

An Exploratory Approach to Organisational Ailments: A Case Study with Reference to Ecotourism Destinations in Kerala State

Mathew C.D

Research Scholar

SASTRA University, Thanjavur, India

Email: mathewerattupetta@yahoo.co.in

Kurian Joseph

External Guide

SASTRA University Thanjavur, India

R. Renganathan

Internal Guide

SASTRA University, Thanjavur, India

Abstract

Organisations face problems. It has to do self renewal process based on diagnostic exercises. Organisations face ailments, the root cause has to be found out. Based on the root cause findings remedial interventions could be applied in order to cure organisational ailments. Organisational pathology could be treated once there is a clear idea about the underlying problem factors. This paper makes an effort to understand the root cause problems. This study draws insights into organisational ailments. However, effects of remedial interventions are not analysed in this paper.

Keywords: Organisational pathology, organisational ailments, remedial interventions, diagnostic exercise, root cause analysis.

1. Introduction

Eco-tourism is a relatively new concept. People who are concerned with tourism industry have to be rigorously trained in order to understand the new concepts, applications, methodologies etc. Eco-tourism intermediaries like forest officials, local guides and ministerial staff for eco-tourism projects come under this purview. Organisation Development Principles are the most effective tools to implement training methodologies in eco- tourism.

Organisation development is the functional behavioural science discipline intended for the out-and-out improvement of organizations and its people through bring into play the theory and practice of designed change. Organisations nowadays face manifold challenges and coercions- threats to effectiveness, efficiency and profitability; challenges from unstable environments, augmented competition, and varying customer demands; and the constant challenge to maintain congruence among organisational dimensions such as strategy, culture and processes. Keeping organisations thriving, healthy and viable in today's world is a daunting and uphill task.

2. Literature Review

Kerala, 'God's Own Country', was formed as a state in the Indian union in 1956. Since then its progress in various fields has been remarkable. With 38863 Sq.kms of land area, it now accommodates nearly 32 million people. It has a peculiar pattern of development known as 'Kerala model of development' (Mathew,

2005). Another study stated that the basic characteristic of Kerala model of development is the paradox of social development and economic stagnation (George, 1993). There are spectacular improvements in the quality of life; there is 100% literacy, low infant mortality, high life expectancy, favourable sex ratio in favour of women and minimum rural-urban differences. Still the economic status of Kerala remains low, as there is either negative development or stagnation in the primary and secondary sectors (Mathew, 2005).

In spite of all the shortfalls outlined above, tourism in Kerala has recorded remarkable growth in recent years. International tourist arrivals increased to 3.46 lakhs in 2005 from 2.08 lakhs in 2001. Domestic tourist arrivals (excluding pilgrims) rose from 52.40 lakhs in 2001 to 59.46 lakhs in 2005. Thus in five years to 2005, annual growth rate for foreign and domestic tourist arrivals are respectively 13.27% and 2.69%. According to the study of Ministry of Tourism (2006) on tourism sector in the State, Travel and Tourism generates as much as 7.7% of GSP and 6.2% of total employment. Visitor exports (tourism exports) are worked out as 14.3% of the total export of the State.

It is an unquestionable fact that the State generates revenue and a lot of employment is created in tourism field. But the conservation of the ecology and environment is also equally important. So such a study draws in-depth importance.

The government launched 'ECO- Star', (Going Eco, 2006) which will award points to tourism ventures for their contribution to the environment and people of the area in which they are established.

ECO stands for Environment and Community –Oriented. The ECO – Star system awarded points to tourism ventures in the state –resorts, hotels, tour operators, and transport for adopting certain ECO-measures.

Initiative in the following areas carries maximum points.

- Picking at least 60 percent of the labour force from the local community
- The use of local resources in the day to day functioning so as to enhance the purchasing power of the local community.
- The use of low emission alternate means of transport
- Promotion of traditional arts and crafts
- Initiatives to protect endangered flora and fauna
- Rerouting a percentage of the profits back to the community to set up schools, dispensaries, garbage plants and introduction of energy-efficient technologies.

Since the popularity of responsible travel is rising, such a classification is inevitable. A responsible traveller seeks to enrich both his experience and the destination he visits. In Kerala Eco-tourism has been implemented only in selected forest destinations and for this study Thenmala and Periyar Tiger Reserve (PTR) have been selected. There are three elements in eco-tourism

1. It has to be nature-based
2. Conservation and preservation should be the agenda
3. Local people should be the beneficiaries

In the said destinations local people act as tourist guides. OD is a people centric and people supported efficiency enhancement tool. Hence the focus group (local people) have been selected for the OD test process.

3. Research Methodology

The study is explorative in nature. It defines and further defines the research problem. In another words, the study draws insight into the research problem. Senior officials were selected from Thenmala and PTR in order to do the explorative design. Data Analysis is done through percentage analysis.

