Governance in Tourism: A Study of Private Sector Hotels in Haryana

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Abstract: The ministry of tourism development manages the hotel sector at the national level, while state legislation manages the hotel sector at the state level in India. In order to maintain their star ratings, hotels must conform to certain regulatory regulations. The HRACC (Hotel and Restaurant Approval and Classification Committee) has established specific governance parameters, and efforts have been made to assess whether private sector hotels were complying with all of the committee's governance requirements. As a result of the study, it was determined that private sector hotels in India adhered to the majority of the parameters.

Keywords: Tourism industry, Hotels, Governance, HRACC, Private sector.


Introduction
Governance is a multifaceted and complex concept. The term "governance" has a long and illustrious history. It was first employed in ancient Greece, and it is derived from the Latin word "to steer" from an epistemological standpoint. The English adopted this phrase from the 12th-century French "gouvernance." This refers to "ability to govern and manage a society". "To administrate" is most likely to be a better description. Tourism governance, according to Bramwell (2011), is the process of regulating and mobilizing social action among tourism stakeholders in order to sustain social order.

The hotel sector in India is managed at the national level by the ministry of tourism development and at the state level by state legislation. The hotel sector encompasses operations such as logistics, direct activities, such as servers, watchmen, maid services, barkeeps, kitchen makers, and so on, as well as amenities such as dining, lodging facilities, amusement parks, business growth, and so on. Establishing and operating a hotel necessitates adherence to all regulatory standards, as well as protecting the customer's interests not only from civil wrongdoing, but also from activities that expose the hotel authorities to criminal liability, such as negligence, accidents, or security...
attacks. The Indian Hotel Association is a centralized body that regulates hotels across the country. The organization is split into sub-associations on a regional basis. The hotel and restaurant approval and classification committee (HRACC) of the ministry of tourism is in charge of the hotel business. This committee’s certification is required for the opening of a new hotel. The committee then inspects and rates hotels depending on the amenities it plans to offer its clients.

HRACC (Hotel and Restaurant Approval and Classification Committee): The HRACC (Hotel and Restaurant Approval and Classification Committee) classifies and approves hotels in India. The committee investigates and assesses hotels depending on the services they offer. They check two types of hotels: hotel projects that have been approved at the implementation stage and operating hotels that are categorized into different categories.

The committee has established a common checklist of services and amenities that each hotel must adhere to.

- Wheelchairs and ramps should be available for guests who are differently abled.
- Designated parking with free access, as well as at least one restaurant.
- Having a designated restroom at the lobby level, and so on.
- Environmentally friendly approaches (a) Sewage treatment plant (b) rainwater harvesting (c) waste management (d) pollution control methods for air, water, and light (e) Non-CFC refrigeration and air conditioning equipment, as well as other environmentally friendly actions and projects A sewage treatment plant, on the other hand, will not be an obligatory requirement for hotels that have received a building completion certificate.
- Hotels must take measures to conserve energy and water, such as water harvesting, the use of CFL bulbs, solar energy, and water-saving technologies such as water-saving washing machines/taps, among other things.
- Display of firefighting procedures in detail.
- Security elements such as CCTV, X-Ray inspection, and employee verification.
- Facilities for accepting/making payments via digital transactions are required for hotels in the categories of 1 star to 5-star Deluxe, heritage.
- Skill development: In 2009-10, the Ministry of Tourism established a special initiative called hunar se rozgar Tak (HSRT) for young skill development. The tourism ministry has completely supported the hunar se rozgar tak initiative. Certain star-classified hotels are required to train a minimum number of people under the HSRT under the schemes. The schemes make it essential for hotels to engage in the ministry of tourism’s skill development initiative in order to meet the industry’s labour needs.

Review of Literature

The term "governance" has become a new phrase in policy and legislative analysis over the years (Pierre and Peters, 2000). It can be used to investigate policies all throughout the globe.

Varied users and contexts lead to different conceptions of governance. Tourism governance, according to the UNWTO (2008), is the practice of monitoring tourist
destinations via concerted and collaborative efforts by governments at all levels and competences, local tourism communities, and the business community involved in the tourism system's operation.

The governance model is provided by Peters (2001), and it is based on four well-known governance models detailed in his scholarly work, The Future of Governing. The "market model," which asserts that the private sector delivers superior services to all other stakeholders in the tourist industry, is one of the designs.

The findings of this study add to a better understanding of the factors that influence hotel governance. The hotel and restaurant approval and classification committee (HRACC) of the Ministry of Tourism has published rigorous guidelines for hotels to follow in order to maintain their star ratings. HRACC's governance measures will be used to assess the effectiveness of private sector hotels in terms of adhering to government regulation.

Scope of the Study
The research is limited to private sector hotels in Haryana's Panchkula and Kurukshetra. The research examines how well private sector hotels in Haryana follow government regulations. 20 private hotels in Panchkula and Kurukshetra were chosen for the present research.

