

Personnel Policies and Practices (An Analytical Study of RTDC LTD)

***Dr. Om Prakash Sharma**

Abstract

The present study covers the field of Personnel Policies and Practices at the RAJASTHAN TOURISM DEVELOPMENT CORPORATION Ltd. The Corporation is a public enterprise established by Gov. of Rajasthan. It was incorporated on Nov.24, 1978. But it started functioning with effect from April, 1979. The Personnel and General Administration Division the RTDC is an important division which is responsible for the personnel, including their recruitment and administration matters. This division is headed by an officer designated as General Manager [Personnel and Administration. At this outset all the important aspects of personnel force like recruitment & selection, training & development, promotion & remuneration, transfer & retirement etc. have been discussed in proper manner. Major problems faced by the department of Personnel of the RTDC have been analyzed at right places. At the end effective and constructive suggestions have been incorporated.]

INTRODUCTION:

The **personnel policy** provides a framework within which decisions can be taken about personnel matters in line with the overall objectives of the organization. Personnel policies cover the principles and rules of conduct governing the dealings of the organization with its employees and set the tone for the administration of personnel programs in a manner conducive to the attainment of the objectives of the organization. Thus, the Personnel Policies stress the need for careful selection and placement of employees an effort to educate and train them so that they may do their jobs efficiently and effectively; co-ordination within the organization; availability of the right quality of tools and working conditions; adequate incentives for work and a constant desire for improvement.

On the other hand, the Personnel Practices refer to the way personnel programs are implemented in keeping with the procedures laid for attaining the objectives as stated in Personnel Policies. Personnel Practices are the most important, because the impact on the employees is mostly felt at the level of implementation. High sounding policies or elaborate procedures will not have any meaning for employees unless Personnel Policies are in line with these policies and procedures.

In to-day's world, Tourism Industry is occupying a prominent place. In last two decades Tourism Industry has developed so fast that it has not only changed the attitude of the people towards tourism but a new concept of tourism has evolved throughout the world. Rajasthan being a frontier and desert state has also occupied an important place in the Indian tourist map from very beginning.

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Rajasthan consists of many important tourists' places with their heroic tales of historic importance as well as its captivating natural scenery. This state of Rajasthan is really a heaven for the both kind of tourists viz; Indians as well as foreigners.

Keeping in view the vital role and importance of Tourism Industry in Rajasthan, the State Government has been doing its best to attract more tourists from India as well as abroad. First, the Rajasthan Government established the "**Tourism Directorate**" in 1955 to provide security and modernize the historical, religious and traditional tourists' centers. After that to take up the task of creating more /new tourists centers and developing folk arts & music as well as organizing fares & festivals and exhibitions, it created "**Tourism, Art & Cultural Department.**" Further, '**RAJASRHAN TOURISM DEVELOPMENT CORPORATION**' [RTDC] was established as a public enterprise to provide the facilities regarding residential, transportation, entertainment, dining to its increasing number of tourists. Although the RTDC was incorporated on Nov.24, 1978, but it started functioning with effect from April, 1979. It was incorporated as a Private Ltd. Co. under the Indian Companies Act, 1956 with its registered office at Usha Niwas, Kalyan Path, near Police Memorial, Jaipur. With a view to having the smooth and efficient working, the administration of the Rajasthan Tourism Development Corporation has been divided into five divisions which are: Tourist Services Division, Works Division, Accounts Division, Secretarial Division and Personnel & General Administration Division.

The **Personnel and General Administration Division** is an important division which is responsible for the personnel, including their recruitment and administration matters. Besides these, it looks after the stores section concerned with house-keeping material and furniture. It has been generally felt that Personnel Policies, for various reasons, have not been successful in our business oriented public enterprises like R T D C. This is really a puzzling question and need immediate action.