Due to the increasing recognition of the importance of forests for environmental health, energy and employment, scientific forestry research necessitates adequate strengthening of the research base as well as priority formulation (Pulparambil, 2002). The priority areas may include the effective conservation and management of existing forest resources, research related to wild life and management of national parks

and sanctuaries and research related to skill development of local people who are involved in forest based tourism activities.

4. Results and Data Interpretation

4.1 What discussions have revealed

Several rounds of interactions and discussions were held with the senior level members of the Periyar Tiger Reserve and Thenmala Eco-tourism project to identify the problems afflicting the progress of eco-tourism. These included informal one-to-one discussions, formal class room discussions, group work and reporting as part of work-shops as well as obtaining feedback through comprehensive questionnaires supplied in the workshops. The feed back thus obtained have been rich enough to give an understanding of the organisational ailments of these two destinations.

In what follows, a summary is provided of the feedback obtained from the forest officials with analytical observations wherever necessary.

The themes conversed in discussions in person-to-person meetings as well as class rooms included the following: (1) Objectives of forest management; (2) Constraints or obstacles that prevent the achievement of the objectives of the forest management; (3) Important problems in the organisation of the tourism activities; (4) Important problems being experienced in the place of work; (5) Important problems being faced in the management of the division to which the respondent belongs; (6) Important problems faced in the field of human resource management; (7) Suggestions for improving forestry management in Kerala (8) Suggestions for improving the management of the destinations; (9) Suggestions for improving the management of the division to which the respondent belongs; and (10) Personal priorities for improving the functioning of the two destinations.

Regarding objectives of forest management the answers included items on which there was total consensus as in the conservation of bio diversity and ecological balance as well as items on which there were difference of opinions and priorities, highlighting a high degree of lack of consensus on the priorities of the objectives subsidiary to the first on which there was consensus.

Regarding the constraint or obstacles preventing the achievement of objectives in forest management, the factors agreed included (1) lack of proper planning by the forest officials; (2) lack of political support; (3) lack of team work among officials; (4) lack of training and development of forest officials; (5) lack of commitment among forest officials; (6) lack of leadership and guidance from higher authorities; (7) lack of proper systems and procedures; (8) lack of support from the public; (9) role of corrupt officials and (10) role of corrupt politicians. Special comments were made on the prevalence of very low degree of staff morale; habits of shirking responsibilities; dominance of the punitive system where rewarding and encouraging systems are needed and inadequacy of staff strength.

Regarding problems in the organisation of the tourism activities, items agreed by the respondents included (1) lack of proper work allotment; (2) lack of effective systems for communications; (3) lack of clarity as on over-all departmental objectives; (4) too many levels in hierarchy; (5) lack of clarity on divisional objectives; (6) lack of proper performance appraisal; (7) presence of too much procedures to be observed; (8) too many rules to be obeyed; (9) too little autonomy for decisions and (10) too many subunits or divisions.

As far as the problems being experienced in the place of guiding tourists were concerned, the following have been agreed upon; (1) lack of work motivation; (2) lack of communication from above; (3) lack of training and development; (4) lack of leadership and guidance; (5) lack of facilities; (6) lack of team work; (7) lack of systems and procedures for ensuring effectiveness; (8) lack of proper supervision; (9) lack of support from higher authorities (10) lack of general integrity among tourist guides.

As problems being encountered in the management of different divisions including that of eco-tourism, the following have been agreed upon; (1) lack of clarity of objective; (2) lack of physical facilities; (3) lack of proper priority; (4) lack of effectiveness in project formulation; (5) lack of effectiveness in project implementation; (6) lack of effectiveness in project evaluation; (7) lack of effective innovation experiments; (8) lack of systems for participation among officials; (9) lack of adequate funds, and (10) lack of systems for participation between officials and the public.

Regarding problems in human resource management, items agreed upon included: (1) lack of behavioural training (2) lack of effective linking of rewards and performance; (3) lack of effective leadership development; (4) lack of systems and procedures for team building in work units; (5) lack of effective performance appraisal; (6) lack of effective planning of work to be done; (7) lack of effective position classification; (8) lack of systems for supervision; (9) lack of adequate post-induction training and (10) lack of effective induction training.

The above data obtained through informal and class room discussions served as a basis for a few other important explorations, including designing of workshops, designing of questionnaires on specific topics as well as designing of comprehensive questionnaire and systematic feedback with the help of these.

4.2 What the workshops have revealed

Two separate workshops for two different destinations (Thenmala and PTR) were conducted on April 8th, 2007 and on April 26th, 2007 exclusively on issues related to forest management and eco-tourism.

The data obtained in the above workshop can be classified under the following headings:

- a) Group work on problems of forest management in Kerala;
- b) Feedback through short questionnaire on organisational problems of two destinations;
- c) Suggestions and Recommendations in Group Reports;
- d) Feedback through detailed questionnaires.

