21.0000	3.4476	20.8060	3.9135	21.2818	3.6097
Social Relevance and Group Cohesiveness score	51.6720	6.7951	50.0563	6.9650	50.2239	8.0381	50.7364	7.3745
Physical Working Environment score	36.0800	6.3215	34.4930	5.5081	34.3209	6.2162	35.0242	6.1501
Occupational Stress score	24.7200	3.6756	23.5493	3.8202	23.1716	3.9822	23.8394	3.8861
Communication score	41.9200	6.7616	40.0704	6.2777	40.0373	7.3171	40.7576	6.9345
Working Humanization score	26.3120	3.4088	26.1268	3.7452	25.6045	3.7236	25.9848	3.6156
Welfare Measures score	32.5520	5.8633	33.1127	6.0629	30.2463	6.7617	31.7364	6.3896
Personal Life Factors score	27.8800	3.8366	26.8732	4.1950	26.2687	5.3144	27.0091	4.6070
Attitude of Management score	39.1040	5.7218	39.0704	6.7174	38.4328	6.0218	38.8242	6.0584

	Wilks Lambda	F	df1	df2	Sig.
Remuneration score	.990	1.598	2	327	Ns
Human Resource Development score	.995	.749	2	327	Ns
Recognition score	.979	3.591	2	327	*
Social Relevance and Group Cohesiveness score	.990	1.638	2	327	Ns
Physical Working Environment score	.982	3.020	2	327	*
Occupational Stress score	.967	5.534	2	327	**
Communication score	.983	2.860	2	327	Ns
Working Humanization score	.992	1.310	2	327	Ns
Welfare Measures score	.962	6.521	2	327	**
Personal Life Factors score	.976	4.070	2	327	*
Attitude of Management score	.997	.470	2	327	Ns

Table 3. Tests of equality of group means

DFA assumes that the variance/ covariance matrices of the predictor variables are homogenous across groups. The tables 4 and 5 give the details of variance and covariance values of pooled and within groups and for each group separately in the matrix form. The multi variate Box M -test is used to find whether deviations from homogeneity exist or not.

Table 4. Pooled within-groups matrices

	FACTORS	Remuneration score (F1)	Human Resource Development score(F2)	Recognition score(F3)	Social Relevance & Group Cohesiveness score(F4)	Physical Working Environment score(F5)	Occupational Stress score(F6)	Communication score(F7)	Working Humanization score(F8)	Welfare Measures score(F9)	Personal Life Factors score(F10)	Attitude of Management score (F11)
Covariance	F1	25.318	3.937	5.284	7.074	5.357	3.990	5.525	1.289	9.424	5.298	6.219
	F2	3.937	12.301	5.561	14.308	7.908	3.399	11.615	3.190	4.818	2.908	9.893
	F3	5.284	5.561	12.828	15.522	11.697	6.094	14.711	3.861	10.060	6.906	10.058
	F4	7.074	14.308	15.522	54.173	28.008	12.475	32.503	12.007	20.376	11.913	25.740
	F5	5.357	7.908	11.697	28.008	37.364	12.108	28.091	10.491	22.104	12.603	21.599
	F6	3.990	3.399	6.094	12.475	12.108	14.697	13.549	3.548	13.022	6.011	11.960
	F7	5.525	11.615	14.711	32.503	28.091	13.549	47.549	12.839	21.706	14.609	24.375
	F8	1.289	3.190	3.861	12.007	10.491	3.548	12.839	13.048	6.943	5.863	7.924
	F9	9.424	4.818	10.060	20.376	22.104	13.022	21.706	6.943	39.501	14.744	20.260
	F10	5.298	2.908	6.906	11.913	12.603	6.011	14.609	5.863	14.744	20.836	11.812
	F11	6.219	9.893	10.058	25.740	21.599	11.960	24.375	7.924	20.260	11.812	36.823
Correlation	F1	1.000	0.223	0.293	0.191	0.174	0.207	0.159	0.071	0.298	0.231	0.204
	F2	0.223	1.000	0.443	0.554	0.369	0.253	0.480	0.252	0.219	0.182	0.465
	F3	0.293	0.443	1.000	0.589	0.534	0.444	0.596	0.298	0.447	0.422	0.463
	F4	0.191	0.554	0.589	1.000	0.623	0.442	0.640	0.452	0.440	0.355	0.576
	F5	0.174	0.369	0.534	0.623	1.000	0.517	0.666	0.475	0.575	0.452	0.582
	F6	0.207	0.253	0.444	0.442	0.517	1.000	0.513	0.256	0.540	0.343	0.514
	F7	0.159	0.480	0.596	0.640	0.666	0.513	1.000	0.515	0.501	0.464	0.583
	F8	0.071	0.252	0.298	0.452	0.475	0.256	0.515	1.000	0.306	0.356	0.362
	F9	0.298	0.219	0.447	0.440	0.575	0.540	0.501	0.306	1.000	0.514	0.531
	F10	0.231	0.182	0.422	0.355	0.452	0.343	0.464	0.356	0.514	1.000	0.426
	F11	0.204	0.465	0.463	0.576	0.582	0.514	0.583	0.362	0.531	0.426	1.000

Table 5. Covariance matrices

	FACTORS	Remuneration score (F1)	Human Resource Development score(F2)	Recognition score(F3)	Social Relevance and Group Cohesiveness score(F4)	Physical Working Environment score(F5)	Occupational Stress score(F6)	Communication score(F7)	Working Humanization score(F8)	Welfare Measures score(F9)	Personal Life Factors score(F10)	Attitude of Management score (F11)
3 Star	F1	30.835	5.353	4.422	6.579	7.187	3.802	7.176	1.291	10.835	5.675	7.226
	F2	5.353	12.123	5.307	12.086	8.887	4.029	13.468	3.624	6.671	5.335	10.665
	F3	4.422	5.307	10.691	12.621	9.875	5.091	12.085	2.531	5.809	5.357	8.795
	F4	6.579	12.086	12.621	46.174	25.002	12.303	27.465	8.418	16.005	12.839	20.147
	F5	7.187	8.887	9.875	25.002	39.961	12.361	29.297	9.830	18.141	10.139	17.661
	F6	3.802	4.029	5.091	12.303	12.361	13.510	12.276	1.249	11.841	4.256	11.820
	F7	7.176	13.468	12.085	27.465	29.297	12.276	45.719	11.009	17.924	10.773	24.057
	F8	1.291	3.624	2.531	8.418	9.830	1.249	11.009	11.620	3.431	4.231	5.193

	F9	10.835	6.671	5.809	16.005	18.141	11.841	17.924	3.431	34.378	10.043	19.087
	F10	5.675	5.335	5.357	12.839	10.139	4.256	10.773	4.231	10.043	14.719	10.311
	F11	7.226	10.665	8.795	20.147	17.661	11.820	24.057	5.193	19.087	10.311	32.739
4 Star	F1	17.647	3.312	2.957	7.437	6.492	2.458	6.954	3.448	8.618	5.723	6.397
	F2	3.312	10.986	5.400	11.387	6.221	0.779	8.230	2.430	4.373	2.027	7.987
	F3	2.957	5.400	11.886	12.114	8.057	2.214	9.886	3.300	5.443	2.929	8.486
	F4	7.437	11.387	12.114	48.511	25.915	10.440	23.596	12.607	21.936	6.507	23.739
	F5	6.492	6.221	8.057	25.915	30.339	9.268	18.522	9.522	18.629	6.163	18.308
	F6	2.458	0.779	2.214	10.440	9.268	14.594	8.975	5.087	11.094	0.113	11.304
	F7	6.954	8.230	9.886	23.596	18.522	8.975	39.409	14.334	17.178	8.509	15.295
	F8	3.448	2.430	3.300	12.607	9.522	5.087	14.334	14.027	10.400	3.859	8.820
	F9	8.618	4.373	5.443	21.936	18.629	11.094	17.178	10.400	36.759	8.386	19.063
	F10	5.723	2.027	2.929	6.507	6.163	0.113	8.509	3.859	8.386	17.598	3.780
	F11	6.397	7.987	8.486	23.739	18.308	11.304	15.295	8.820	19.063	3.780	45.124
5 Star	F1	24.211	2.945	7.314	7.345	3.053	4.971	3.233	0.151	8.534	4.724	5.188
	F2	2.945	13.160	5.884	17.918	7.882	4.190	11.669	3.185	3.326	1.109	10.176
	F3	7.314	5.884	15.315	20.021	15.311	9.071	19.699	5.396	16.454	10.443	12.062
	F4	7.345	17.918	20.021	64.611	31.913	13.706	41.886	15.037	23.629	13.894	32.008
	F5	3.053	7.882	15.311	31.913	38.641	13.366	32.003	11.617	27.627	18.289	27.003
	F6	4.971	4.190	9.071	13.706	13.366	15.858	17.144	4.880	15.138	10.751	12.436
	F7	3.233	11.669	19.699	41.886	32.003	17.144	53.540	13.759	27.615	21.396	29.450
	F8	0.151	3.185	5.396	15.037	11.617	4.880	13.759	13.865	8.399	8.438	10.000
	F9	8.534	3.326	16.454	23.629	27.627	15.138	27.615	8.399	45.721	22.475	21.983
	F10	4.724	1.109	10.443	13.894	18.289	10.751	21.396	8.438	22.475	28.243	17.439
	F11	5.188	10.176	12.062	32.008	27.003	12.436	29.450	10.000	21.983	17.439	36.262
Total	F1	25.410	3.816	5.375	7.126	5.494	4.148	5.651	1.416	9.977	5.488	6.330
	F2	3.816	12.282	5.541	14.278	7.892	3.385	11.594	3.140	4.579	2.878	9.790
	F3	5.375	5.541	13.030	15.807	12.063	6.428	15.099	3.986	10.412	7.238	10.129
	F4	7.126	14.278	15.807	54.383	28.438	12.894	32.969	12.108	20.651	12.325	25.729
	F5	5.494	7.892	12.063	28.438	37.823	12.612	28.672	10.651	22.566	13.103	21.664
	F6	4.148	3.385	6.428	12.894	12.612	15.102	14.095	3.730	13.535	6.476	12.072
	F7	5.651	11.594	15.099	32.969	28.672	14.095	48.087	12.996	22.167	15.142	24.428
	F8	1.416	3.140	3.986	12.108	10.651	3.730	12.996	13.073	7.276	6.046	7.979
	F9	9.977	4.579	10.412	20.651	22.566	13.535	22.167	7.276	40.827	15.334	20.534
	F10	5.488	2.878	7.238	12.325	13.103	6.476	15.142	6.046	15.334	21.225	11.944
	F11	6.330	9.790	10.129	25.729	21.664	12.072	24.428	7.979	20.534	11.944	36.705

The results of Box's M test are shown in Table 6. The test shows that there is significant deviation from homogeneity that the groups differed in their covariance matrices. However, discriminate function analysis is robust even when the homogeneity of variances assumption is not met.

Table 6. Box's test of equality of covariance matrices

Test Results		
Box's M		217.019
F-test	Approx.	1.559
	df1	132
	df2	162618.999
	Sig.	**

CANONICAL DISCRIMINANT FUNCTIONS:

Since the dependent variable, namely star category, has three groups, the number of discriminant functions computed is two. The two discriminant functions arrived at with their discriminant coefficients are given in Table 7. The discriminant function coefficients are partial coefficients, reflecting the unique contribution of each variable to the classification of the dependent variable. The coefficient values are used to find the discriminant scores of each case (here student trainee), by substituting the values for each of the factors in the discriminant functions for each case.

Table 7. Unstandardised canonical discriminant function coefficients

	Function	
	1	2
Remuneration score	-.018	.054
Human Resource Development score	-.040	-.109
Recognition score	.086	.026
Social Relevance and Group Cohesiveness score	.012	-.017
Physical Working Environment score	.044	-.061
Occupational Stress score	.182	-.024
Communication score	.023	-.023
Working Humanization score	-.021	.096
Welfare Measures score	-.047	.165
Personal Life Factors score	.102	-.031
Attitude of Management score	-.100	.011
(Constant)	-4.821	-2.180

DETERMINATION OF STATISTICAL SIGNIFICANCE

The Eigen values show how much of the variance in the dependent variable, i.e. star category is accounted for by each of functions. The column, '%variance' in table 8 explains that the first function accounts for 52 per cent of variance among the groups and the second function account for 48 per cent of variance among the groups.

Table 8: Eigen values and canonical correlations

Function	Eigenvalue	% of Variance	Cumulative %	Canonical Correlation
1	.061	52.0	52.0	.241
2	.057	48.0	100.0	.232
Wilks' Lambda				
Test of Functions	**Wilks' Lambda**	**Chi-square**	**df**	**Sig.**
1 through 2	.892	36.969	22	*
2	.946	17.769	10	Ns

Wilk's lambda shows first discrimination function is significant at 5% level and the second function is not significant. Canonical correlations given in the table measure the extent of association between the discriminant scores and the groups. It is a measure or association between the single discrimination function and the set of dummy variables that define the group membership. The square of the canonical correlation of first discriminate function is 0.241 which when squared gives a value of 0.058 which explains that only 5.8 per cent of variation in the dependent variable, given that the 3 star as one group and the remaining two groups as another, is explained by the first discriminant function. Similarly the value 0.232 suggests that a hotel is explained by the second discriminant function.

THE INTERPRETATION OF DISCRIMINANT COEFFICIENTS

The structure matrix given in table 9 shows the correlations of each variable with each standardized discriminant function.

Table 9. Structure matrix

	Function	
	1	2
Occupational Stress score	.711(*)	.215
Recognition score	.584(*)	.134
Personal Life Factors score	.582(*)	.257
Physical Working Environment score	.543(*)	.090
Communication score	.534(*)	.052
Social Relevance and Group Cohesiveness score	.407(*)	-.002
Working Humanization score	.262(*)	.250
Welfare Measures score	.333	.747(*)
Remuneration score	.094	.397(*)
Human Resource Development score	.097	-.267(*)
Attitude of Management score	.128	.176(*)
* Largest absolute correlation between each variable and any discriminant function		

The first function gives more importance to 'Working Environment' side of the star hotels in general which consists of occupational stress, recognition, personal life factors, physical working environment and communication having moderate correlations. The second function gives importance to 'Welfare and Remuneration' variables.

The standardized discriminant function coefficients in Table 10 indicate the relative importance of the independent variables in predicting the dependent variable. These coefficients indicate the partial contribution of each variable to the discriminant (s), controlling for other independents entered in the equation. The first function explains that the factor occupational stress score is the maximum contributing variable to the first discrimating function whereas in the second function the factor welfare measure score seems to contribute to the second discriminating function.

Table 10.Standardized canonical discriminant function coefficients

	Function	
	1	2
Remuneration score	- .090	.273
Human Resource Development score	- .142	- .383
Recognition score	.308	.093
Social Relevance and Group Cohesiveness score	.090	- .125
Physical Working Environment score	.271	- .372
Occupational Stress score	.698	- .094
Communication score	.160	- .161
Working Humanization score	- .075	.347
Welfare Measures score	- .295	1.038
Personal Life Factors score	.467	- .143
Attitude of Management score	- .608	.070

CLASSFICATION AND VALIDATION

Finally, how efficient the discrimination functions are in discriminating among the three groups, given the selected independent variables, is established by developing the classification matrix. The classification matrix is developed using table 11 where in the group cancroids of each function for each sector and table 12 which gives prior probabilities of each group. The table 10 is used to establish the cutting points for classifying cases. The optimal cutting point is the weighted average of the paired values. The cutting points set ranges of the discriminating score to classify the star hotels.