Limitations of the Study
- The study is confined to Panchkula and Kurukshetra districts only.
- The study is limited to the private sector hotels in Panchkula and Kurukshetra districts only.

Research Instruments
Research instruments such as questionnaires, personal interviews were used to collect primary data from the hotels. Nominal, Ordinal, and Interval scales were used in the questionnaire.

Data Analysis
The data were analyzed through the appropriate statistical tools by using Microsoft Excel ToolPak. Statistical tools such as the percentage method, cross-tabulation, Chi-square test were used for the analysis.

Research Objective
To study the governance mechanism of the private sector hotels in Haryana tourism.

Research Hypothesis
The private sector hotels lack adherence to governance parameters set up for the development of Haryana tourism.

A study of 20 private hotels in Panchkula and Kurukshetra was done to test the research hypothesis. Ten hotels were chosen from each site. Several institutions associated with India's tourist business have agreed on the establishing of the parameter facilities over the years. The Ministry of Tourism's Hotel and Restaurant Approval and Classification
Committee (HRACC) has developed a set of guidelines for hotels in India. The hotels were evaluated using the HRACC's 34 major parameters, which are listed below:

- Staff training and skill certification.
- Staff verification.
- First aid kit.
- Fire alarms.
- Fire extinguisher.
- Fire exit.
- Emergency exits.
- 24/7 power backup.
- 24/7 Security guards.
- CCTV.
- Glow in the dark stickers.
- Smoke detectors.
- Parking facility.
- Metal detectors.
- Warning for wet floors.
- Warning for high voltage.
- Wheelchair for differently-abled.
- Ramp.
- Lift.
- Sewage treatment plant.
- Bio/non-biodegradable garbage segregation at source.
- Food waste compost.
- Rainwater harvesting.
- Energy-saving devices like non-CFC AC, Solar panels, water-saving taps and washing machines, etc.
- Annual environment statement to the Haryana pollution control board.
- The green area inside and outside of the premises.
- Support and subsidies.
- Hunar Se rozgar yojana.
- Safe tourism pledge.
- Capacity building for service providers training.
- Digital transaction.
- Audits.
- Display of safe tourism pledge for the employees.
- Presence of safe tourism pledge in the appointment letters of employees.

The responses were noted on whether these parameters were followed or not across the sample space. The data was categorical/nominal (yes/no) and the variable was governance parameters set up for the development of Haryana tourism. To prove or reject this hypothesis, an analysis was done using frequency tables, cross-tabulation, and Chi-square test for goodness of fit. The responses to the survey are given below:
Varied users and contexts lead to different conceptions of governance. Tourism governance, according to the UNWTO (2008), is the practice of monitoring tourist destinations via concerted and collaborative efforts by governments at all levels and competences, local tourism communities, and the business community involved in the tourism system's operation.

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**Table 5.1:** The responses of private sector hotels on adherence to governance parameters

<table>
<thead>
<tr>
<th>Hotel. No</th>
<th>Number of governance parameters followed (Yes)</th>
<th>Number of governance parameters not followed (No)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>25</td>
<td>9</td>
</tr>
<tr>
<td>3</td>
<td>22</td>
<td>12</td>
</tr>
<tr>
<td>4</td>
<td>19</td>
<td>15</td>
</tr>
<tr>
<td>5</td>
<td>13</td>
<td>21</td>
</tr>
<tr>
<td>6</td>
<td>22</td>
<td>12</td>
</tr>
<tr>
<td>7</td>
<td>17</td>
<td>17</td>
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<tr>
<td>8</td>
<td>14</td>
<td>20</td>
</tr>
<tr>
<td>9</td>
<td>21</td>
<td>13</td>
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<tr>
<td>10</td>
<td>18</td>
<td>16</td>
</tr>
<tr>
<td>11</td>
<td>24</td>
<td>10</td>
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<tr>
<td>12</td>
<td>25</td>
<td>9</td>
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<td>13</td>
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<td>16</td>
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<tr>
<td>18</td>
<td>14</td>
<td>20</td>
</tr>
<tr>
<td>19</td>
<td>21</td>
<td>13</td>
</tr>
<tr>
<td>20</td>
<td>18</td>
<td>16</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>390</strong></td>
<td><strong>290</strong></td>
</tr>
</tbody>
</table>

Source: Primary data
This hypothesis was analyzed using the chi test function in Microsoft excel. Hereunder, two cases are considered, first, the analysis was done for checking the hypothesis across both districts combined, and secondly, a comparative analysis of the hypothesis was done to know the differences between the two districts separately.

**Case 1: The private sector hotels lack adherence to governance parameters set up for the development of Haryana tourism**

The observations for this hypothesis were recorded in a frequency table as shown below.