Objectives of the Study:

- To examine the role of Personnel Policies in R T D C affecting the rate of institutional growth.
- To provide an efficient consultative service which aims at creating mutual faith, among those who work in the Corporation like RTDC.
- To make a critical study of various recommendations as outlined by various bodies in India from time to time in respect of Personnel Policies in business enterprises.
- To build – up a common model for the efficient working of Personnel Policies in the public enterprises like RTDC and other State-owned public-sector enterprises.

Research Methodology: To collect various data & information, primary as well as secondary sources have been used. Pre-tested canvassing schedules and questionnaires have been used with a view to find out the understandings & opinions of the concerned persons. Additionally, to make an in-depth intensive study of the Personnel Policies of R T D C, the non-participative direct personal observation method has been also adopted. Opinion polls about certain matters have been also organized.

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PERSONNEL ADMINISTRATION IN THE R T D C LTD.

The R T D C Ltd. is a small size Public Sector Undertaking which employs nearly 1500 employees on its roll. Development of Tourism in Rajasthan was looked after by the Department of Tourism, Govt. of Rajasthan. After the company's incorporation in 1979 and the commercial activities of the department were transferred to the R T D C Ltd. These include Accommodation, Catering, Transportation etc.

The R T D C Ltd. has classified its employees into four categories:

Class I posts**Appointing Authority**

1. Executive Director (General Manager)
2. Executive Director (Finance)
3. General Manager (Works)
4. General Manager (Finance)
5. Company Secretary Board of Directors
6. Dy. Gen. Manager (Transport)
7. Sr. Manager
8. Private Secretary
9. Assistant Engineers
10. Assistant Architect
11. Dy. General Manager (Finance).

Class II posts**Appointing Authority**

1. Supt, Gardens
2. Assist. Accounts officer
3. Stenographer I
4. Manager
5. Accountant Managing Director
6. Jr. Engineer
7. Administrative Asst.
8. Asst. Manager
9. Statistical Asst.
10. Stenographer.

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Class III posts**Appointing Authority**

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|---------------------|--------------------|
| 1. Jr. Accountant | |
| 2. Sr. Office Asst. | |
| 3. Jr. Office Asst. | |
| 4. House Asst. | |
| 5. Cook | Executive Director |
| 6. Plumber | |
| 7. Electrician | |
| 8. Tracer | |
| 9. Driver. | |

Class IV posts**Appointing Authority**

The remaining posts at the Head office and employees post In the units.	Executive Director
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Constructive Suggestions:

The Personnel Department of the Corporation is playing an important role to make the personnel policies more effective. But most of the senior officers of the Corporation are still working on deputation. Delusionists are least interested in the future of the Corporation. They merely complete their time. They have neither sufficient knowledge of and about the Hotel industry nor can they properly appreciate these policies. It is a big problem of the corporation. During the study it was felt that there is a shortage of skilled personnel force in the hotels of the RTDC. The Personnel Department also deals with other significant problems. To manage all personnel problems, following constructive suggestions should be considered and must be given due importance:

- To make the Corporation prosperous, timely recruitment of able and competent employees having managerial acumen should be made.
- The Board of Directors ought to issue clear instructions to the Personnel Managers from time to time to adopt proper selection methods for the recruitment. The personnel force should be provided with suitable eligibility norms for requirements so that the norms can be adhered to.
- Trained personnel are as essential for the successful running of an organization as the wheels are essential for a carriage. The R T D C is a Hotel Industry and the employees of this Corporation ought to be trained compulsorily at least once during their career.

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- For set purposes and goals a well-designed training program should be chalked out by the Corporation. Moreover, instead of depending upon other institutions for training, the Corporation should set up a training unit of its own so that the goal may be achieved.
- A sound wage policy includes the adoption of job evaluation program should be followed in the corporation. It takes into consideration the organization's ability to pay, prevailing cost of living, productivity, trade union and sociological factors.

Conclusively, it can be stated that if all the above effective suggestions are implemented at R T D C, it is hoped that the Personnel Department of the Corporation would be able to get rid of most of the problems up to a great extent. It would also lead towards good and harmonious industrial relations as well as help the Corporation in achieving its goal more smoothly.

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