Table 11. Unstandardized canonical discriminant functions evaluated at group means

	Function	
Star Category	1	2
3 Star	.312	.035
4 Star	.225	.393
5 Star	.172	.241

13. Prior Probabilities for Groups

Star Category	Prior	Cases Used in Analysis
3 Star	.379	125
4 Star	.215	71
5 Star	.406	134
Total	1.000	330

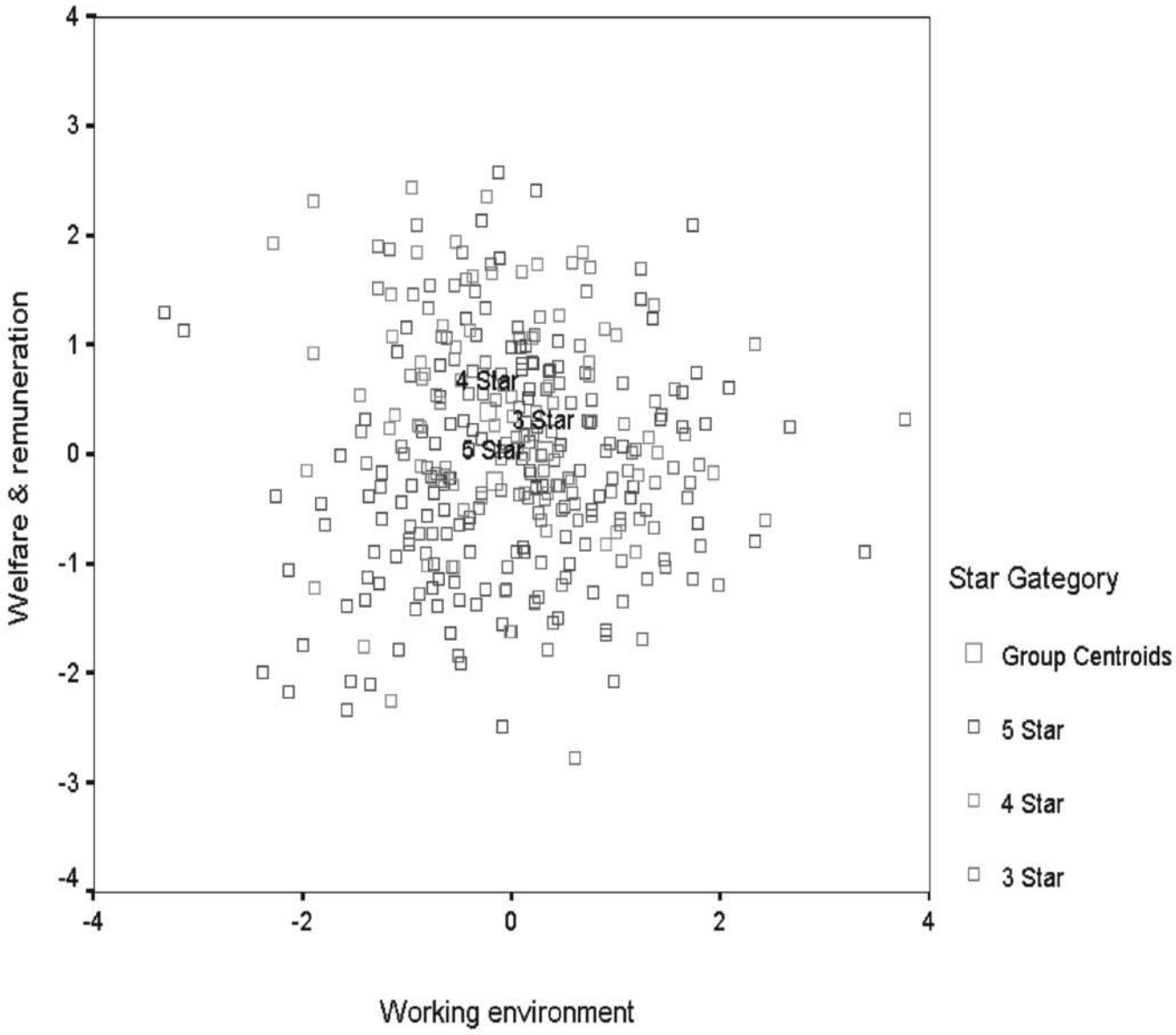
13. Classification results

			Predicted Group Membership			Total
	Star Gate gory		**3 Star**	**4 Star**	**5 Star**	
Original	Count	3 Star	66	12	47	125
		4 Star	26	12	33	71
		5 Star	44	11	79	134
	%	3 Star	52.8	9.6	37.6	100.0
		4 Star	36.6	16.9	46.5	100.0
		5 Star	32.8	8.2	59.0	100.0

Based on group centroids and prior probabilities the classification matrix is arrived and is given in table 13. The table 13 is used to assess how well the discriminant function works and whether it works equally well for each group of the dependent variable. A look at the classification matrix reveals that, the functions have predicted on the average 47.6% of the cases correctly in their respective groups; whereas considering each group, the function has predicted nearly 53% of 3 star hotels in its own group and are only 16.9% of the 4 star hotels in its own and for 5 star hotels 59% of the cases were correctly predicted in its own group indicating that on the whole, the classification accuracy of the discriminant functions is 47.6% given the selected variables.

Now the question remains to be answered is which variables discriminate more efficiently among the 3 star categories Fig. 1 which gives the canonical discriminant scores found out for each group using the two discriminant functions, which were plotted against each other along with the group centroids. The scores and the group centroids were plotted with the first discriminant function representing vertical axis and the second function representing the horizontal axis. The group centroids suggest that the 4 star hotels differ from 5 star hotels more on vertical axis that horizontal axis thus given more importance to working environment factors. But, 3 star hotels seem to have an edge over 4 and 5 star hotels when welfare and remuneration factors are considered.

Figure - 1 Canonical Discriminant Functions



FUTURE RESEARCH

The DFA results show that the study needs further probing because of the fact that, the DFA is suffered by its poor fitness of the discriminant functions and poor classification accuracy based on the factors studied, which implies that the star hotels on the whole could not have much discrimination on the Quality of Work life of student trainees. Except occupational stress and welfare measures, these hotels do not show any evidence on differences in other factors.

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An Assessment of Job Satisfaction Among Professionals of Travel Agencies And Tour Operators In Bangalore

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Abstract

Job satisfaction is the degree to which people like their jobs. Some people enjoy work and find it to be a central part of life while others work only because they must. Numerous studies have been done to understand this variable in organisations. Assessment of job satisfaction amongst employees has become a common activity in which the management is concerned with the physical and psychological well-being of the people. This study was undertaken to examine the levels of satisfaction or dissatisfaction among the employees working in travel agencies and tour operating companies in Bangalore. In any sector of work, employee satisfaction is a factor that the management must take keen interest in, as the more dissatisfied the employees are with their job and work environment, the more likely they are to contribute little to the organization and also result in high employee turnover and absenteeism among other concerns. This is especially important in the tourism and hospitality industry as in this service sector, the happier the employees are with their jobs, the more they are motivated to providing improvised services to their clients and in turn, enhance customer satisfaction. The study was therefore conducted with the purpose of understanding the level of job satisfaction among the employees, the factors contributing to the same, performance and personal growth and development, so that improvement may be effected as and when necessary. The findings indicate that employees are generally dissatisfied with their salaries and growth opportunities. Additionally, the generally challenging nature of work and the employees' relationship with their co-workers and superiors are satisfying factors in their job. The study attempts to suggest measures that organizations can take to keep their employees happy, motivated and provide a conducive work environment that enhances their job satisfaction.

INTRODUCTION

In the field of tourism, travel agents play a vital role. Without travel agents, travel would be cumbersome and time consuming. The travel agent is a consultant, broker, tour counselor and travel bearer employee. Travel agencies create, direct, maintain and operate a purposive organisation through systematic, coordinated and cooperative human efforts. Travel agencies are profit making business firms setup for the purpose of organising tours. They act as an intermediary between the tourist and the firm supplying services (transport companies, hotel, firms offering excursions or entertainment). Technically, a travel agent is the owner or manager of an agency, but other employees responsible for advising clients and selling tickets are also commonly referred to the travel agents. A travel agent's job involves not only making sales but also gathering information, researching travel products, analysing options and making recommendations. Tour operation is another important department of a travel agency. It plays an important part in the promotion of tourism. The main function of this department is to get tourists from abroad and make necessary arrangements for their accommodation, transport, sightseeing, according to the individual requirement of the tourist. The tour operator plays an important role in marketing and selling of a tourist product. They purchase separate elements of transport, hotel accommodation and other services and package these for subsequent sale to travel agents or to customers. A tour operator typically combines tour and travel components to create a holiday.

The success of any organization is determined not just by the profits it earns but also by the extent to which it is able to satisfy the interests of its stakeholders. In light of the same, the concept of job satisfaction among employees has gained significant importance from both academicians and practitioners alike. With special reference to the service industry such as that of tourism, it is widely agreed that satisfied employees generate customer satisfaction by excellence in performance that leads to organizational success thus resulting in improved financial success. So there is a direct connection between employee satisfaction and customer satisfaction. There is a cause-and-effect relationship between the customer satisfaction and employee satisfaction. It is unfeasible to uphold customer loyalty without employee loyalty. Customer service eventually depends on

the community who provide that service. For that matter, employee loyalty and volunteerism are required especially for those employees who serve on front lines. Loyalty, devotion and volunteerism cannot be enforced on people. It can only be done by providing them encouraging and satisfying work environment. Employee satisfaction is essential to the success of any business. A high rate of employee contentedness is directly related to a lower turnover rate. Thus, keeping employees' satisfied with their careers should be a major priority for every employer. While this is a well known fact in management practices, economic downturns like the current one seem to cause employers to ignore it. There are numerous reasons why employees can become discouraged with their jobs and resign, including high stress, lack of communication within the company, lack of recognition, or limited opportunity for growth. Management should actively seek to improve these factors if they hope to lower their turnover rate. Even in an economic downturn, turnover is an expense best avoided.

An employee who has no interest in his or her field, or the position in which he or she begins in a job, may initially put forth his or her best effort. However, this employee will often become bored with the work because there is no intrinsic motivation to succeed. Finding the daily job mundane reduces the individual's desire to show up to work and to do the job well. In this case, the employee may continue to come to work, but his or her efforts will be minimal. In contrast, an employee may be entirely too overwhelmed to handle the position; the responsibilities may prove to be too demanding. In an instance like this, the employee will search for another position that offers the financial security he or she needs with job characteristics that challenge them appropriately; thus increasing the initial company's turnover rate

Meaning of Job Satisfaction

Job satisfaction is defined as “the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs”. This definition suggests job satisfaction is a general or global affective reaction that individuals hold about their job. While researchers and practitioners most often measure global job satisfaction, there is also interest in measuring different facets or dimensions of satisfaction. Examination of these facet conditions is often useful for a more careful examination of employee satisfaction with critical job factors. Traditional job satisfaction facets include co-workers, pay, job conditions, supervision, nature of work and benefits.

Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work groups.

Job satisfaction has also been defined as a pleasurable emotional state resulting from the appraisal of one's job, an affective reaction to one's job, and an attitude towards one's job. This definition suggests that we form attitudes towards our jobs by taking into account our feelings, our beliefs, and our behaviours. It implies doing a job one enjoys, doing it well, and being suitably rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work.

One of the biggest preludes to the study of job satisfaction was the Hawthorne studies. These studies (1924-1933), primarily credited to Elton Mayo of the Harvard Business School, sought to find the effects of various conditions (most notably illumination) on workers' productivity. These studies ultimately showed that novel changes in work conditions temporarily increase productivity (called the Hawthorne Effect). It was later found that this increase resulted, not from the new conditions, but from the knowledge of being observed. This finding provided strong evidence that

people work for purposes other than pay, which paved the way for researchers to investigate other factors in job satisfaction.

Scientific management also had a significant impact on the study of job satisfaction. Frederick Winslow Taylor's 1911 book, Principles of Scientific Management, argued that there was a single best way to perform any given work task. This book contributed to a change in industrial production philosophies, causing a shift from skilled labour and piecework towards the more modern approach of assembly lines and hourly wages. The initial use of scientific management by industries greatly increased productivity because workers were forced to work at a faster pace. However, workers became exhausted and dissatisfied, thus leaving researchers with new questions to answer regarding job satisfaction. The work of W.L. Bryan, Walter Dill Scott, and Hugo Munsterberg set the tone for Taylor's work.

Some argue that Maslow's hierarchy of needs theory, a motivation theory, laid the foundation for job satisfaction theory. Maslow's hierarchy of needs theory states that people have a pyramid hierarchy of needs that they will satisfy from bottom to top. Starting from mere physiological subsistence the Maslow hierarchy of needs covers belonging to a social circle to pursuing your talent through self-actualization. Important to the hierarchy of needs theory is that Maslow felt that unfulfilled needs lower on the ladder would inhibit the person from climbing to the next step. This model served as a good basis from which early researchers could develop job satisfaction theories.

Measuring Job Satisfaction

There are many methods for measuring job satisfaction. By far, the most common method for collecting data regarding job satisfaction is the Likert scale. A Likert item is simply a statement which the respondent is asked to evaluate according to any kind of subjective or objective criteria; generally the level of agreement or disagreement is measured. Often five ordered response levels are used.

The Job Descriptive Index (JDI) is a specific questionnaire of job satisfaction that has been widely used. It measures one's satisfaction in five facets: pay, promotions and promotion opportunities, co-workers, supervision, and the work itself. The scale is simple; participants answer either yes, no, or can't decide in response to whether given statements accurately describe one's job.

The Job in General Index is an overall measurement of job satisfaction. It is an improvement to the Job Descriptive Index because the JDI focuses too much on individual facets and not enough on work satisfaction in general.

Other job satisfaction questionnaires include:

The Minnesota Satisfaction Questionnaire (MSQ): measures job satisfaction in 20 facets and has a long form with 100 questions (five items from each facet) and a short form with 20 questions (one item from each facet).

The Job Satisfaction Survey (JSS): It is a 36 item questionnaire that measures nine facets of job satisfaction

The Faces Scale: One of the first scales used widely, it measured overall job satisfaction with just one item which participants respond to by choosing a face.

Importance of Job Satisfaction

Frequently, work underlies self-esteem and identity while unemployment lowers self-worth and produces anxiety. At the same time, monotonous jobs can erode a worker's initiative and enthusiasm and can lead to absenteeism and unnecessary turnover. Job satisfaction and

occupational success are major factors in personal satisfaction, self respect and self development. To the worker, job satisfaction brings a pleasurable emotional state that often leads to positive work attitude. A satisfied worker is more likely to be flexible, innovative and loyal.

For the organisation, job satisfaction of its employees means a workforce that is motivated and highly committed to high quality performance. Increased productivity—quantity and quality of output per hour worked—would seem to be almost an automatic by-product of improved quality of workmanship.

Tangible ways in which job satisfaction benefits the organization include reduction in complaints and grievances, absenteeism, turnover, and termination, as well as improved punctuality and worker morale. Job satisfaction also appears to be linked to a healthier workforce and has been found to be quite a good indicator of longevity. Although only low correlation has been found between job satisfaction and productivity, some employers have found that satisfying or "delighting" employees is a prerequisite to satisfying or delighting customers, thus protecting the "bottom line." Job satisfaction and occupational success can result not only in job satisfaction but also in complete personal satisfaction.

REVIEW OF LITERATURE

Manjunath & Kurian (2011), in their study titled 'Impact of quality work life of the hotel employees in customer satisfaction – A study on star hotels in Bangalore' highlight poor pay structure and work culture in the hotel industry as the major contributors to low employee satisfaction and high attrition rates in the industry. The study suggests that most of the issues relates to Human Resource Management of the hotel employees could be solved if the employees are paid well. Mounting pressure of customer demand and competitiveness has changed the Indian hotel industry very much, not only in adoption of change but also to upgrade their quality of service. The emphasis is on providing the personalised service to improve the market share by gaining the customer's belief. In this study, the highest dissatisfaction reflected on salaries and other benefits followed by work vulture and decision making process.

Lam, Terry, Zhang, & Baum (2001) in their investigation of employees' job satisfaction taking the case of hotels in Hong Kong, examined the relationship between demographic characteristics of hotel employees and job satisfaction, and also examine the importance of job variables. The study findings suggest that training and development programmes, particularly for newcomers and well-educated employees, and a total quality management approach may help improve job satisfaction with the job.

Abuduaini Wubuli (2009) in a study on factors affecting job satisfaction amongst employees of fast food restaurants, suggest the study showed that organizational factors such as work conditions, pay, fairness and promotion significantly influenced employee job satisfaction in fast food restaurants. However, individual factors such as age and gender did not significantly influence employee job satisfaction in fast food restaurants. The research provided a better understanding regarding the factors affecting job satisfaction in fast food restaurants. It emphasizes that there is still a need to conduct additional research to filling the gaps that have not been solved in the current study. In the final chapter, some recommendations were provided for future use to any researcher in this academic field.

George et al (2008) suggest that 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 co-workers, supervisors or subordinates and their pay.

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 fulfilment (Kaliski, 2007).

Rahman et al., (2012) studied the effects of teamwork towards jobs satisfaction in the hotel industry in the Klang Valley, Malaysia. The study sought to identify factors which could lead to increased tenure, in addition, any linkage between employee satisfaction and teamwork was further investigated. The greater aim was that the findings could be used by managers in the service industries in developing effective employee training programmes by placing emphasis on the four satisfaction variables which correlated strongly with the three loyalty variables. The findings indicate the existence of a correlation between employee satisfaction and teamwork. Four of the thirteen satisfaction variables, namely, relationship with supervisor, recognition and rewards, working conditions, teamwork and cooperation showed the strongest correlation with the three loyalty variables afore mentioned.

Chen, Chang & Yeh (2006), say that women are considered as more suitable candidates for hospitality industry since their physical appearance is relatively preferable. However, they often encounter the so called “glass ceiling” when they are about to be promoted to the top management. Female workers in lodging industry often face unfairness in terms of employment, job assignment, promotion, salary, etc. The purpose of their study was to identify the factors that affect job satisfaction of female mangers in lodging industry from the viewpoint of career capital. Having experienced managers working in well-known hotels in Taiwan as subjects of their case study, it was found that female workers' career in lodging industry is mainly affected by personal factors such as personality, physical traits, capability, and family. It could also be affected by social factors such as organization culture (organization structure, welfare policy), and social culture (stereotype).

In a study in organisational changes and job satisfaction in the hospitality industry in Serbia conducted by Hadzic & Cerovic (2012), the factors influencing a high level of the service customer orientation of hotels employees under the conditions of the transition and a high rate of the unemployment were observed. One of the conclusions of the research is that management of the hotels in Serbia don't fully recognize the potentials of the knowledge of employees as a possible competitive advantage during organizational changes in a high competitive global environment. Since job satisfaction is one the most important factor which influences readiness for organizational changes of employees we investigate in the study the relationships between job satisfaction, perceptions of organizational customer climate, cultural dimensions and employees customer orientation among front-line employees in the hotel industry in a non-Western country in the transition.

Job satisfaction is an important variable in organisation behaviour and sales management. Mulky (2011) explored the impact of person-job fit and person-organisation fit on the job satisfaction, organisation commitment and turnover intentions of salespersons in India as these constructs had not been explored in the emerging market contexts. The survey of pharmaceutical salespersons found that person-job fit had a strong positive relationship with job satisfaction and person-organisation fit had a positive relationship with organisation commitment. Job satisfaction had a positive influence on organisation commitment and a negative influence on turnover intentions. Also, although the differences in job satisfaction across age and experience categories were not significant, the salespersons with higher educational qualifications reported lower levels of job

satisfaction in his study. It concluded that an implication for managers is the important if measuring fit and job satisfaction.

Morgan (2009) opines that Men and women are both faced with daily decisions that affect their families and their work. His studied the impact of work-life balance and family-friendly human resource policies on employees' job satisfaction to look at the overall satisfaction of employees as it relates to work-life conflict. The concept has expanded as there are more responsibilities outside of the job setting that include volunteer commitments, personal development, home life and elder care. Since lifestyles have changed and there are significant pressures that all employees are facing, work-life has become a significant benefit issue. Family-friendly policies may help organizations to assist employees with balancing work and family. Conflict roles can spill over from the work domain to the family domain and from the family domain to the work domain. Time and technical connectivity are factors in work overload. Supporting employees could contribute to job satisfaction by offering alternative work schedules and family-friendly benefits. He concluded that organizations that offer flexible alternatives can engage employees and decrease job turnover.