**Table 5.2: The observed and expected frequencies for the governance variable**

<table>
<thead>
<tr>
<th>Count of governance parameters followed</th>
<th>Observed frequency(O)</th>
<th>Expected frequency(E)</th>
<th>(O-E)</th>
<th>(O-E)^2/E</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>290</td>
<td>340</td>
<td>-50</td>
<td>7.352941</td>
</tr>
<tr>
<td>Yes</td>
<td>390</td>
<td>340</td>
<td>50</td>
<td>7.352941</td>
</tr>
<tr>
<td>Total</td>
<td>680</td>
<td>680</td>
<td>0</td>
<td>14.70588</td>
</tr>
</tbody>
</table>

Chi-Square value: 14.705

The critical value at 1 degree of freedom: 3.8414

Probability value: 0.000126

Degrees of freedom (Df) = number of cells associated with the row or column data = 2 – 1 = 1

**Figure 5.1**

The number of governance parameters followed and not followed by private sector hotels
The estimated chi-square value (2) from the aforementioned data was 14.70588 (as shown in table 5.2), and the critical chi-square value was 3.8414 for 1 degree of freedom. Furthermore, the probability value was 0.000126, which was significantly lower than the 0.05 limit. As a result, the observed and expected values do not match. However, before accepting or rejecting the hypothesis, it was necessary to determine if the difference between the observed and expected values was positive in order to determine whether the outcome was in the desired direction or not, which was 390 – 340, as shown in table 5.2. Because the difference was positive, it implies that more governance standards were followed than those that were not. Hence the null hypothesis was supported, i.e. The private sector hotels did not lack the adherence to governance parameters set up for the development of Haryana tourism, and an alternate hypothesis has been rejected.

Case 2: Hypothesis for comparing the two districts
“The private sector hotels across Panchkula and Kurukshetra lack adherence to governance parameters set up for the development of Haryana tourism”.

The sample size consisted of 20 hotels and 34 governance parameters for each hotel to follow, therefore the expected frequency across each table cell can be calculated using the formula:

\[ E_{ij} = \frac{R_iC_j}{n} \]

Where,

- \( E_{ij} \) = expected value of the ith row and jth column cell
- \( R_i \) = total observed frequency count in the ith row
- \( C_j \) = total observed frequency count in the jth column
- \( n \) = sample size

The observations for this hypothesis were recorded in a frequency table as shown below.

**Table 5.3:** The observed and expected frequencies for the governance variable across Panchkula and Kurukshetra.

<table>
<thead>
<tr>
<th>Observed frequency, count of governance parameters followed</th>
<th>Location</th>
<th>No</th>
<th>Yes</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Panchkula</td>
<td></td>
<td>144</td>
<td>196</td>
<td>340</td>
</tr>
<tr>
<td>Kurukshetra</td>
<td></td>
<td>146</td>
<td>194</td>
<td>340</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>290</td>
<td>390</td>
<td>680</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expected frequency, count of governance parameters followed</th>
<th>Location</th>
<th>No</th>
<th>Yes</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Panchkula</td>
<td></td>
<td>145</td>
<td>195</td>
<td>340</td>
</tr>
<tr>
<td>Kurukshetra</td>
<td></td>
<td>145</td>
<td>195</td>
<td>340</td>
</tr>
</tbody>
</table>
As may be seen from the above table, in Panchkula the count of governance parameters followed was 196. Similarly, for Kurukshetra, the count of governance parameters followed was 194.

From the above data, the calculated chi-square value ($\chi^2$) was coming out to be 0.024049514 (as observed in table 5.3) and the critical chi-square value was 3.8414 for 1 degree of freedom. The probability value was also 0.876758993, which was greater than the 0.05 threshold. When Kurukshetra and Panchkula were examined, there was no significant difference between the observed and expected values, indicating that location was unrelated to governance criteria in the private sector hotels. **Here also the null hypothesis was supported, i.e. the private sector hotels across Panchkula and Kurukshetra did not lack the adherence to governance parameters set up for the development of Haryana tourism in both districts of Haryana, and the alternate hypothesis has been rejected.**
**Result and Conclusion**

As observed above, 57.35% of governance parameters were followed by the hotels across the sample space, and 42.65% of governance parameters were not followed by the hotels. Hence, a significant number of governance parameters were followed by the private sector.

The following parameters were not followed in the majority of hotels: availability of 24/7 security guards, metal detectors, warning for wet floors/high voltage, wheelchair for differently abled, availability of ramp, sewage treatment plant, bio/non-biodegradable garbage segregation at source, food waste compost, rainwater harvesting, use of energy-saving devices such as non-CFC AC, Solar panels, water-saving taps, and washing machines, annual environment report.

To summarise, private sector hotels obeyed 50% of the governance standards. The findings may be shared with the Haryana tourist agencies, who will be able to better understand the flaws and learn from them in the future. It will assist them in bridging the theoretical and practical divide.

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**References:**