Ikram & Anwar (2009) investigated the relationship between job satisfaction and work life balance among public and private sector employees from the cities of Rawalpindi and Islamabad. It revealed that employees' working in private sector organizations have more work life balance and are more satisfied with their jobs as compared to employees working in public sector organizations was supported by the results showing significant differences. Employees living in nuclear family system have more work life balance as compared to employees living in joint family systems. Significant differences were found on the job satisfaction of highly educated employees as compared to average and less educated employees with highly educated employees showing more satisfaction with their jobs than average and less educated employees. The study also revealed no significant differences in the work life balance and job satisfaction of older and younger employees, married and unmarried employees, and employees having more, average and less work experience. Results also found that employees having more work life balance are more satisfied with their jobs as compared to employees having low work life balance. The study suggested ways and means to the organizations to consider work life balance issues in defining strategies to make their employees satisfied with their jobs and enhance organizational competence. Modern organizational systems are moving towards more humanistic approach in dealing with their employees to make them satisfied with their work. The trend in organizations to make their employees satisfied is changing, by identifying several other factors and roles of workers' life than just the hours they spend in office. Satisfaction with the job is a part of life satisfaction that can only happen if employees can create a balance in their work and family/personal life.

Aggarwal (2012) investigated the relationship between using work-life balance initiatives and employee's attitudes toward work-life conflict and the workplace in general. The study aimed to gain a greater understanding of employee's views towards work-life balance initiatives and identifying organizational factors that may be important for employees achieving a better balance between work and non-work life. The results of the study showed that there is a strong perception among the employees that it is important to achieve balance between work & personal life, and it enables people to work better & should be a joint responsibility of the employer and employee. To improve the organizational performance, work life balance should be properly communicated to the employees and awareness regarding policies should be generated among the employees.

From the literature review, it can be seen that prolific research has been conducted on the drivers and various aspects of job satisfaction in almost all sectors of work but a paucity of studies exists in the travel and tourism industry. Of the ones that have been conducted, most focus on job

satisfaction among employees in the hotel sector. Thus, this study was undertaken to understand and assess the level of job satisfaction among professionals working in travel agencies and tour operating companies.

Need for the Study

In today's fast paced economy, all organisations need to be aware of the needs of their employees, as satisfied employees are necessary for the growth and sustenance of the organisation. Also, employee turnover rate in the tourism industry is growing for reasons galore. While qualities like patience, good communication skills, leadership etc are vital for professionals in the industry, it is equally important that companies understand the various factors that contribute to keeping their employees happy and motivated and provide a conducive and healthy work environment that enhances their satisfaction with their work, in turn contributing to customer satisfaction.

Organisations today strive to provide facilities and an environment that improves their satisfaction and reduce dissatisfaction and it is strongly believed that satisfied employees are more productive employees. The study is undertaken in various travel agencies and tour operating company in Bangalore, to understand the level of job satisfaction among the employees, the factors contributing to the same, performance and personal growth and development, so that improvement may be effected as and when necessary.

Scope of the Study

The study was conducted considering travel agencies and tour operating companies in Bangalore city. Both renowned and lesser known agencies were approached to collect samples from so that the findings of the study could be generalised to an extent and they would be less biased by the scale of operations.

Objectives of the Study

Major objectives of the study can be listed below:

To identify areas of job satisfaction and dissatisfaction at work.

To understand the employees' attitudes and opinions towards their work

To identify the factors that motivate the employees

To suggest recommendations in those areas where there is scope for improvement.

Hypotheses

H1: There is no significant correlation between nature of work factors and personal expression factors of job satisfaction.

H2: There is no significant correlation between communication factors and remuneration factors of job satisfaction.

Operational Definitions

Job Satisfaction: The extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. Job satisfaction facets include co-workers, pay, job conditions, supervision, nature of work and benefits among other factors.

Employee Attitude: Attitude is the way an employee feels from within towards various organizational and work-related factors like his coworkers, his position within the company, management, etc. This attitude can also influence how he performs.

Motivation: It refers to the reasons the employee has for acting or behaving in a particular way and also the general desire or willingness to do something.

Travel Agency: A business entity that offers details of transportation, itinerary and transportation and other complimentary tourism products.

Tour Operator: A business entity that combines tour and travel components and offers them to customers directly or through intermediary agents.

Sampling Size and Technique

Convenience sampling was used for this study whereby the researcher distributed the questionnaires to employees in different travel agencies and tour operating companies based on the convenient accessibility and proximity to the researcher. In this study, a sample size of 90 employees who work in travel agencies and tour operating companies in Bangalore city were considered for data collection. The sample size includes employees from different departments of the organization and also cut across all hierarchical levels in the organisations.

Method of Data Collection

To conduct this study, survey method of data collection was used where employees in the different travel agencies and tour operating companies were personally approached by the researcher and the paper based questionnaires were distributed. This was possible as the number of employees selected as sample for the study could be practically reached and covered by the researcher.

Sources of Data Collection

For the study, both primary method and secondary method of data collection were used. In primary data collection, data is collected by the researcher himself using methods such as interviews, surveys and observations. The key point here is that the data collected is unique to the researcher and the research and that until this data is published, no one else has access to it. Primary data was collected by approaching the selected respondents under study and having them fill a questionnaire to administer the level of satisfaction on a five point Likert scale.

Secondary data was referred to understand and fathom the results of other literatures like journal articles and previously conducted researches in the field of study or other industries to draw similarities and assess the research gap so as to justify the topic under study.

Tools Used for Data Collection

Questionnaire method was used for the study. Questionnaire was administered to the respondents to elicit first hand information for the research and was handed over personally by the researcher after briefly explaining the concepts underlying the research. The questionnaire was prepared considering factors of job satisfaction that are relevant to all types of organisations and some factors that may be specific to the travel and hospitality industry. A list of twenty factors were chosen by referring the short version of the Minnesota Satisfaction Questionnaire and these questions were further classified, based on the nature of the factor, into categories like nature of work, communication, remuneration, personal expression and other factors. A five point likert scale of satisfaction level was used to categorise and assess the responses of the sample units.

Techniques used in Data Analysis

Data analysis is the process of finding the right data to answer research questions, understanding the processes underlying the data, discovering the important patterns in the data, and then communicating the results to have the biggest possible impact.

A pilot study was conducted using a sample size of 30 employee selected at random and the data collected was put through a reliability test to validate the questionnaire. A Cronbach Alpha score of .906 was obtained using the SPSS software, confirming the validity and reliability of the adopted questionnaire. The study uses simple averages to represent the responses of the sample and

determine their satisfaction levels. To test the hypotheses, the statistical tool correlation is used to determine if at all and whether a positive or negative correlation exists between the different categories of job satisfaction like nature of work, communication, remuneration, personal expression and other factors. For this, an average of the responses under each category was computed and these values were put through the Pearson's Correlation test. Hypotheses were accepted/rejected accordingly.

TABLE 4.21:
Correlation between Nature of Work factors and Personal Expression factors

Correlations			
		Average Nature of Work	Average Personal Expression
Average Nature of Work	Pearson Correlation	1	.392**
	Sig. (2-tailed)		.000
	N	90	90
Average Personal Expression	Pearson Correlation	.392**	1
	Sig. (2-tailed)	.000	
	N	90	90
**. Correlation is significant at the 0.01 level (2-tailed).			

Interpretation: The above table indicates that there exists a positive correlation (.392) between employees' average satisfaction with factors relating to nature of work (flexibility of work hours, workload, physical working environment and challenging nature of job) and their average satisfaction with factors relating to personal expression (degree of independence associated with work, feeling of personal accomplishment the work gives, value for views and participation and ability to maintain a balance between personal and work life). The p value .000 indicates a high significance level between the two variables at the 0.01 level. Hence the null hypothesis is rejected, and the alternative hypothesis, i.e. there is a significant correlation between nature of work factors and personal expression factors of job satisfaction, is accepted.

H2: There is no significant correlation between communication factors and remuneration factors of job satisfaction.

TABLE 4.22:
Correlation between Communication factors and Remuneration factors

Correlations			
		Average Communication	Average Remuneration
Average Communication	Pearson Correlation	1	.322**
	Sig. (2-tailed)		.002
	N	90	90
Average Remuneration	Pearson Correlation	.322**	1
	Sig. (2-tailed)	.002	
	N	90	90
**. Correlation is significant at the 0.01 level (2-tailed).			

Correlation Analysis

H1: There is no significant correlation between nature of work factors and personal expression factors of job satisfaction.

Interpretation:

The above table indicates that there exists a positive correlation (.322) between employees' average satisfaction with factors relating to communication (communication with superior, recognition for work accomplished, relationship with peers and team spirit in work environment) and their average satisfaction with factors relating to remuneration (salary, benefits, relationship between pay and performance and job security). The p value .002 indicates a high significance level between the two variables at the 0.01 level. Hence the null hypothesis is rejected, and the alternative hypothesis, i.e. there is a significant correlation between communication factors and remuneration factors of job satisfaction, is accepted.

Findings, Suggestions & Conclusion

The prominent findings of the study are presented and it makes reference to relevant research to support the findings of the current study. The discussion bring out the major factors that contribute to satisfaction and dissatisfaction among the employees, results obtained from the percentage analysis of the dimensions of job satisfaction and the correlations between the dimensions of job satisfaction. Conclusions are drawn based on the obtained results and recommendations for future research that may be of worth are put forth.

Findings

More than half the respondents feel satisfied with the flexibility of their working hours, challenging nature of job and the physical environment. This indicates that the working environment in the travel agencies and tour operating companies meet the expectations of the employees and contribute to their satisfaction. Although workload attribute shows a relatively greater variance, the employees feel satisfied with the overall nature of their jobs, thereby not touching high levels of stress. This keeps employee grievances and absenteeism in check. Employees share very satisfying, friendly and cordial relations with their superiors and peers, which is supported by open expression and communication of information. Good communication is also reflectd in the high number of employees that express high satisfaction with the team spirit they share among team members in the work environment. A considerable number of the respondents refrain from expressing satisfaction with recognition for the work they accomplish and feel that their effort and contribution to the organisation is not satisfactorily recognised. Pay related attributes show highest degree of variation in response. Less than one-tenth of the respondents exhibit high degree of satisfaction with their salary and feel that employees are paid purely on the basis of their performance. A considerable percent of the respondents express dissatisfaction with regard to their salary and other benefits, maybe monitory or non monitory.The nature of the job gives most employees a sense of personal accomplishment which boosts their morale and loyalty to the work they do, more than the organization they work for.

The travel agencies and tour operating companies have a generally participative and interactive environment where employees' views and opinions are valued, giving them a feeling of belongingness to their respective organisations. Although a fair number of employees claim to be able to strike a balance between their personal lives and work, a considerable number seems to find difficulties with the same and may need help through programs on work-life balance. The management of the concerned organisations have well communicated the mission and goals of the organisation to its employees and they are given ample opportunities to use their skills in achieving the same. The training needs of most employees are satisfactorily met, although some

areas of work may require additional support as supported by about one-tenth of the respondents who are dissatisfied with the support they receive for additional training to pick up more competitive skills in using technology and other unique resources to deliver better to customers and improve their satisfaction with work.

Factors relating to communication emerged as the area that employees working in travel agencies and tour operating companies in Bangalore are most satisfied with. Their communication with superiors and colleagues is highly cordial and they feel extremely comfortable in interacting with all members in their workplace. Employees feel that they receive due recognition for the work they accomplish and are extremely satisfied with the team spirit in the work environment. Employees feel a sense of personal accomplishment with their work as they believe that it is fairly challenging in nature and helps them utilize their skills and talents. They have a positive attitude towards teamwork and strive to maintain amicable relationships with their peers. From the comments many of the employees penned, there is a general opinion that it is best to be committed and loyal to the work and the accompanying responsibilities than the organization one is associated with. The challenging nature of work and feeling of personal accomplishment and belongingness the employees have stand out as motivating factors that make them want to contribute their best to the work they do. Many of the respondents are also motivated by the opportunity for professional growth in the field and their management's support for additional training to better their skills and improve their efficiency.

The hypothesis that there is no significant relationship between factors relating to nature of work and those relating to personal expression was rejected as Pearson's correlation test indicated that there exists a significant positive correlation ($r=.392^{**}$) between the two variables with a significant p value of .000 at the 0.01 level.

The hypothesis that there is no significant relationship between factors relating to communication and those relating to remuneration was rejected as Pearson's correlation test indicated that there exists a significant positive correlation ($r=.322^{**}$) between the two variables with a significant p value of .002 at the 0.01 level.

Suggestions

Some improvement opportunities have been identified, particularly in the areas related to workload, salary and benefits and balancing personal and work life. After reviewing the written comments provided by employees and potential issues identified in the survey results and analysing the issues underlying these results, the following recommendations have been developed: Develop a recognition and reward program: Receiving recognition and reward was identified as an area for improvement. Effective reward and recognition in an organisation largely depends on the supervisors and managers. Training in understanding and appreciating the value of the same is likely to be required. Positive feedback should be given as promptly, sincerely, personally, positively and proactively as possible and should be suited to the needs of the individual.

Review compensation packages: Through the study of the responses to the questionnaires, it is understood that employees are most dissatisfied with the salary and benefits when compared to other facets that determine job satisfaction. It should therefore be carefully reviewed to ensure that deserving employees are appropriately compensated. Also, connection between performance and pay should be looked into and justified with a more transparent compensation and benefits plan.

Work life balance programs: A considerable percentage of respondents feel either neutrally or dissatisfied with their ability to maintain a balance between their work and personal lives. It is

therefore recommended that their working hours and workload be reviewed and programs related to time management, focusing skills and stress management be conducted.

Training and Development: Training programs should be conducted to develop interpersonal and soft skills of the employees so their ability to communicate with customers and suppliers can improve and presentation skills enhance. Emphasis must also be laid on constantly and regularly upgrading the employee's knowledge and ability to adapt to changing technology and other software used in everyday operations.

Implications

The increasing pressure to accomplish more within existing or even shrinking resources -has created a new challenge for management in the tourism industry. This challenge can be met through creating work environments in tourism organizations that remove dissatisfaction by way of providing expected facilities and factors like pay, conducive working conditions, supervisory practices and enhancing motivation and job satisfaction through factors like recognition, promotion opportunities, and increased employee participation in the progress of the organization.

Conclusion

Research shows that satisfied, motivated employees create higher customer satisfaction and in turn positively influence organizational performance. Opportunities for promotion and career prospects, fair salary, appreciation for work, communication with peers and working environment are few attributes which are critically important from the view point of most of the employees.

The findings of the survey suggest that professionals of travel agencies and tour operating companies show high levels of satisfaction in the areas of communication/peer relations and nature of work, contributing to high motivation levels and low stress levels. However, the industry may need to review the employee compensation packages in order to help maintain low retention level and job hopping.

Overall, the employees feel that their work in the business of travel agency and tour operations makes for an excellent industry to work in, providing them with a stimulating platform for learning. Moreover, their association with the field helps them develop holistically.

Limitations of the Study

The Job Satisfaction Survey among professionals of the tourism industry was conducted under some constraints and limitations: As the subject was delicate, respondents were slight hesitant to answer the questions honestly. The study was restricted to only some travel agencies and tour operators within Bangalore city. A small percentage of responses may be biased or ambiguous.

Scope for Future Study

The research findings reported in this study make a valuable contribution to the awareness of understanding the concept of job satisfaction and the effect the underlying variables work, supervision, co-workers, communication and pay have on job satisfaction. However, additional research is needed to further investigate the potential relationship and effect these variables and other extraneous variables, such as role ambiguity, job level, contingent rewards and working conditions have on job satisfaction. Further research is possible with a much larger sample size taken to account for a more considerable representation of the population. Furthermore, the job satisfaction levels in specific organisations can be assesses such that precise and more effective improvement measures can be adopted to enhance their satisfaction in the workplace.

Finally, future research of this nature may assist personnel managers and operational managers

on all levels to be aware of the status of job satisfaction and allow them to pro-actively put mechanisms in place to enhance job satisfaction of employees and ultimately, improve service delivery. Being aware of the job satisfaction of employees afford personnel managers the opportunity to be proactive and decide on interventions that will ensure commitment and involvement from employees.

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ECOTOURISM INITIATIVES FOR RESOURCE MANAGEMENT-A CASE IN NAMERI NATIONAL PARK OF ASSAM

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Abstract

The present research tries to highlight the ecotourism and its impact on natural resource management in Nameri National park in Assam, India. Ecotourism initiatives that have been introduce by Assam (Bhorelli) Angling and Conservation Association (ABACA), an organization started ecotourism ventures in the year 1956 benefiting local populace in terms of income, improved infrastructure, employment opportunities and exposure. The community's capacity to facilitate resource related conflicts has improved following support from development institutions and facilities provided by the organization. An increasing livelihood opportunity is reducing local vulnerability to resources in the park as well as man-animal conflicts. The numbers of inhabitant wildlife species in the park have increased due to adequate protection and reduce frequency of livestock nearby villagers. There is need to build the community's capacity for the promotion of activities that compliment ecotourism. Through the paper the researcher emphasizes such possibilities on the basis of assessment of potential ecotourism resources of the Nameri National Park during field experience gained different parts of the study area.

KEY WORDS: Nameri National Park, Local community, Ecotourism, Tourist Resources and Conservation

INTRODUCTION

Tourism, as a part of a country's economic growth strategy, has the potential to contribute significantly to the socio-economic aspirations of people living in tourist destinations (Alavi and Yasin 2000). Wunder (2000) argues that economic incentives for nature conservation are imperative, and without local communities' cooperation, conservation programs cannot succeed. Thus, balancing the social, ecological and economic aspects of tourism is a prerequisite for sustainability. Campling and Rosalie (2006), however, note that the focus of the contemporary development activities focus on environmental and economic factors, giving the social aspects secondary consideration, if any. Scholars like Stronza (2006) and West, Igoe and Brockington (2006) have attempted a socio-ecological understanding of tourism from an anthropological perspective and favor ecotourism that provides a platform for local participation. In Nameri National Park, ecotourism could provide this required foundation by encouraging the participation of rural communities in realizing the goals of financial sustainability and biodiversity conservation. Ecotourism is a sustainable form of natural resource-based tourism that focuses primarily on experiencing and learning about nature, and which is ethically managed to be low-impact, non-consumptive, and locally oriented (control, benefits, and scale). It typically occurs in natural areas, and should contribute to the conservation or preservation of such areas (Fennell, 2003).

The term 'Ecotourism' was first coined by “Hector Ceballos Lascurain” in 1983, and was initially used to describe nature-based travel to relatively undisturbed area with an emphasis on education. This new approach of tourism is becoming an increasingly popular expression to conservation and sustainable development of the biodiversity (Yadav, 2002). It involves education and interpretation of natural environment and to manage it in an ecologically sustainable way. Here 'natural environment' includes cultural components and the term 'ecologically sustainable' involves appropriate returnees to the local community and long term conservation of resources (Grant, 1995). In this way a person eventually acquires a consciousness and knowledge of the natural environment, together with cultural aspects, that will convert people keenly involved in conservation issues (Cebaballos, 1998).

Background Of The Study Area

Assam is a part of mega biodiversity hotspots of the world. It also forms parts of two endemic bird areas, viz. eastern Himalayas and Assam plain (Choudhury, 2000). Nameri National Park is a part of the north bank landscape designated by WWF and also a part of Eastern Himalayan biodiversity regime rich in endemic biota of the world.

The study region covers Nameri National Park of Assam located in 26°50′48″N to 27°03′43″N Latitudes and 92°39′E to 92°59′E Longitudes covering an area of 200 km^2 in the northern bank of river Brahmaputra, in Sonitpur district of Assam. Nameri is covered by tropical evergreen, semi-evergreen, moist deciduous forests with cane and bamboo brakes and narrow stripes of open grassland along rivers. Grassland comprises of less than 10 per cent of the total area of the park while the semi-evergreen and moist deciduous species dominate the area. The park is enriched with threatened plants and animal species under International Union for Conservation of Natures (IUCN) Red List categories (Barua et al. 1999). Parts of the area were declared as Naduar Reserve Forest (Present East Buffer) in 1876 and Nameri Wildlife Sanctuary in the year 1985. The Nameri National Park was formed in the year1998.

During the British period the reserve forest was designated as Game Century for hunting of animals. Presently no village is sitauated inside the core area of the park. There are 4(four) forest villages and 1(one) agriculture farming corporation has been situated in the west buffer of the park. Similarly 5(five) forest villages are located in the east buffer. There is a total of 18(eighteen) revenue villages situated outside but along the southern and south-western boundary of the park. The villagers in the south buffer area are dependable to the park to sustain their livelihood. They are engaged in collection of NTFP (non timber forest produce) and grazing of livestock. A sizable proportion of local populace has been engaged in ecotourism activities as tour guide, providing local accommodations, selling handicraft, engaging in the eco camp, etc for their livelihood (Bhattacharya, 2003).

Location Map of Nameri National Park

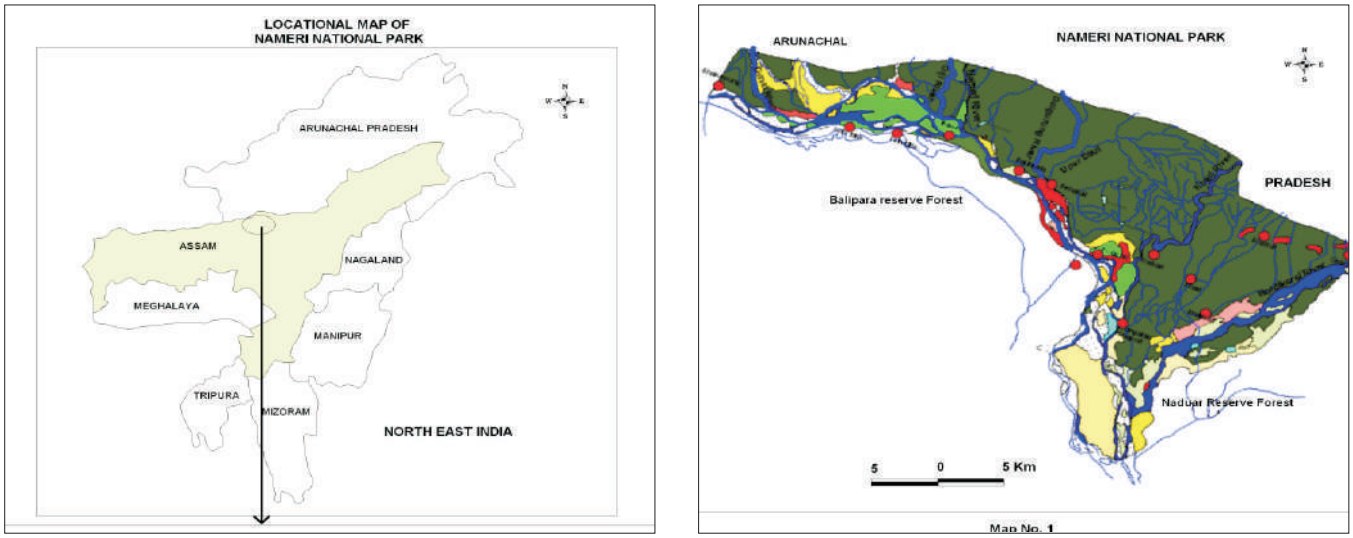

Fig-1

The Assam (Bhorelli) Angling & Conservation Association (ABACA) in the park has been organizing white water rafting with the assistance and cooperation of the department of sports, department of tourism and department of environment and forest, government of Assam.

OBJECTIVES

The objective of the present study is;-

i. to highlight the ecotourism resource base of the Nameri National Park; and

ii. to evaluate the biodiversity conservation strategies and the present status.

RESEARCH METHODOLOGY

The present reserach is based on data collected between November 2012 to April 2013 using semistructured interviwes, and update using information gathered during successive local

meetings. A process of tringualtion was ensurd where by key informants and focus group were interviewed and different sites (e.g. homestead, ecocamp, village market, river bank and in the forest) visited. Snowball sampling procedure was used. This is a procedure where the researcher start off with one informant who in turn introduces the next person considers usefull to the investigation. Interview questions touched on livelihood options, wildlife conservation, and tourist resource management. The operation of ecocamp and the management committee was also invesitigated. A total of 48 individuals (10 local tour guide, 11 women group, 9 boatman, 8 cultivtor and 10 forest personal) interviewed during the visit.

TERRAIN CONDITION AND VEGETATION TYPES

The terrain is undulating, with lower areas at 80-100 meter along the Jiabhorelli and its tributaries, and higher areas at 200-220 meters in the central and northern parts of the park. Soils are characterized by sandy and sandy loam alluvial deposits. Numerous small rivers and perennial streams originating in Arunachal Pradesh run through the park and feed into the Jiabhorelli River (Bhattacharya, 2003). Forest and woodland cover the majority of the park (94 per cent, i.e.188 sq km). Grasslands are found along the banks of the Jiabhorelli River and its tributaries and cover an area of 10 sq km (5 per cent). The remaining 2 sq km (1 per cent) is formed by various river beds. Nameri is covered by Tropical Evergreen, Semi-Evergreen and Moist Deciduous forest with cane and bamboo brakes and narrow stripes of open grassland along rivers. Grassland comprise of less than 10 per cent of the total area of the park while the Semi-Evergreen and Moist Deciduous species dominate the area (Das, 2003). The vegetation of the park is a mosaic of four major forest types (1) Eastern Alluvial Secondary Semi-Evergreen Forest (2) Low Alluvial Savannah Woodland (3) Eastern Dillenia Swamp Forest and (4) Wet Bamboo Forest - usually found along streams or on badly drained hollows (Champion and Seth, 1968); with areas of cane brakes

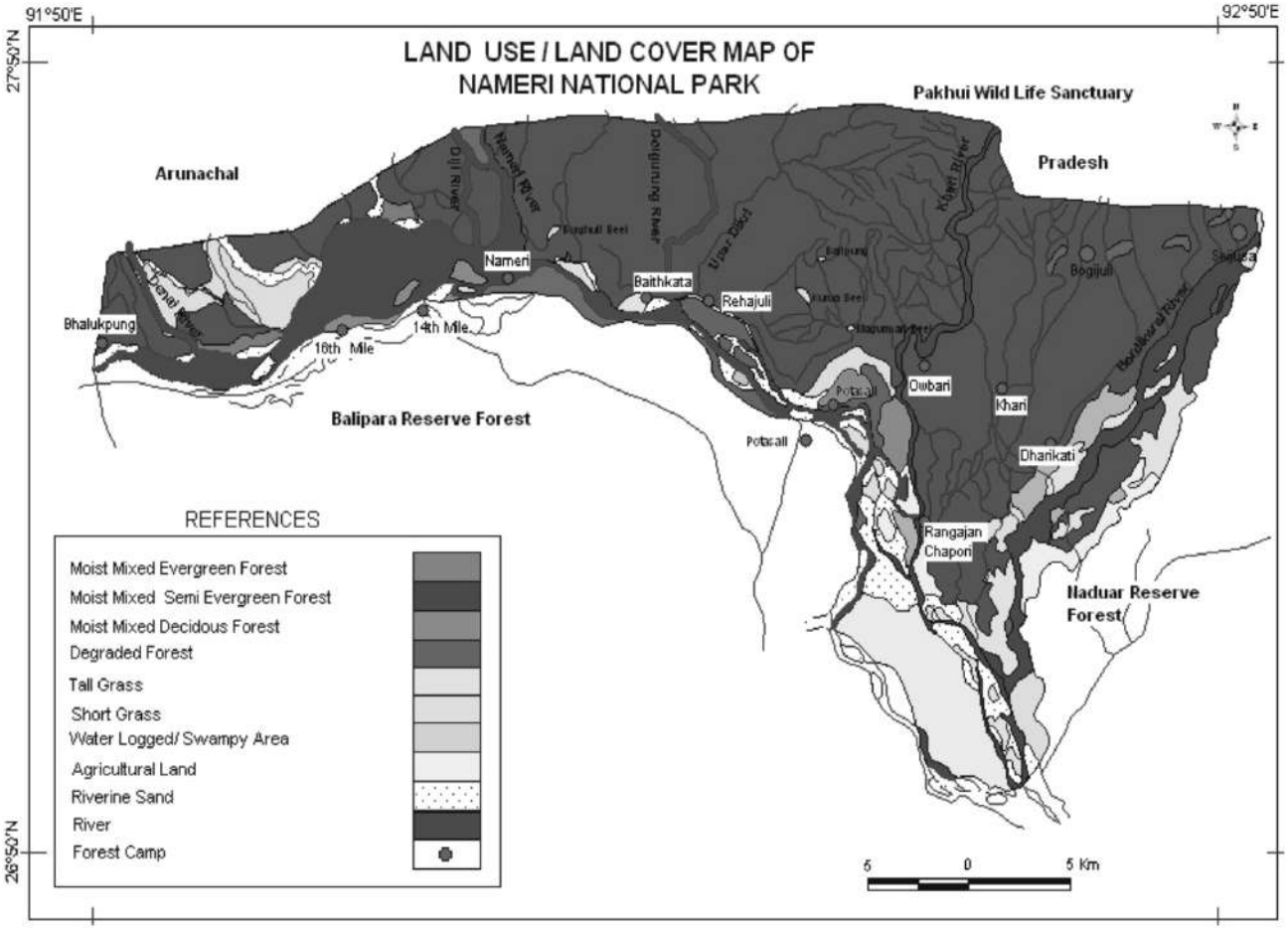

Fig-2

formed by Calamus tenuis. Orchids include Dendrobium, Cymbidium, Ladies Sleeper etc. tree fern, lianas; creepers are some of the specialties of this forest.

STATUS OF VEGETATION TYPES OF THE PARK

The density of forest cover in the park varies from 0.5 to 0.9 (As per NDVI). There are open areas in the east and west buffer where encroachment takes place (Das, 1998). Food for herbivores is abundant in core area. As the foraging area required for Asiatic Elephants is quite big, so many elephants come out of forests and they cause depredation in the paddy lands of nearby village areas during October to December. Fruiting trees are available for avian species.

The water bodies in the form of wetland named Borghuli Beel, Kurua Beel and Magurmari Beel are formed in the dry courses of Jiabhorelli River. They are the habitat for aquatic birds during dry season. The Ficus, Bischofia, Prema, Amoora, Terminalia, Castanopsis etc. seed bearing trees are available for the avian species. Grasslands are available for Deer and other herbivores. Natural food for animals in both eastern and western buffer area is almost not existence.

Altingia excelsa, Morus laveagata were abundant in this locality, but due to exploitation prior to formation of the wildlife sanctuary, these species have become rare. The grasslands along the riverbanks and river islands are to be protected and maintained for forage of the herbivores. The Mesua ferrea, which were abundant in both the east and west buffers, have also died out due to excessive opening of the forest cover. The forests covered area of the park has been estimated by the Assam Science Technology and Environment Council (ASTEC) with the help of image classification technique.

The environment of the Nameri National Park is favours good vegetation cover. Moist Mixed Semi-Evergreen Forest is predominant in Nameri National Park (161. 76 km2) and the east and west buffer i.e. Balipara Reserve Forest (78.69 km2) and Nauduar Reserve Forest (28.88 km2). Only 2.63 km2 Moist Mixed Deciduous Forest found in core area (Nameri National Park) and in Balipara Reserve Forest (1. 37 km2). Grasslands of both tall and short grasses dominate the core area all along the bank of the rivers, tributaries and wetlands. Tall grass locally known as Tora (Zingiberaceae), Ekora (Poaceae), Kaupat (Phynium imbricatum) and Patidoi (Marantaceae) is abundant in the area and is suitable for elephant habitation. Degraded forest covers 7.18 km2 in Nameri National Park and 1.08 km2 in Balipara Reserve Forest. Nauduar Reserve Forest of east buffer covers maximum areas (7.42 km2) of degraded forest. Human encroachment in the east and west buffer (Nauduar and Balipara Reserve Forest) is a serious task. Deforestation has taken place for agriculture and human habitation in the buffer area which often led to man-elephant conflict. There are five forest villages in both east and west buffer of the park comprising different ethnic identity. These villagers directly depend upon agriculture and Non Timber Forest Produce (NTFP); hence encroachment has caused threat to biodiversity of the park. Agricultural land of the encroachers in the Nauduar Reserve Forest is 32.21 km2 and 27.26 km2 in Balipara Reserve Forest. But the core area (Nameri National Park) is free from human intervention because the park is bounded by rivers in three sides and Pakhui Wildlife

Sanctuary of Arunachal Pradesh forms the northern boundary. Occasionally livestock grazing by

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Nearly all satellite Vegetation Indices employ difference formula to quantify the density of plant growth on the Earth - near-infrared radiation minus visible radiation divided by near-infrared radiation plus visible radiation. The result of this formula is called the Normalized Difference Vegetation Index (NDVI). Written mathematically, the formula is:

NDVI = (NIR - VIS)/(NIR + VIS)

Calculations of NDVI for a given pixel always result in a number that ranges from minus one (-1) to plus one (+1); however, no green leaves gives a value close to zero. A zero means no vegetation and close to +1 (0.8 - 0.9) indicates the highest possible density of green leaves.

the villagers is found in the southern part of the core area (13.06 km^2) near Rangajan Chapori (rivirine sandy areas of Jiabhorelli River). There are five major tributaries along with other perennial sources of water course in the core area of the park which constitutes 14.73 km^2 areas. The entire water course inside the park flows in east west direction and meet the Jiabhorelli River in different locations. Some patches of riverine sandy area are distributed all along the tributaries inside the park and in east and west buffer. These areas are dominated by grasslands and suitable for mammalian habitation.

ECOTOURISM ACTIVITIES IN THE PARK

Protected areas have great potential for recreation and ecotourism. Recreation and ecotourism have been introduced into protected areas which have helped to reveal the ecological value and fragility of the area (Brechin, et. al. 1991). The impression of Nameri National Park on tourists and visitors has always been associated with outdoor recreation. Despite being small in area, it has a significant array of landscape, scenic beauty and cultural variety of the communities residing near the park. This natural setting also embraces a variety of ecological habitats and various animals and plant species, essential for the development of ecotourism (Bhattacharya, 2004).

Nameri National Park and its adjoining areas are rich in culture with different communities inhabiting nearby the park. Ecotourism tries to preserve cultural integrity because human value cannot be separated from natural value. Most potential ecotourism sites are inhabited by ethnic minorities (Nepal, 2000). The principle of 'encouraging community participation in ecotourism activities' create income and maintain cultural identity of the host community. These communities have a deep understanding of traditional festivals, cultivation and land use customs, culinary culture, traditional lifestyle and handicrafts including historical places (Zurick, 1992). Ecotourism highly depends on the elements available in a particular tourist destination. The strength of these elements directly affects the flow of tourists into the spot (Gee, 1959). The following pleasure seeking activities attracts tourist to Nameri National Park.

Angling

Angling or sport fishing has tremendous potential in the North-Eastern region, both from the point of view tourism as well as adventure sport. The numerous tributaries and hill streams that rush down to meet the mighty Brahmaputra provide unparalleled opportunities for angling for the Mahseer, the prized game fish of the Indian subcontinent. It is an outdoor sport par excellence camping out in the wilderness under starlit skies and celebrating nature to the fullest degree. Regulated angling (catch and release) can go a long way in the preservation of fish fauna of the rivers. Angling and conservation are complimentary aspects of preservation of the environment.

The Jia-Bhoreli River constituting western boundary of the Nameri National Park is accessible by river. The best angling is being are along the 20 km rubber boat ride from 16th mile to Potasali in all the confluences of five major tributaries of Jia-Bhoreli River namely Diji, Dinai, Doigrung, Nameri and Khari. Regulated angling is one of the most attractive tourist activities in the park which prefers 8.57 per cent of domestic and 7 per cent of foreign tourist (Dept. of Forest, 2012) during the tourist season.

The Assam (Bhorelli) Angling and Conservation Association (ABACA) based at Tezpur are very active in the area and can offer its help and guidance to intending anglers. The association has been organizing angling competitions every year since 1981 with the assistance and cooperation of the Department of Sports, Department of Tourism and Department of Environment and Forest, Government of Assam.

Table 1: Rafting Graded in Jia-Bhoreli Rivers

Grade: I	Small, easy waves; mainly flat water
Grade:II	Mainly clear passages; some areas of difficulty
Grade:III	Difficult passages; narrow in places and with high waves

Source: Association of Adventure Sports, India-2003

Rafting

Rafting is one of the recreational activities available in the park's rivers. This is usually done on whitewater or different degrees of rough water, in order to thrill and excite the riders. The development of this activity as a leisure sport has become popular since the mid 1980s.

The Jia-Bhoreli River has been included to Nameri National Park and is well looked after by the Department of Forest (Wildlife), Government of Assam. A stretch of 20 Kms. in length of Jia-Bhoreli River from 16th mile point to Potasali is included for rafting. Tourists may avail a shorter distance in this route starting from other rafting points from 13th mile area. Rafting period starts from 1st November to 31st March. It is a popular tourist activity in the park which is preferred by 10.47 per cent and 9 per cent of domestic foreign tourist respectively (Dept. of Forest, 2012). Large number of boatmen is engaged for rafting from amongst the local people who also earn for their livelihood from this activity.

Trekking

Trekking is one of the best ways to view the landscape of a particular tourist destination. Nameri National Park offers some of the most awesome trekking opportunities to the tourists. It has breathtaking trekking trails all across, from north to south and from east to west. The trekking season in the park starts from late spring to late winter and covers almost the whole year. The park also offers a considerable bonanza for trekkers that range from moderate to strenuous treks and which takes about 3 to 5 days. Though the season starts from October to March the ideal trekking time is between the months of October to May. However, trekking can also be done in the summer months. This activity attracted 4.76 per cent of and 4 per cent of domestic and foreign tourists (Dept. of Forest, 2012).

Elephant safari

Elephant safari helps the visitors to travel through difficult terrains and also provides suitable mode of wildlife viewing in the inaccessible part of the park. Elephant safari is ideal in and around the wild regions where riding the elephant can give easy access for viewing the wildlife. In Nameri National Park elephant safari is the best option for exploring the wildlife distributed all along the park, about 9.84 per cent domestic and 13 per cent foreign tourist enjoyed the trails (Dept. of Forest, 2012). It offers an opportunity to view some of the rare and endangered animals occasionally migrated from the adjacent Pakhui Wildlife Sanctuaries of Arunachal Pradesh.

Bird watching

Nameri National Park is famous for avian species. The most active time of the year for birding is during the spring, when a large variety of birds are seen. On these occasions, large number of

Table 2: Major Bird watching areas of Nameri National Park

Locality	Resident Bird	Migratory Bird	Grassland Bird	Hill bird in winter	Hill bird round the year
1. Potasali (Watch tower)	a	a	a	a	na
2. Kurua Beel					
3. Borghulli Beel	a	a	na	a	a
4. Magurmari beel	a	a	a	a	na
5. Balipung area	a	a	na	a	na
6. Along the bed of the	a	a	a	a	na
Jia-Bhoreli river	a	a	a	na	na
7. Near Bogijuli Nala	na	a	a	a	a

Source: Check List of Birds of Nameri National Park prepared by Pankaj Sarmah and Mann Baruah, 1999 and Authors field visit, 2006-2007 (a: available, na:not-available

birds travels north or south to wintering or nesting locations (Choudhury, 2000). Certain locations in the park such as the forest, rivers and wetlands may be favoured according to the position and season. Nameri National Park is gifted with more than 337 species (Baruah, 1999) of both resident and migratory birds. The tourist can enjoy a long season of bird watching during winter (November to March). During the season, 21 per cent and 13 per cent of foreign and domestic tourist enjoy bird watching (Dept. of Forest, 2012).

IMPACTS ON NATURAL RESOURCE MANAGEMENT BIODIVERSITY CONSERVATION

Impacts on natural resource management and biodiversity conservation on ecotourism initiatives have made little positive impact on natural resource management. This is primarily because of lack of a national policy to integrate the initiatives with resource management and conservation. Conservation is still being influenced by the premise that wildlife needs to be protected to avoid overutilization and/or through competition with livestock. Despite this traditional practice, there is evidence that the numbers of wildlife (including charismatic species) in the park have either remained stable or increased. The number of White Winged Wood Duck (cairina scutulata) stands at 424, having risen from almost few at the time of project inception in1981. Elephant, bird species and bush-loving wildlife have more than doubled following the increase in biomass and anti-poaching campaigns spearheaded by community reside near by the park. ABACA has plans to introduce certain floral species to meet 'customer demand'. Following exposure tours, the community has expressed interest to introduce an orchid sanctuary, vermicomposting plant and an organic orchard.

Through exposure tours and consultative meetings, the community member has been sensitized to the need to reduce livestock numbers. The membership consists of individuals who are promoting cultivation along buffers in the Nameri National park. To reduce pressure on natural pastures and dependence on forest most of these members use complementary pastures such as nappier grass and maize stalks. Improved maintenance of community pond, dependence on piped water and the construction of private water pans/barrages over tributaries have reduced competition between livestock and wildlife over water resources. Consequently, formerly degraded sites around community watering points are regenerating. Pressure on grazing resources has also reduced following the construction of ponds and development of grassland under eco-restoration programme in the conservation area funded by department of forest and environment, Govt. of Assam.

The different interventions have reduced competition on resources available for livestock, especially from resident wildlife species. Abject poverty, improved contact with the outside world and increased numbers of resident wildlife have contributed to poaching. This situation leads to either the community losing valuable sources of income or the numbers of the specific animal species exceeding the ecological limit leading to environmental degradation. Respondents confirmed that poaching was caused by individuals who feel that they do not own ecotourism initiatives. In a way, this reaction reflects a problem that ecotourism has either failed to address or one that is beyond its scope in the context of existing institutional frameworks.

Measures in place to restrain wildlife poaching/interference have met with resistance. They include antipoaching patrols by forest personnel, the local administration and the community. Following such encounters with poachers, the community has become reluctant to perform their duties leading to increased wildlife molestation outside the protected area. The situation is worsened by low motivation due to poor remuneration, and delay in payment of salaries. Salaries for local people engaged in protection of the park are paid by the department of forest.

CONCLUSIONS

The conservation of threatened species is fundamental to the protection of natural heritage. The conservation status of the Nameri National Park is adequately protected along with two other National Parks (Kaziranga and Orang) in Assam. Wild Life Management and planning system requires consent authorities to consider the potential impacts of developments and activities on threatened species, populations and ecological communities in an informed and objective manner. Threatened species conservation assessment forms a component of ecologically sustainable development and is based on the premise that 'significant effects' to threatened biota at least minimized, wherever possible (Das, and Syiemlieh, 2003). To be performed adequately, threatened species conservation requires a range of professional competencies, knowledge and expertise.

Deforestation has taken place for agriculture and human habitation in the buffer area has led to man-elephant conflict which occurs regularly. The villagers in both east and west buffer directly depend upon the park for their livelihood (ecotourism and collection of NTFP) and therefore encroachment has caused threat to biodiversity of the park. The core area (Nameri National Park) is free from human intervention as the area is bounded by rivers on three sides. Active involvement of local communities as well as government interventions aimed at long-term for biodiversity conservation issues in the park will preserve it in the near future.

This paper has established how pilot ecotourism initiatives under the Assam (Bhorelli) Angling and Conservation Association (ABECA) have changed local practices and attitudes towards wildlife and natural resources management as well as biodiversity conservation. The impacts that include accumulation of savings by individuals are leading to social differentiation beyond traditional realms further marginalizing the already impoverished groups/individuals at the expense of the elite. Young well-to-do local who are increasingly controlling power in the community following their exposure to the outside world and the wealth they have accumulated, are eroding long-established settings. This new form of marginalization have to be addressed, especially through empowerment of individuals and are motivated to actively participate in emerging livelihood options.

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Role of Travel Agencies in the Development of Business Tourism in India

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Abstract

Travel agencies play very vital role in the development of business tourism. Despite of required encouragement, these are contributing for attracting tourists to India at own. They contact the trade fair organisers, develop packages and market them, finally contributing for development of business tourism. The Business tour packages are meticulously planned & designed keeping in mind the interest of their clients. The trade fair tours are different than leisure tours. Punctuality, networking among the group participants on the trade fair tours, proper information on the destination & trade fair and professional delivery of on tour services are important for executing business tours. Travel agencies see this market a huge market for their revenue generation. It is a fact that the outbound tourism from India is more than double the inbound tourism. This point is of major concern for Indian tourism planners. The biggest question is, how to minimise this gap? A dedicated effort to promote business tourism, which is having immense potential, is needed.

This study is an outcome of the survey conducted on the travel agents to consider their opinion regarding business tourism. The data was collected with the help of pre-structured questionnaire, which was focused on finding out the opinions of respondents regarding (a) sources of information (b) mapping expectations and experiences (c) Traits of Business Tour Operator (d) problem faced by tourists (e) experience of the business tour organizing (f) and post tour expectations of the clients. The analysis is made with the help of some statistical tolls like Chi-Square test, 't'-test and factor analysis to reach on generalising results. The study was focused on the assessing the role of travel agencies in the development of business tourism in India, hence it was pre-requite to understand the opinions of travel agents. In this study the analysis of primary survey of travel agents has been undertaken. All the members of Indian Convention Promotion Bureau (ICPB) were contacted through e-mail. In total 46 responses were received, out of which 40 responses were found to be usable in this study.

Key Words: Business Tourism, MICE, Travel Agents, ICPB

INTRODUCTION

Business tourism usually warrants an albeit brief mention in today's travel and tourism textbooks. (Horwath Consulting 1990; Lickorish et. al. 1991) Drawing on the wording of resolutions put by the World Tourism Organisation to the United Nations in 1992 business tourism denotes the activities of persons travelling to and staying in places outside their normal environment for the purposes of business (Middleton 1989). It includes all activities, same-day travel and staying overnight, for which the principal reason for being away from the 'normal environment' is business, but it excludes all forms of commuting to work and the regular working journeys of businessmen in their local areas. The main component of business tourism, that is general business travel, accounts for about 85% of 'all' business tourism, is primarily determined by the pattern of economic activity and is largely predetermined (Beioley 1991).

It should, however, be noted that a proportion of general business travel may involve an off-site meeting or it may have an incentive or hospitality element that uses tourism resources such as hotels. The second component, incentive travel, is a difficult market to quantify because of its 'below the line' nature; however, it is apparently an expanding market (Cuff 1986; Woodward 1991) and the Meetings and Incentive Association estimate that the UK incentive market is worth £300 million and is growing at a rate of 10-15% each year (Webster 1992). The third component, meetings and conference travel, accounts for around 12% of the total business tourism market (Beioley 1991). This sector provides the focus for the research and is reviewed in more detail below.

Size and Growth of Business Tourism

The worldwide business travel market is considered to be enormous, accounting for 750 million trips with an estimated value in excess of US$320 000 million (World Tourism Organisation 1992). In the UK, according to figures from UKTS, there are something like 19 million business tourism trips taken each year, equivalent to roughly one in seven or 15% of all tourism trips and accounting for 8% of all nights and 23% of all tourism spending (United Kingdom Tourism Survey 1992; British Tourist Authority 1991), Expenditure on business travel in the UK is estimated to be worth in the region of £11.3 billion per annum and, when added to the overseas component taken from IPS, that is £2.2 billion, it is reasonable to estimate that total expenditure for business tourism in the UK may be worth as much as £13.5 billion per annum (Middleton 1992).

Business tourism has grown strongly since the 1980s (Peterson and Belchambers 1990; Smith 1990) and despite being buffeted by the downturn in national and international economic activity in the first half of the 1990s it continues to grow faster than tourism as a whole (Richards 1992), Business tourists also spend more than holiday tourists and spending by business tourists has increased at a faster

rate than for tourism as a whole. It is also less seasonal and the peaks and troughs of demand are less marked than for holiday tourism. 12 Furthermore, it is realistic that as business activity returns to prerecessionary levels there will be considerable growth in business travel. Business visitors are also a major source of demand for hotel accommodation (Slattery and Littlejohn 1991), with hotels relying heavily on business travel to fill beds during the week. Business tourism accounts for at least two-thirds of most leading hotels' occupancy, 80-90% of the market of three- and four-star hotels 14 and 50% of budget hotels (Gilbert and Arnold, 1989; Wooder, 1991).

Responsible Factors for Growth of Business Tourism

The past few decades have witnessed a substantial increase in business travel, especially among managers and professionals (Doyle & Nathan, 2001; Swarbrooke & Horner, 2001). Important factors underlying this development are globalization and geographically expanded markets, growing numbers of multi-unit companies, new organizational trends such as networking, outsourcing and work in project teams, and improved infrastructures for mobility (Aguiléra, 2008; Beaverstock, Derudder, Faulconbridge, & Witlox, 2009). These different factors have created a growing demand for communication and interaction between persons who work in different locations & sometimes within the same organization, and sometimes in different companies. Business people need to meet in order to buy, sell, and negotiate other agreements; cooperate, coordinate and exercise managerial control; create productive settings for teamwork, brainstorming and innovation; and develop professional networks and interpersonal trust (Faulconbridge, Beaverstock, Derudder, & Witlox, 2009).

In response to these demands, companies and business people develop 'portfolios of mobility' (Millar & Salt, 2008), including not only travel but also 'virtual' meetings via telephone, video or the Web (Urry, 2007). Yet scholars in this field emphasize the continued importance of physical co-presence. More complex forms of communication require face-to-face interaction, and in external contacts - sales in particular - travel and personal presence are often regarded as an expression of commitment (Aguiléra, 2008; Faulconbridge et al., 2009). As a consequence, business travel today is an important industry worldwide. According to statistics from The World Travel and Tourism Council (2010), the global value of business travel expenditure exceeded USD 800 billion in 2010.

In small countries like Sweden, business travel expenditure was estimated at around USD 7 billion,1 while national travel surveys from the late 1990s and early 2000s indicate that work-related travel (commute distance excluded) accounted for 17.6 percent of all registered travel (passenger kilometres) and 21.6 percent of the number of journeys abroad (Gustafson, 2005). There is a growing body of research investigating what consequences frequent business travel may have for travellers with regard to their work situation (Holley, Jain, & Lyons, 2008; Ivancevich, Konopaske, & DeFrank, 2003), their family relations and private life (Bergström, 2010; Espino, Sundstrom, Frick, Jacobs, & Peters, 2002), and their personal identifications and orientations (Gustafson, 2009; Lassen, 2010).

Importance of Travel Agencies in Tourism Process

Travel agent and tour operators play an important role in the promotion of destination as well as in the destination selection process. Travel agents' recommendations can strongly influence client's satisfaction and the success of tourist businesses, attractions, and destinations. Travel agents represent a key interface in the tourism marketing system. In addition to helping travellers book reservations and obtain tickets and vouchers, they influence tourism planning decisions and outcomes. In particular, their recommendations of potential primary and secondary destinations, side trips, attractions, and sights to see along the way, as well as transportation, lodging, dining, and entertainment options, can significantly impact the satisfaction derived from a particular leisure or business trip. In addition to influencing consumers, their recommendations and impact the level of demand experienced by tourism operations and destinations. Recommendations of travel agents on where and how to go, what to see, and what to avoid may be critical to the success of various tourism business. For marketers it is thus critically important to develop an understanding of the factors that might influence travel agent recommendations. Tour operators

are the main intermediaries for the tourist companies operating in a particular destination and attempting to sell their products in the international outgoing tourist markets.

Need of the Study

When people think of vacations, they conjure up visions of folks, relaxing on beach or visiting an amusement park with family or friends. Others envision people testing their skills and abilities by participating in sports such as golf or tennis. Still others think of adventures climbing mountain, paddling canoes or white water rafting. There is, however growing trend of vacationers trying something different. They travel to learn, work and participate in an expanding type of tourism, sometimes called as Business tourism. This type of tourism which can be considered as combination of leisure and work.

International tourism today is dominated by business travel as it is the second largest segment of the tourist travel worldwide after leisure travel. The present segment of business travel constitutes 35 million with a value of around 25 percent of the total value of tourism which approaches some 250 billion pounds with the fastest rate of increase having recently been towards destinations in the Far East, particularly Japan, Hong Kong , Singapore and Australia. According to World Tourism Organisation (1992) the world-wide business travel market is considered to be enormous, accounting for 750 million trips with an estimated value in access of USD 320000 million (WTO 1992). Business travel is worth USD 400 billion worldwide today. Britain is the top European earner from business tourism with revenue of around 22 billion pounds representing 8 percent of the global market. Business tourism is increasing rapidly with the economic growth of Asian and African countries despite some recessionary period of Gulf war and terrorist activities.

In India, too corporate travel business is growing at 10 per cent per annum. World Tourism Organisation (1992) defined that business tourism denotes the activities of persons travelling to and staying in places outside their normal environment for the purpose of business (Middleton 1992). It includes all activities, same day travel and staying overnight, for which the principle reason for being away from the normal environment is business, but it excludes all forms of commuting to work and the regular working journeys of business man in their local areas.

The main component of business tourism, that is general business travel, accounts for about 85 percent of all business tourism, is primarily determined by the pattern of economic activity and is largely predetermined. Many scholars have advocated the role of travel agencies in the development of business tourism. However some questions come to play, while studying this role of travel agencies in the development of tourism. The conceptual design of the study is outlined with the help of a study question. This study question integrates different ideas by leading through the different kind of conceptions.

Study Statement

Following statement is leading through the study

"What is the role of travel agencies in the development of Business Tourism?"

Objectives of Study

The following are the primary objectives of study:

1. To study the role of travel agencies in the development of business tourism.
2. To identify the gaps in service (by measuring expectations- experience gap).
3. To identifies bottlenecks in Indian business tourism development.
4. To suggest a framework for the development of Business tourism.

Study Design

This study is an outcome of the survey conducted on the travel agents to consider their opinion regarding business tourism. The data was collected with the help of pre-structured questionnaire, which was focused on finding out the opinions of respondents regarding (a) sources of information (b) mapping expectations and experiences (c) Traits of Business Tour Operator (d) problem faced by tourists (e) experience of the business tour organizing (f) and post tour expectations of the

clients. The analysis is made with the help of some statistical tolls like Chi-Square test, 't'-test and factor analysis to reach on generalising results. The study was focused on the assessing the role of travel agencies in the development of business tourism in India, hence it was pre-requite to understand the opinions of travel agents. In this study the analysis of primary survey of travel agents has been undertaken. All the members of Indian Convention Promotion Bureau (ICPB) were contacted through e-mail. In total 46 responses were received, out of which 40 responses were found to be usable in this study.

Analysis and Interpretation of Data
Profile of Respondents
Table 1: Profile of Travel Agents

		Number	In percentage
Year in travel trade	Under 2 years	3	7.5
	2-5 years	10	25.0
	5-10 years	12	30.0
	10 years and above	15	37.5
Core Area of Company	Leisure Tours	15	37.5
	Business Tour	17	42.5
	Adventure Tours	5	12.5
	Others	3	7.5
Separate Business Division	Yes	30	75.0
	No	10	25.0

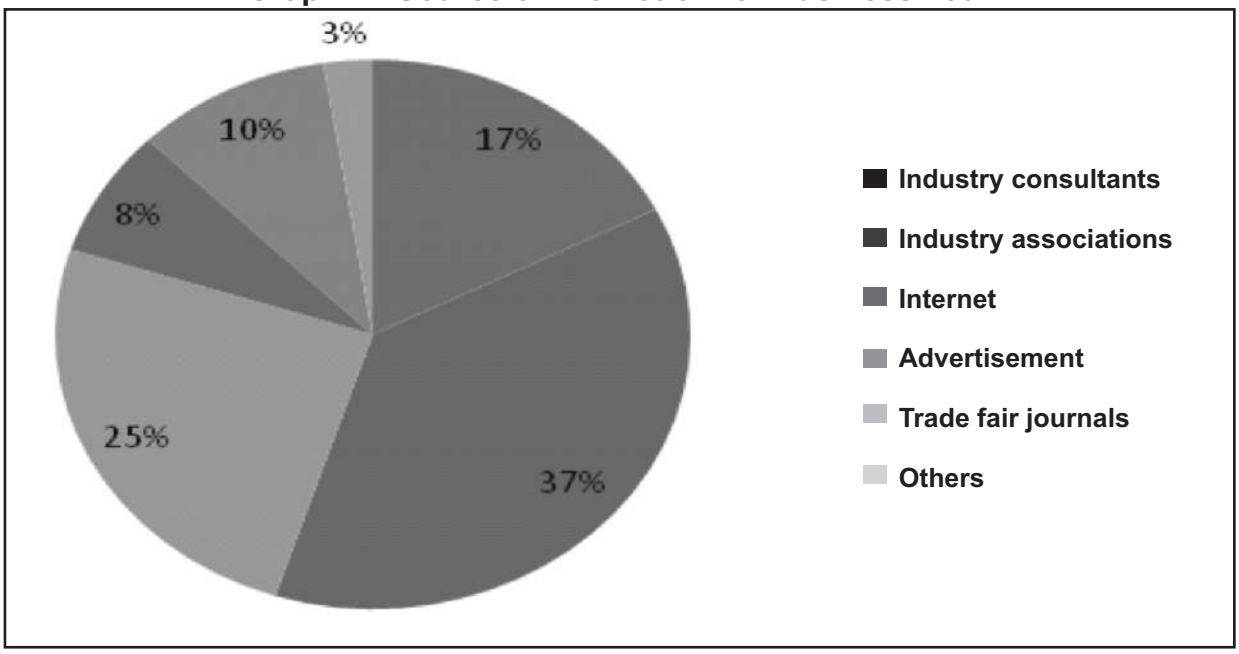
Source: Data collected with the help of questionnaires

Table 1 represents the profile of travel agents, which were surveyed during the study. It is evident from the table 1 that while asking about the number of years in travel trade especially in business travel, it was found that 37.5% of the respondents were relatively old in selling business tours. 30% of total travel agents, which were surveyed, were in business between 5-10 years, while a good number i.e. 25% were new in the industry; they were having experience of 2-5 years. 7.5% of travel agents just started their operations in business travel. When asked about their core or main areas of strength, 42.5% of our respondents pointed about business tours, while a large number of travel agents i.e. 37.5% are having leisure tours as their core area. The main area of operation of 12.5% of respondents was adventure tours, while 7.5% were having other core areas like Special Interest Tours or etc. This all had led to the conclusion that a large number of travel agents i.e. 57.5%, which were having some other area than business tour as their core area, still got attracted towards the business tour. This all shows the growing size of business tourism in India. On more outcome of the survey is that 75% of the total respondents are having a separate business tours division in their organisation.

Opinion Regarding the Source of Promotion

In the survey, travel agents were asked to give their opinion about the source of promotion regarding the business tours. Following graph depicts their choice regarding the primary source of promotion for business tour:

Graph 1 : Source of Promotion for Business Tour



It was found that promotion through industry associations got the first position with 37%, while internet accounts for providing information to 25% people, whereas industry consultants, advertisement and trade fair journals were responsible for providing information to around 35% of customers in total. Hence it can be concluded from the above data that industry associations play an important role in the promotion of business tours. This factor can be taken into account while developing some strategies for the development of business tourism.

Tables 2,3 and 4 describes the analysis of data collected from the tourists regarding the parameters important for the source of information, which helped them in taking decision regarding the business tour.

Table 2: Parameters Related to Promotion of Business Tourism

	Mean	Std. Deviation
Information should be readily available	4.25	.954
Source of Information should be credible	4.50	.784
Information should be relevant	4.42	.813
Specific Information should be there	4.05	1.037

Table 3: Test Statistics- Chi Square Test

	Information should be readily available	Source of Information should be credible	Information should be relevant	Specific Information should be there
Chi-Square	34.500[a]	37.400[b]	30.200[b]	24.500[a]
df	4	3	3	4
Asymp. Sig.	.000	.000	.000	.000
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 8.0.				
b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 10.0.				

Table 3 (a): Total Variance Explained- Parameters of Sources of Information

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.686	92.154	92.154	3.686	92.154	92.154
2	.156	3.906	96.060			
3	.088	2.190	98.250			
4	.070	1.750	100.000			
Extraction Method: Principal Component Analysis.						

Table 3(b): Component Matrixa[3]

	Component
	1
Information should be readily available	.971
Source of Information should be credible	.949
Information should be relevant	.966
Specific Information should be there	.953
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

It is understandable that mean score for all the statements is more than the value 4, which make these all statements important. However the credibility of promotional source is more important, while promoting about the business tour. To explain data in a significant manner the chi-square test was applied, which concluded that the responses of the tourists are not equally distributed, which rejects the null hypothesis.

To check the variance in the data, the factor analysis was applied, which could able to extract only one component, this single component was responsible for the more than 92% of variance.

Mapping Expectations vs. Experiences

Expectation- experience analysis for the pre visit stage to the trade fairs

For this stage the respondents' opinion on expectation and experiences for important parameters were noted (Table 4).

Table 4: Mapping Expectations and Experience

		Mean	Std. Deviation
Cost of the tour	Expectation	4.48	.847
	Experience	3.90	1.008
Well connected places	Expectation	4.05	1.131
	Experience	4.18	1.174
Good quality of tour services	Expectation	4.68	.694
	Experience	4.10	1.150
Competent staff	Expectation	4.50	.816
	Experience	3.35	1.902
Terms of payment	Expectation	4.25	.981
	Experience	3.98	1.165

Note: Mean value shows perceived importance of factor on a 5 point scale. Standard Deviation (S.D.) reflects the consistency with which the respondents have rated the factor. A smaller S.D. means more consistency in response and vice versa.

The data on the Expectation-Experience Matrix is shown in table 4. Travel agents expect that tourists travelling to trade fairs in India for business tours are cost conscious. One important reason for choosing Indian trade fairs is the lower cost for comparable quality. However, one of the major concerns that emerge from the EE Analysis is that they feel that while the cost of tour is on the lower side, but the place of trade fairs must be well connected.

Table 5 Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	Cost of the tour	.575	.501	.079	.415	.735	7.264	39	.000
Pair 2	Well connected places	-.125	.335	.053	-.232	-.018	-2.360	39	.023
Pair 3	Good quality of tour services	.575	.675	.107	.359	.791	5.387	39	.000
Pair 4	Competent staff	1.150	1.528	.242	.661	1.639	4.759	39	.000
Pair 5	Terms of payment	.275	.452	.071	.130	.420	3.846	39	.000

It is important to understand whether the differences between expectations and experience are statistically significant or are because of a sampling error. A paired sample t-test for the mean difference for each of the 5 factors for 95% confidence level was administered. The result of the t-test indicates that the perceived difference between the expectations and experience of all pairs comes out to be significant.

Opinion Regarding Traits of Business Tour Operator

In the opinion of travel agents, business tourists using the services of tour operators wanted them to be experienced, must have a good networking with service providers, wherein tour operator must be in a position to provide tourists some alternative options also. The detailed analysis is provided in table 6

Table 6 Traits of Good Business Tour Operator

	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Std. Error
It should be easy to locate a tour operator	3.85	1.099	-.786	.374
Tour operator should have a good name	4.10	1.150	-1.268	.374
Tour operator should have a good network	4.22	.920	-1.518	.374
Range of services offered by the tour operator	4.30	1.018	-1.726	.374
Tour operator should have offer alternative leisure options	4.22	1.230	-1.412	.374

Promotional schemes offered by tour operator	3.68	1.328	-.744	.374
Experience of tour operator	4.35	.975	-1.823	.374
Other technical tour extensions like factory visits etc	3.98	1.050	-.928	.374
Should offer some kind of guarantee	3.50	1.038	-.435	.374

To conclude data statistically, factor analysis was applied.
First of all correlation matrix is prepared.

Table 7 Traits of Good Business Tour Operator- Correlation Matrix

	It should be easy to locate a tour operator	Tour operator should have a good name	Tour operator should have a good network	Range of services offered by the tour operator	Tour operator should have offer alternative leisure options	Promotional schemes offered by tour operator	Experience of tour operator	Other technical tour extensions like factory visits etc	Should offer some kind of guarantee
It should be easy to locate a tour operator	1.000								
Tour operator should have a good name	.905	1.000							
Tour operator should have a good network	.897	.924	1.000						
Range of services offered by the tour operator	.867	.937	.912	1.000					
Tour operator should have offer alernative leisure options	.860	.944	.861	.908	1.000				
Promotional schemes offered by tour operator	.950	.928	.880	.890	.910	1.000			
Experience of tour operator	.888	.928	.911	.976	.916	.882	1.000		
Other technical tour extensions like factory visits etc	.930	.936	.909	.895	.898	.951	.885	1.000	
Should offer some kind of guarantee	.899	.902	.900	.874	.814	.884	.861	.883	1.000

Note: Highlighted values denotes maximum correlation

Correlation matrix gave some interesting results. It tells that the maximum correlation is between 'experience of tour operator' and 'range of services offered by tour operator'. While in tourists' survey, tourists gave lowest preference to these two factors. Highlighted entries in the table 7 depicts the high values of correlation.

To find out the best factors in relation with the traits of tour operators factor analysis was applied, which is shown in Table 8. Table shows that only one component was extracted.

Table 8: Component Matrixa

	Component
	1
It should be easy to locate a tour operator	.953
Tour operator should have a good name	.977
Tour operator should have a good network	.953
Range of services offered by the tour operator	.960
Tour operator should have offer alternative leisure options	.943
Promotional schemes offered by tour operator	.962
Experience of tour operator	.959
Other technical tour extensions like factory visits etc	.964
Should offer some kind of guarantee	.932
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

Problems Faced in Selling Business Tour

Travel agents were asked about the problem faced in the selling the business tour. The results of this survey are supposed to be helpful for the development of business tourism in India. To more surprise it was felt that the payment terms with the service providers was the most problematic factor (See table 9). The second big problem comes out to be the non availability of industry data, while non availability of accommodation and transport during trade fairs were the other problems.

Table 9: Problem Faced by Tour Operators in Selling Business Tour

	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Std. Error
Industry data base is not readily available	3.90	.928	-.603	.374
Generally industry people are not very much familiar with trade fairs	3.02	1.143	-.159	.374
Non availability of right accommodation during trade fairs/ exhibitions	3.68	1.309	-.729	.374
Non availability of airlines/transport during trade fairs	3.60	1.355	-.581	.374
Special needs of Indian visitors like Indian vegetarian meal etc. is not available	3.15	1.494	-.124	.374
Expected tour components like hotels/direct airlines etc. are not available	3.47	1.301	-.310	.374
Payment terms with suppliers are not favourable	4.38	1.030	-1.869	.374

This led to the conclusion that it is the personal problems, which are hampering the growth of business tourism in India. On the other hand it also points out about the lack of professional attitudes amongst the various stakeholders of business tourism. R&D always is an important tool for the development. Industry association must come forward and must finance some researches and try to build the data base, which can be further utilized by the members for the business development.

Table 10 One-Sample Kolmogorov-Smirnov Test

		Industry data base is not readily available	Generally industry people are not very much familiar with trade fairs	Non availability of right accommodation during trade fairs/ exhibitions	Non availability of airlines/transport during trade fairs	Special needs of indian visitors like Indian vegetarian meal etc. is not available	Expected tour components like hotels/direct airlines etc. are not available	Payment terms with suppliers are not favourable
N		40	40	40	40	40	40	40
Normal Parameters[a]	Mean	3.90	3.02	3.68	3.60	3.15	3.48	4.38
	Std. Deviation	.928	1.143	1.309	1.355	1.494	1.301	1.030
Most Extreme Differences	Absolute	.268	.203	.273	.266	.215	.232	.353
	Positive	.182	.165	.156	.181	.204	.197	.272
	Negative	-.268	-.203	-.273	-.266	-.215	-.232	-.353
Kolmogorov-Smirnov Z		1.694	1.285	1.727	1.683	1.361	1.466	2.233
Asymp. Sig. (2-tailed)		.006	.074	.005	.007	.049	.027	.000
a. Test distribution is Normal.								

Table 11: Chi-square Results for the Problem Faced

	Industry data base is not readily available	Generally industry people are not very much familiar with trade fairs	Non availability of right accommodation during trade fairs/ exhibitions	Non availability of airlines/transport during trade fairs	Special needs of Indian visitors like Indian vegetarian meal etc. is not available	Expected tour components like hotels/direct airlines etc. are not available	Payment terms with suppliers are not favourable
Chi-Square	11.000[a]	9.250[b]	14.000[b]	14.000[b]	4.750[b]	10.750[b]	52.000[b]
df	3	4	4	4	4	4	4
Asymp. Sig.	.012	.055	.007	.007	.314	.030	.000
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 10.0.							
b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 8.0.							

After applying K-S test (10) it was found that the distribution is normal. Table 11 concluded the data in more significantly after application of chi-square test; it was found that the responses of respondents are not equally distributed in the statements except two statements 'Special needs of Indian visitors like Indian vegetarian meal etc. is not available' and 'Generally industry people are not very much familiar with trade fairs'.

Experience Analysis with Reference to Organization of Business Tour

In this part of survey travel agents were asked to rate their experience of the business tour organizing on a 5 point (See Table 12).

Table 12: Experience in Organizing Business Tour

	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Std. Error
Travel agent should pay attention to customer needs	4.48	.905	-2.212	.374
Should maintain business privacy and confidentiality	4.10	1.105	-1.047	.374
Daily care staff should be helpful and cheerful	4.42	1.059	-1.904	.374
Accommodation provided to tourists should be comfortable and hygienic	4.52	1.012	-2.178	.374
Poor arrangements for accomplice	3.57	.781	-.092	.374
Due care to security and safety concerns	4.12	1.090	-1.259	.374

Table 12 depicts that the Mean value shows perceived importance of factor on a 5 point scale. Standard Deviation (S.D.) reflects the consistency with which the respondents have rated the factor. A smaller S.D. means more consistency in response and vice versa.

On tour stage, which is the central stage of the value chain where the tourist is actually delivered with the product. The stage begins when the tourist is picked up at the airport and continues through the visit to the trade fair. It comes to an end with end of the trade fair and even more to this with post tour visits also. At this stage tourists are expected to have 6 concerns (see The most important factor (on a 5 point scale) was found to be the 'quality of accommodation' (4.52), followed by that the tour operator must know the needs of tourists (4.48) and competence of staff (4.42). 'Safety & security (4.12) and 'maintaining confidentiality' (4.10) are other factors, which are also important.

Post Tour Expectations

Post trade fair period that follows the trade fair/ business tour is also important. In this post tour support and facilities are required for leisure or other activities. Tourists and their accomplices might also demand leisure and vacationing during this period. 4 variables were identified for this stage (See Table 13).

Table 13 Post Tour Expectations

	Mean	Std. Deviation
Billing should be clear and without any surprise hidden charges	4.70	.853
Billing should be swift and error free	4.68	.656
Quality of post tour stay is very important	4.20	1.043

The most important concerns of the respondents for the post business tour stage are Clear billing (4.70), and Swift and error free billing (4.68). It may be noted that billing related factors are rated with fair consistency (lower standard deviations).

Conclusions

The analysis of survey conducted of travel agents regarding business tourism finds that Industry associations play an important role in the promotion of business tours, while the credibility of promotional source is more important. Travel agents expect that tourists travailing to trade fairs in India for business tours are cost conscious. One important reason for choosing Indian trade fairs is the lower cost for comparable quality. However, one of the major concerns that emerge from the EE Analysis is that they feel that while the cost of tour is on the lower side, but the place of trade fairs must be well connected. In the opinion of travel agents, business tourists using the services of tour operators wanted them to be experienced, must have a good networking with service providers, wherein tour operator must be in a position to provide tourists some alternative options also. Correlation matrix tells that the maximum correlation is between 'experience of tour operator' and 'range of services offered by tour operator'. It was felt that the payment terms with the service providers was the most problematic factor. The second big problem comes out to be the non availability of industry data, while non availability of accommodation and transport during trade fairs were the other problems. R&D always is an important tool for the development. Industry association must come forward and must finance some researches and try to build the data base, which can be further utilized by the members for the business development. It may be noted that billing related factors are rated with fair consistency (lower standard deviations).

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LINKAGE OF TOURISM GROWTH WITH TOURIST SATISFACTION: COMPARISON STUDY OF DOMESTICS AND FOREIGN TOURISTS IN HIMACHAL

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Abstract

There are so many factors responsible for the integrated growth of Tourism Industry. Out of those "Tourist Satisfaction" is the important one as 'Tourist' is a "king" of Tourism Industry. Tourists' satisfaction with a trip or a destination is a result of many aspects, such as their perception of product elements experienced as well as their expectations before- and during the trip. People go on holiday to satisfy one or several of their needs, whatever these needs are. To achieve satisfaction people try to behave in a rational way. They choose, for instance, activities that they expect will fulfill their needs satisfactorily. This tendency of rational behavior, illustrates that there are relationships between motives for travelling, choices made and satisfaction. Satisfaction is certainly a commonly used outcome measure in tourism growth. It is simply a post – experience attitude, and attitudes are not fixed or tangible parameters. Customer satisfaction and quality are 'buzz words' of our age, frequently used but rarely defined. While often used separately, these two terms are totally interrelated. Before looking at how we research satisfaction, we need to look at some important issues in relation to customer satisfaction in tourism. One of the other aspects of assessing satisfaction of visit of a tourist for a particular destination is to know whether the tourist is willing to revisit the place or not. This sentence can be rephrased as the satisfied tourist would like to revisit the place. In the present study foreign and domestic tourists have opined for revisit Himachal Pradesh and assess their satisfaction level.

Key Words: Tourist Satisfaction, Motivation, Consumer Behavior, Attitude, Re-visit, Domestic, Foreign Tourist.

INTRODUCTION

Tourist satisfaction is generally accepted as the most important factor to tourist destination management. High quality of tourism resources and management links to a high tourist's level of satisfaction. The logic goes on, high level of satisfaction links with tourist loyalty which means the tourists are more likely to come back or revisit the destination. According to Kozak and Rimmington (2000), satisfaction is the most important tool to the tourist destination marketing. One important study of satisfaction by Heskett et. al. (1997) showed that the path from customer satisfaction to profitability often goes through customer loyalty.

Understanding tourist satisfaction is of utmost importance for the tourism industry, especially because of its effect on their future economy. Satisfied tourists tend to communicate their positive experience to others (word of mouth) and they tend to buy the product repeatedly (re-buy) (Barsky 1992; Beeho and Prentice 1997; Hallowell 1996; Kozak and Rimmington 2000; Pizam 1994; Ross 1993). The major question then is "What makes tourists satisfied?" or "What important constructs should be considered when analyzing tourist satisfaction?" Subsequently, the following question of interest is "how does tourist satisfaction materialize?" The antecedents and consequences of tourist satisfaction is thus the focal point.

Tourists' satisfaction with a trip or a destination is a result of many aspects, such as their perception of product elements experienced as well as their expectations before- and during the trip. People go on holiday to satisfy one or several of their needs, whatever these needs are. To achieve satisfaction people try to behave in a rational way. They choose, for instance, activities that they expect will fulfill their needs satisfactorily. This tendency of rational behavior, illustrates that there are relationships between motives for travelling, choices made and satisfaction. Satisfaction is certainly a commonly used outcome measure in tourist behavior research. It is simply a post – experience attitude, and attitudes are not fixed or tangible parameters.

Typically satisfaction is viewed through a well-defined empirical lens, with respondents providing an assessment of their attitudes on some scale (Veal, 1997). As Tunnell (1977) suggested some time ago, good research methods involve ensuring naturalness in the responses being sought from people and condensing one's overview of a place to a point 10 – point rating scale is less than totally natural. Accounts of travellers' best experiences, either about episodes of interaction or facilities enjoyed, may begin the process of expanding the frame of empirically – oriented studies adding to their meaning and interpretation. The kind of work undertaken in tourist satisfaction research is shaped by some distinctively different goals. Researchers seeking to understand the phenomenon of tourism typically use satisfaction as a dependent variable linked to travellers' experience of sites, their activities and their social contexts. For this kind of work satisfaction studies may be empirical, but they may also be descriptive and thematic as researchers can value what tourists report in detail about their experience (Ryan, 1995).

Expectation and Satisfaction of Tourists

Generally, expectation can be defined as performance of establishment, ideal performance or desired performance (Teas, 1994). In terms of the relationship between expectation and satisfaction, expectation can be defined as prior estimations made by customers' while receiving service (Oliver, 1981). In successful destination marketing, due to the effects on tourists' destination selections, consuming of goods and services and having the decision to revisit, expectations of tourists are important to understand (Stevens, 1992). It is generally accepted that tourists have expectations after selecting a destination for a holiday and that their satisfaction levels during and after their holiday period are functions of their expectations (Huh et al., 2006; Korzay, Alvarez, 2005; Yoon, Uysal, 2005). Understanding their expectations will give important clues in developing destination attractiveness and improving tourist goods and services. After comparing the expectations with perceived performance of the destination, destination satisfaction can be considered (Korzay, Alvarez, 2005). In this context, satisfaction resulting from a destination can be better understood by evaluation and perception of tourists regarding a tourism destination (Kozak et al., 2004; Pizam et al. 1978) argue that in calculating satisfaction from tourism destinations, defining satisfaction levels for every attribute of destinations is required.

Customer satisfaction – Perception and reality

Customer satisfaction and quality are 'buzz words' of our age, frequently used but rarely defined. While often used separately, these two terms are totally interrelated. Quality is about the product or service we offer, while satisfaction is concerned with how the customer perceives these products and whether or not they think they have met their needs effectively.This is a field where it is difficult to distinguish between hype and reality. Everyone today claims to offer quality products and services, yet many customers still seem to be dissatisfied. There often seems to be a mis-match between what organizations think customers want, what they deliver, and what customers think they are receiving. At a time when competition is growing, and customers are becoming even more demanding, there is clearly a need for high quality customer satisfaction research. Yet, much such research today seems ad-hoc and ineffective. It rarely seems to give organizations a good picture of how satisfied their customers are, while also failing to give customers confidence that organizations are listening to their views.

Customer satisfaction is thought to be important for two main reasons, namely that:

- ✪ There is a belief that satisfying customers will turn them into regular, repeat purchase customers who are loyal to the brand or organisation. Given that it is cheaper to keep an existing customer than to go out and find a new one, this is clearly an attractive proposition.
- ✪ If a customer is satisfied they are likely to give positive word-of-mouth recommendations for the product they have used to friends or relatives. This can obviously help increase an organization's volume of customers.

- Furthermore, increasing customer satisfaction also reduces the costs – refunds and administration, for example – of handling problems and complaints.

REVIEW OF PAST RESEARCH

This section reviews the current literature on consumer satisfaction with a focus on travel and tourism products. Particular reference is made to the quality of interpersonal contact between the service provider and the tourist and tourist's satisfaction with this service. A discussion of the techniques used for measuring satisfaction will then follow.

There are many definitions of satisfaction. Moutinho (1987) notes that satisfaction is primarily a function of pre-travel expectations post-travel experiences. Similarly, Pizam, Neumann and Reichel (1978) define tourist satisfaction as the results of the comparison between "a tourist's experience at the destination visited and the expectations about the destination. The greater the disparity between expectations and experiences, the greater the likelihood of dissatisfaction" (Pearce, 1991).

The normative standard definition put forward by Cadotte, Woodruff and Jenkins (1982) states that satisfaction refers to the comparison of expectations with experiences in terms of performance. Thus satisfaction will occur when experience differs negatively from expectations. An individual's expectations are confirmed when a service performs as expected and negatively disconfirmed when the service performs better than expected (Oliver and Desarbo, 1988). This definition has been criticized for assuming that expectations are adequate predictors of satisfaction. In fact some evidence suggest that the most satisfactory experiences may be those that are not expected (Arnould and Prince, 1993).

Pearce (1980) noted that tourist satisfaction is dependent on pre-travel favourability toward the destination visited, which contributes to post-travel favourability toward the destination visited: "If the pre-travel favorability is initially high, tourists will be mintally prepared or set to evaluate the visited people positively" (p. 14).

Based on the statements mentioned above, the expectations and the experiences of tourists will greatly affect their levels of satisfaction or dissatisfaction with the holiday.

Satisfaction is thus a multi-faceted concept and should be assessed by referring to many individual aspects of the holiday encounter, for example services and facilities. In this way, an indication of the aspects of the holiday responsible for satisfaction or dis-satisfaction may be obtained.

Satisfaction with hosts is a critical component of tourist holiday satisfaction. Hosts are referred to as service providers for the purpose of this research. Tourists are in close contact with these service providers. Perceptions of these providers affect holiday satisfaction and may influence the desire for repeat visitation. According to Gee (1986), tourist perception of hosts are the most important overall tourist perceptions.

In summary, according to Weber (1996), consumer satisfaction is a central concept in marketing theory and practice; having direct influence on future purchase intentions, market share and word-of-mouth communication. Consumer satisfaction can help strengthen the competitive position of products. There has been increasing research attention given to consumer satisfaction in the marketing literature; however, few studies have been undertaken in tourist satisfaction assessment (Cho, 1998).

Moreover, the many definitions of satisfaction are often opposing the confusing, generally failing to clearly explain the concept adequately. Satisfaction has been found to be the outcome of the comparison between expectations and experiences, the differences between expectations and perceived performance and the "fit" between tourist expectations and host attributes.

The study of tourist behavior should include both what tourists need and the outcome of the need, that is, how well the tourist needs are met and how satisfied the tourists are with the services or products. Parasuraman et al (1998) suggest that questions relating to perception of both need and outcome will be considered. Many studies concentrate on tourists' needs but few studies focus on tourists' satisfaction with the attributes of a specific destination area (Weber, 1996; Cho, 1998), or on the perceived need of tourists and their satisfaction with the outcome of the need.

2.1. Service Quality Models

SERVQUAL

"Satisfaction has many definitions, which in turn, leads to different ways to measure that satisfaction" (Crossley and Xu, 1996). Oliver (1980) proposes that consumer satisfaction or dissatisfaction is a function of the disconfirmation arising from discrepancies between prior expectations and actual performance. This disconfirmation paradigm has been the basis of the SERVQUAL model (Parasuraman, et al 1985). SERVQUAL is a discrepancy model which basically states that satisfaction occurs when a product or service meets or exceeds expectations (Crossley and Xu, 1996). It assumes that consumer satisfaction is measured as the difference between expected provision and actual provision.

2.2. Service Performance Model

SERVPERF

Cronin, Taylor (1994) and Teas (1993) suggest that the SERVQUAL scale is measuring neither service quality nor consumer satisfaction. They believe that satisfaction is bases purely on performance and advocate the dropping of the expectation side of the SERVQUAL analysis in favour of the use of performance perception alone. They subsequently develop a "performance based model", SERVQUAL,that they claim better reflects long-term service quality attitudes in cross-sectional studies. This model is more construct-valid and more efficient than SERVQUAL (Crossley and Xu, 1996: 4).

However, Tribe and Snaith (1998) rule out SERVPERF's singular concentration on performance with their study conducted in Varadero, Cuba during 1996. They argued that expectations / performance analysis will give a full picture of satisfaction in the context of a price-based strategy but not the performance alone. According to Tribe and Snaith, tourism satisfaction with a destination is defined as "the degree to which a tourist's assessment of the attributes of a destination exceeds his or her expectations for those attributes. Expectations are not defined in terms of importance or as excellence but rather relate to what people were anticipating for this attribute for this particular experience" (Tribe and Snaith, 1998: 27-28). The assessment of tourists' satisfaction in the present study focuses on the relationship between the experiences of the holiday attributes against the expectation of the same attribute.

2.3. Holiday Satisfaction Model

HOLSAT

Tribe and Snaith (1998) developed the HOLSAT model for evaluating holiday satisfaction in Varadero, Cuba. HOSLAT is a model that compares the performance of holiday attributes against a holidaymaker's expectiations. Tribe and snaith (1998: 27) define "tourism satisfactionn with a destination as the degree to which a tourists' assessment of the attributes of a destination exceed his or her expectations for those attributes".

Differing from previous models, HOLSAT overcomes the concept of absolute values of satisfaction. It measures satisfaction as the relationship between performance and prior expectation rather than performance alone (SERVPERF), or performance relative to importance (IPA) or performance related to best quality (an absolute) as in the case of SERVQUAL (Tribe and Snaith, 1998).

Gap Areas and Key Issues in Tourists' Satisfaction

Before looking at how we research satisfaction, we need to look at some important issues in relation to customer satisfaction in tourism.

- In our industry, satisfaction can come primarily from tangible products (food, theme park rides, museum exhibitions, hotel beds, and so on) – or from the intangible service element, or both. You can be happy with the tangible product but dissatisfied with the service element and vice-versa.
- Following on from the last point, it is often thought that service quality is very important to tourists. Yet, many organizations today which seem successful offer little real personal service, notably 'no-frills' hotels. This shows that it is important to take a broader view of service than just face-to-face contact between staff and customers. It is also about systems that ensure customers receive the product they want, efficiently and effectively. For example, budget hotel chains are increasingly using automated check-ins which are great for customers... as long as they work.
- Satisfaction is generally considered to be about meeting customer expectations. It is, therefore, important to understand these expectations when designing products and promotional campaigns. Research seems to suggest that customers' dissatisfaction results from gaps between customer expectations and their perceptions of the product and service they receive. This is fine except that everyone's expectations and perceptions are different! Furthermore, we have to recognize that some people's expectations are not realistic. For instance, a customer whose marriage is going badly wrong may expect a luxury weekend break with their partner to cure these problems. At the same time, people may pay a bargain price but expect a product that would cost much more.
- Tourism organizations do not control all the factors that determine the level of customer satisfaction. Holiday satisfaction can be diminished by events outside the control of tourism organizations, from rain to strikes to traffic jams.
- Some people argue that satisfaction in industries like tourism is related to what are termed 'critical incidents' or moments of truth. In brief, this means that customers judge organizations on how they perform when things go wrong. The argument is that when things go to plan, no-one notices but when things go wrong, customers begin to take real notice of the organization and its service. Our industry is full of potential critical incidents including:
  - hotels having no record of a reservation when the guest tries to check in,
  - lost baggage at the end of a flight,
  - a broken ride at a theme park,
  - an interactive exhibition in a museum, which stops working.

If an organization deals well with these problems it will satisfy its customers and vice-versa. Handling such problems effectively generally relates to the provision of information for customers, the quick resolution of the problem, and some form of compensation for the customer.

- The next point is that there are three chronological phases to customer satisfaction in tourism, namely:

The pre-consumption phase where the level of satisfaction comes from the way the organization takes a customer's reservation and deals with problems which arise before consumption;

The consumption phase where satisfaction relates to the core product and service received by the customer;

The post-consumption phase where satisfaction relates to both the memories tourists have of their experience, and how well the organization deals with any complaints arising from the holiday or visit itself.

Aims and Objective

The main aim of the present research is to review the importance of Tourist Satisfaction visiting any destination for the growth of the Tourism, which in turn depends on the Experience and Opinion of the tourist about the facilities and services used at the destination by him / her during the visit.

On the basis of above gap, the present study has the following aims and objectives:

- ✪ To Analyse the Experience of Domestic and Foreign Tourist in Himachal
- ✪ To Evaluate the Opinion for Services and Facilities of Domestic and Foreign Tourist in Himachal
- ✪ To assess the satisfaction of tourists in Himachal Pradesh.

RESEARCH METHODOLOGY

Scope of study

As Himachal is an important tourism destination in India that receives both Foreign and Indian tourists, it has been selected as the study area. For the purpose of data collection from the tourists, i.e. primary study, the factor of seasonality in the State of Himachal has been kept in view. The primary study has been conducted over a year period from October to October (one year) ensuring the availability of the required number of tourists (both domestic and foreign). Foreign tourists have been approached/interviewed especially in the months of September and October and some throughout the year, while domestic tourists have been approached largely during the months of April to August and in the month of October. The time period includes the peak tourist seasons**.**

Research Hypotheses

Based on the review of literature and the objectives, the hypotheses for the study were tentatively made. Its main aim is to study the various variables and the association between them

(i) Null Hypothesis-H_0: There is no significant relationship between the two variables used.

(ii) Alternate Hypothesis-H_a: There is a significant relationship between the two variables used.

Based on the objectives of the study, the following hypotheses were framed.

H_0: There is no significant difference between foreign and domestic tourist over the opinion related to the quality of services in Himachal Pradesh.

H_0: There is an insignificant difference in the opinion of domestic and foreign tourist regarding revisit to HP.

Data Sources

For the purpose of fulfillment of objectives, both secondary and primary data have been used. While literature review has been conducted through secondary resources to identify the research problem, primary study with the use of questionnaire has been administered for collecting data to arrive at results for the objectives identified for the study.

Sampling

Based on the tourist arrival figures, the top four districts receiving the highest number of foreign and domestic tourists in Himachal have been selected in descending order, to conduct the study. These districts are: Shimla, Kullu, Kangra and Lahaulspiti. The main parameter i.e. origin (Foreign, Indian) has been taken for the selection of sample size. A total sample size of 400 has been decided upon to facilitate comparison and study behavior of tourist. The sample of 400 tourists has been broken equal to take a representative sample of 200 tourists for the each category i.e. 200 Foreign tourist and 200 Domestic tourist.

Methodology

To bring out the inference raw data was collected with the help of Questionnaire and treated it with Chi-Square and Mann Whitney tests.

RESULT AND FINDINGS

Tourist Services in Himachal Pradesh

Like other states, Himachal Pradesh also caters all the basic facilities related to tourists, viz. tourist information centers, accommodation units, transportation, telecommunication facilities including internet and mobile services, F&B outlets, ATM, banking, forex services, public amenities, shopping, entertainment etc.

Experience of domestic tourists related to tourist services in HP:

As discussed above the level of satisfaction can be assessed directly by the responses of the tourists regarding their experiences related to the facilities they used during their visit to HP. Table 1.1 shows the various responses of 200 domestic tourists regarding their experiences related to above mentioned services / facilities they have availed during their visit in HP. Responses of the tourists are measured on 5 point Likert scale as very good, good, average, poor and very poor, with maximum points given to very good (i.e. 5) and minimum to poor (i.e. 1). Among these services, the responses for facility of tourist information centers available in HP, majority of respondents are of the view that quality of services of tourist information center is good. The mean value of the response (i.e. 4.01) supports the above opinion. The standard deviation is 0.638, while skewness is -0.247, it shows that opinion is scattered towards higher side of mean score. It can be concluded that the majority of the respondents agree more strongly that quality of services of tourist information center in the state is good. While analyzing the result of responses of 200 domestic tourists regarding the services of accommodation units it is found that the mean value of the response (i.e. 4.37), standard deviation .619 and sleekness -0.567 shows that quality of the services of accommodation units in Himachal Pradesh is good and maximum no. of tourists are satisfied with these services available in the state. Similarly for transportation, mean value of response comes out 4.18 with standard deviation of .544 and skewness of 0.095 which reveals good condition of transportation facilities in Himachal Pradesh. For Telecommunication the mean value of the responses comes out 4.17 with standard deviation .489 and skewness 0.327, which supports the fact that telecommunication network and mobile services are good in Himachal Pradesh and majority of tourists are satisfied with these services. Regarding F&B services mean value of 4.12 with standard deviation .493 and skewness 0.303 supports that F&B services are good in the state. Banking and Forex services in HP are also good. For the banking and forex services in the state. The mean value of 4.12 with standard deviation of 0.83 and skewness of .001 reveals that tourists are satisfied with the banking services available in Himachal Pradesh. Regarding Public Amenities the mean value of 3.69 with standard deviation of .598 and skewness -.107 supports that quality of service of public amenities is quite good. For Entertainment the mean value of 4.13 with standard deviation of .448 and skewness of .546 supports the fact that tourists are satisfied to the greater extent as far as entertainment services are concerned in Himachal Pradesh. The experience with the local community leads to the Mean value of 4.18 with standard deviation of .474 and skewness of .528 supports the fact that most of the domestic tourists are satisfied with the behavior of local community. Same goes for the behavior of service provider, mean value of 4.19 with standard deviation .474 and skewness of .528 suggests that behavior of service providers with tourists is good.

Table 1.1: Experience of Domestic tourists regarding various tourism facilities available in Himachal Pradesh

S. No.	Facilities for the tourists	Very Good	Good	Average	Poor	Very Poor	Total	Mean	Standard Deviation	Skewness
1	Tourist Information	40	125	33	2	0	200	4.01	.638	-.247
2	Accommodation	87	100	12	1	0	200	4.37	.619	-.567

3	Transport	50	135	15	0	0	200	4.18	.544	.095
4	Telecommunication facilities (Internet and Mobile access)	43	147	13	0	0	200	4.17	.489	.327
5	Food and Beverages	36	152	11	1	0	200	4.12	.493	.001
6	ATM /Banking/ Forex facilities	36	151	13	0	0	200	4.12	.483	.303
7	Public amenities (water, public toilets etc)	13	112	74	1	0	200	3.69	.598	-.107
8	Shopping facilities	17	162	15	0	0	200	4.01	.401	.082
9	Entertainment facilities	34	157	9	0	0	200	4.13	.448	.546
10	Behaviour of local population	45	145	10	0	0	200	4.18	.496	.345
11	Behaviour of service providers	45	148	7	0	0	200	4.19	.474	.528
12	Prices of tourism facilities	54	142	4	0	0	200	4.25	.478	.592

Experience of foreign tourists related to tourist services in HP

In case of foreign tourists also level of satisfaction can be assessed directly by their responses regarding the experiences related to the facilities they used during their visit to HP. Table 1.2 shows the various responses of 200 foreign tourists regarding their experiences related to above mentioned services / facilities they have availed during their visit in HP. Among the services, the responses for facility of tourist information centers available in HP, majority of respondents are of the view that quality of services of tourist information center is good. The mean value of the response (i.e.4.) supports the above opinion. The standard deviation is 0.634, while skewness is -0.877, it shows that opinion is scattered towards higher side of mean score. It can be concluded that the majority of the respondents agree more strongly that quality of services of tourist information center in the state is good. For Accommodation the mean value of the response (i.e. 4.19), standard deviation .579 and sleekness -0.038 shows that quality of the services of accommodation units in Himachal Pradesh is good and maximum no. of tourists are satisfied with these services available in the state. For Transportation the mean value of responses comes out 4.32 with standard deviation of .693 and skewness of -0.614 which reveals good condition of transportation facilities in Himachal Pradesh and can be concluded that the majority of the respondents agree more strongly that transportation services are better in Himachal Pradesh. Regarding Telecommunication the mean value of the responses come out 4.22 with standard deviation .622 and skewness -0.194, which supports the fact that telecommunication network and mobile services are good in Himachal Pradesh and majority of tourists are satisfied with these services. For F&B services mean value of 4.04 with standard deviation .648 and skewness -0.038 supports that F&B services are good in the state. Banking and Forex services in HP are also good. For public amenities like toilets etc the mean value of 3.34 with standard deviation of .779 and skewness 0.159 supports that quality of service of public amenities is average and not very good as other services quoted by the foreign tourists Entertainment, experience with the local community as well as behavior of service providers supports the fact that tourists do not feel deceived as far prices of tourist related services are concerned. So out of all the 12 areas which are taken under consideration during the survey with which the satisfaction level of the foreign tourists can be assessed, it is found that in all the cases the maximum responses are of good and very good except responses of public amenities which shows the positive satisfaction level of the foreign tourists as well during their visit in Himachal Pradesh.

Table 1.2: Experience of foreign tourists regarding various facilities available in Himachal Pradesh

S. No.	Facilities for the tourists	Very Good	Good	Average	Poor	Very Poor	Total	Mean	Standard Deviation	Skewness
1	Tourist Information	114	71	15	0	0	200	4.50	.634	-.877
2	Accommodation	56	126	18	0	0	200	4.19	.579	-.038
3	Transport	89	87	23	1	0	200	4.32	.693	-.614
4	Telecommunication facilities (Internet and Mobile access)	66	113	21	0	0	200	4.22	.622	-.194
5	Food and Beverages	46	116	38	0	0	200	4.04	.648	-.038
6	ATM /Banking/ Forex facilities	43	88	67	1	1	200	3.86	.773	-.074
7	Public amenities (water, public toilets etc)	14	63	101	21	1	200	3.34	.779	.159
8	Shopping facilities	23	128	47	1	1	200	3.86	.629	-.491
9	Entertainment facilities	55	105	40	0	0	200	4.08	.687	-.097
10	Behaviour of local population	69	98	32	1	0	200	4.18	.705	-.348
11	Behaviour of service providers	49	120	29	2	0	200	4.08	.652	-.300
12	Prices of tourism facilities	91	85	23	1	0	200	4.33	.695	-.641

Opinion of Foreign and Domestic tourists over facilities in HP

Table 1.3 compared the responses of foreign and domestic tourists over the responses for the tourist related facilities availed in Himachal Pradesh. The Mann Whitney U test shows that there is no significant difference between domestic and foreign tourists over the responses for the quality of facilities / services availed during the trip in Himachal Pradesh.

Table 1.3: Opinion of Foreign and Domestic tourists over facilities in HP

	Tourist	N	Mean Rank	Sum of Ranks	Mann-Whitney U	p-value
Assessment of Experience	Domestic	200	202.68	40536.50	19563.50	.666ns
	Foreign	200	198.32	39663.50		

Linkage of satisfaction and re-visitation

One of the other aspects of assessing satisfaction of visit of a tourist for a particular destination is to know whether the tourist is willing to revisit the place or not. Table 1.4 Shows that out of 200 foreign tourist, 81 (40.5%) have responded to visit again, 11 (5.5%) responded as 'No' for re-visit whereas 108 (54%) respondents have responded as 'may be', which means more than 50% of foreign tourists are not sure for revisit. In case of domestic tourists, 181 (90.5%) have responded for revisit, 1 (0.5%) does not want to revisit and 18 (9%) have responded as 'may be'. These stats clearly shows foreign tourists are not very much sure about their revisit in Himachal Pradesh as compared to domestic tourists. The Mann Whitney U test in table 1.5 shows that there is significant difference between the responses given by domestic and foreign tourists over revisit.

The statistics of table 1.4 and table 1.5 shows that no. of foreign tourists who wanted to revisit Himachal Pradesh is significantly less than domestic tourist, which may be taken as the satisfaction level of domestic tourists is quiet higher than foreign tourists who visit Himachal Pradesh, exceptionally we can also say that there may some cases where foreign tourists are satisfied but due to some other reasons he / she may not be able to visit Himachal Pradesh again.

Table 1.4: Responses of Foreign and Domestic tourists over their revisit in Himachal Pradesh.

Response	Foreign	Domestic	Total
Yes	81 (40.5%)	181 (90.5%)	262 (65.5%)
No	11 (5.5%)	1 (0.5%)	12 (3%)
May be	108 (54%)	18 (9%)	126 (31.5%)
Total	200 (100%)	200 (100%)	400 (100%)

Table 9.5: Difference between Domestic and Foreign tourists over the Opinion to revisit HP.

	Tourist	N	Mean Rank	Sum of Ranks	Mann-Whitney U	p-value
Wish to visit	Domestic	200	150.72	30145.00	10045.00	.000**
	Foreign	200	250.28	50055.00		

In other case tourists who do not want to visit again may not be said to be dissatisfied for the visit completely, there may some other reasons for their negative responses. So revisit cannot be taken as one of the strong reasons for satisfaction.

- ✪ Facilities like Tourist information, Accommodation, Transportation, Telecommunication facilities, food and beverages, ATM / Banking / Forex, Public amenities, Shopping facilities, entertainment facilities, behavior of local people, behavior of service providers, prices of tourism facilities are taken into consideration while assessing the satisfaction level after knowing the experience of tourists about quality of these services.
- ✪ Most of Domestic tourists responded as “Good” for the quality of services availed in Himachal Pradesh.
- ✪ Foreign tourists also responded as “Good”, “Average” and “Very good” for the quality of services with exception of some of the foreign tourists responded “poor” for quality of services of public amenities.
- ✪ When asked for revisit, 90.5% domestic tourists responded as “Yes” whereas 54% foreign tourist responded as “May be” and 40.5% responded as “Yes”.
- ✪ Most of the tourists opined beautifully about Himachal Pradesh as a tourism destination in quotes.

CONCLUSION

The satisfaction level of tourist can be assessed by considering their experience during the visit. The experience of the tourist of different services / facilities availed by the tourist at the destination whether good, average or bad is related to satisfaction level of the tourist to greater extent. Also the willingness of the tourist to revisit the destination also contributes to the assessment of satisfaction level. Mostly both domestic as well as foreign tourist opined as “good” for quality of services available for tourist in Himachal Pradesh. Opinion to revisit Himachal Pradesh differs among domestic and foreign tourist. Most of domestic tourists responded to revisit again whereas among foreign tourists more than 50% foreign tourist were not sure about their revisit. In this case assessment of satisfaction in consideration of revisit exceptionally differs for foreign tourists. There may be some other reason for their non – assurance of revisit. But in totality it is found that both domestic and foreign tourists are satisfied with their visit to Himachal Pradesh.

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SEMINAR REPORT
National Seminar
'One Billion Tourists - One Billion Opportunities'

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University Institute of Hotel Management and Tourism (UIHMT), Panjab University, Chandigarh (India) under the auspices of 'HOSTOCON' organized a national level seminar on 15-16th February, 2013 sponsored by Indian Council for Social Sciences and Research (ICSSR).

Maharaja Agrasen University was the partner for the seminar.

The theme of HOSTOCON-13 seminar came out to accommodate the slogan raised by UNWTO of "One Billion Tourist- One Billion Tourist" on 13th December, 2012 when total number of tourists touched the milestone mark of one billion. Such exponential growth in number of tourist has also rise to opportunities available. The seminar aimed at exploring the same i.e. the opportunities that are coming up in the way of hospitality industry. It was hoped that seminar will put forward some concrete plans for the optimum utilisation of tourism and hospitality industry. This seminar also wished to carry forward the urge of UN-WTO to be together so as to transform one billion tourists into one billion opportunities. The present seminar tried to examine the contemporary situation of tourism and hospitality industry and will try to assess the opportunities that lie within.

Considering the broadness of objectives the seminar proceedings were divided in six technical sessions and its thematic focus were:

TS 1: Gauging the Industry;
TS 2: Marketing issues;
TS 3: Sustainable Development Goals;
TS 4: Human Resource Development;
TS 5: Industry, Institutes & Community and
TS 6: Industry Façades.

The plenary session was followed inauguration session, whose chairperson was Prof. Manjula Chaudhary. Prof. S.P. Bansal, Prof. S.C. Bagri, Mr. Anil Mathur, Prof. Sandeep Kulshreshtha and Prof. Deepak Raj Gupta were the resource persons for the session. The experts exchanged their ideas and views, covering a vista of some unexplored dimensions of the industry with the audience.

The second day of the seminar acted as a platform to researchers who presented their research work under six different technical sessions. The presentation of research work by the delegates during the various technical sessions highlighted a variety of issues and provided some concrete solution also.

1. Social Equity and Cohesion

Respect for, and understanding of, cultural diversity between nations and peoples is a key principle of sustainable development. As a sector built on human interaction, tourism plays a key role in fostering greater respect and tolerance between cultures. It is a considerable force for the conservation of historic and cultural heritage and, by providing a source of income based around local culture, can encourage communities to value their cultural heritage more highly.

2. Environmental Preservation

Sustainable tourism recognizes that the future of tourism sector depends on protecting life in all its diversity. It integrates economic and ecological concerns by, for example, conserving a natural area which, in turn, generates increased revenues from tourism for future conservation. Given tourism's importance in the global economy, the sector has a responsibility to take the lead on the path towards sustainable development. At the same time, with cultural and natural resources at the core of its business, tourism has a vested interest in doing so. Thus, sustainable tourism should make optimal use of environment resources, respect the socio-cultural authenticity of host communities and provide viable, long-term socio-economic benefits to all.

3. Tourism: Driver of the Green Economy

Over the past years, and particularly since the start of the global economic crisis, a widespread consensus has emerged on the need to build a new economic paradigm. Multiple crises - in climate, biodiversity, fuel, food, water and the economy as a whole - have led to calls for a new development model: a "green economy". A green economy is one which is low carbon, resource efficient and socially inclusive.

Recommendations

The crux of the deliberations made by the scholars during the two days national seminar in the form of recommendations are as under;

1. Tourism as a Vehicle for Job Creation

Through the creation of sustainable enterprises and decent jobs, Travel & Tourism provides the necessary security and stability for millions of people worldwide to build better lives. Increasing travel and tourism demand through visa facilitation can be central to stimulating job creation, a priority given the high current unemployment levels.

2. Tourism: Enhancing Development

Tourism is one of the major export sectors of developing countries and the primary source of foreign exchange earnings in the vast majority of these, creating much needed employment and opportunities for development.

3. Tourism: as a Driver for Economic Growth

Research by UNWTO and WTTC suggests that the development and implementation of visa facilitation processes by the G20 countries could generate up to 112 million additional international tourists by 2015, increase tourism receipts by as much as an additional US$ 206 billion, and create an estimate of up to 5.1 million additional jobs during the next three years, amongst the G20 economies.

4. Tourism as Tool for Poverty Reduction

According to the World Bank, an estimated 1.4 billion people were living in extreme poverty in 2005. UNWTO's statistics clearly highlights that international tourist receipts, a vital source of exports for the LDCs, increased fourfold from US $ 2.6 million in 2000 to US $ 10 million in 2010.

5. Environmental Preservation

Sustainable tourism recognizes that the future of tourism sector depends on protecting life in all its diversity. Given tourism's importance in the global economy, the sector has a responsibility to take the lead on the path towards sustainable development. At the same time, with cultural and natural resources at the core of its business, tourism has a vested interest in doing so.

6. Social Equity and Cohesion

Respect for, and understanding of, cultural diversity between nations and peoples is a key principle of sustainable development. As a sector built on human interaction, tourism plays a key role in fostering greater respect and tolerance between cultures.

7. Tourism: Stimulate Trade and Development

The role of tourism is vital for service sector, contributing to GDP and employment in developed and developing countries. Currently ranking among the top three export sectors for nearly half of the world's least developed countries (LDCs), tourism has emerged as one of the economic sectors best able to address these concerns.

Final Words

Given tourism's importance in the global economy, the sector has a responsibility to take the lead on the path towards sustainable development. At the same time, with cultural and natural resources at the core of its business, tourism has a vested interest in doing so. Tourism is today one of the largest and fastest growing economic sectors in the world. In 2012, one billion international tourists have traveled the world, generating more than US$ 1 trillion in international tourism receipts. The sector currently accounts for 5% of direct global GDP, 30% of the world's services exports and generates one in twelve jobs worldwide. Tourism can impact on all aspects of people lives - economic, social, cultural, and environmental - simultaneously. For example, a tourism initiative aimed at enhancing local/rural economic development through nature-based tourism can have the added benefits of empowering the local/rural people through their involvement in decision-making, contributes to a sense of ownership over the resource and an associated sense of pride, which in turn can improve conservation of the natural resources through increased protection and reduced harvesting. Tourism activities can also result in improved access to infrastructure, which is beneficial for the community. In this way tourism leads our planet towards inclusive and sustainable growth and development.

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