4.3 Group work data on destinations and sector management

4.3.1 Periyar tiger reserve

In the group works conducted as a part of the training programme on 'innovation in administration to meet new challenges' conducted between April 24 and 26 2007 at Periyar Tiger Reserve, the 15 senior officers from the PTR were asked to engage in group discussions to identify the organisational problems of the PTR as well as sector management problems of the PTR. On the basis of the reports prepared by these members a questionnaire was designed and supplied to the participants of the workshop conducted in PTR on developing a new vision for forest management and eco-tourism.

4.3.2 Questionnaire data analysis

The data obtained through this method is reproduced below in table 1.1 and table 1.2, dividing them into two as organisational problems of the PTR and sectoral management problems.

4.3.3 Thenmala

In the group works conducted as a part of the training programme on innovation in administration to meet new challenges conducted between April 5 and 8 2007 at Thenmala, the 15 senior officers from the Thenmala were asked to engage in group discussions to identify the organisational problems of the Thenmala as well as sector management problems of the Thenmala. On the basis of the reports prepared by these members a questionnaire was designed and supplied to the participants of the workshop conducted in Thenmala on developing a new vision for forest management and eco-tourism. The table 1.3 and table 1.4 show the data.

The data reveal a very high degree of the presence of problems in the tourism destinations as well as in the sectorial Management practices, confirming the items in the checklist.

4.4 People- based factors of performance

Even under the best of enabling conditions, people function differently. How does this happen? The answer is that external conditions alone do not and cannot produce good performance. There are also factors within the individual performers, making their performance good or bad. It is necessary to identify these internal or person based factors of performance as well as the sub-components of these factors.

While there is a general consensus among management trainers that it is knowledge, skills attitude and values that work as the internal deciding factors, not many have gone any further in the matter. For the purpose of this study, an effort was made to identify the sub components of these factors and to evaluate the situation in Eco-tourism destinations regarding the availability of sub components.

Under knowledge, skills, attitude and values, ten sub-components were identified and by using these evaluative platform was constructed. Five senior officers from Thenmala and PTR were segregated and asked to rate about the local tourist guides in terms of the above mentioned dimensions during the said workshops. A situation that is far from satisfactory has been revealed by the feedback from the respondents. The details are as shown below in the table 1.5 and table 1.6.

The data show that in the opinion of the respondents, the situation regarding the person based factors of performance is far from satisfactory. Organisational wide HRD programmes with a special emphasis on behavioural science training programmes, as required to rectify the situation by reducing deficiencies and by replacing them with corresponding developments alone can improve the situation.

5. Discussion and Conclusion

Keeping in mind the challenges and changing mandates of the forestry sector, the emergent issue is to redefine the role of forestry management. Moreover, the changing environment has resulted in functional/professional challenges for the foresters, which calls for an analysis of their institutional capability, that is, constant assessment of goals and strategies, structure and systems, culture and values and OD practices in order to maintain a 'good fit' between external and internal environments of forest institutions.

Institutional development for sustainable growth demands a paradigm shift in the working of the forest department from treating people as adversaries to making them partners in protection and conservation of forests. It can also look into revenue generation avenues like tourism with the support of local people. With tree cover outside reserved forests increasing, the forest department must concern itself with total forestry sector rather than reserved forests only (Madhavi, 1992). Change is a journey and not a destination. Forest department needs to build capability to adapt the changing situation for sustainable growth. Keeping this in perspective, three major shifts for institutional development and sustainable growth are recommended:

- Shift from "giving more resources" to "achieving the best utilisation of available resources".
- Shift from explaining "why things won't happen" to exploring "how to make things happen".
- Shift from demanding "someone should do something about this problem" to asking "what can I do to solve this problem or at least reduce its adverse impact".

Thus, the participatory approach to forestry management necessitates appropriate structural and administrative changes. However, this alone will not help the foresters to perform their new roles effectively. An important issue which has bearing on institutional capability of the forest department is the lack of positive attitudes and relevant skills of the staff. The attitude of the forest officials should change according to the changing scenario of the forestry sector. Their approach should change from "protection from the people" to "protection with the people" (Madhavi, 1992). This requires a more collaborative approach and a different set of skills. The biggest challenge which they have to face is to do more with less, as the forestry institutions are politically weak and handicapped on financial grounds. In such a situation, eco-tourism activities can generate funds for forestry institutions.

If people are an organisation's greatest asset, competence building for effective role performance is vital for sustainable growth in a fast changing environment. It is generally appreciated that while administrative and structural changes are necessary for effective role performance, they are incomplete without reorientation of the forestry staff in terms of Knowledge, Skills, Attitudes and Values (KSAV) which is an important prerequisite for institutional development. In order to reorient forestry staff it is essential to understand their changing role profile.

Officers at the level of Range Officers and above emphasized five important future roles, i.e., (i) protector (ii) monitor (iii) awareness builder (iv) planner, and (v) doer technical. However the roles of (i) liaison (ii) entrepreneur and (iii) grievance handler are not perceived of much importance for future job requirements.

The researcher has adopted Management by Objectives approach for Organisation Development. The basic thrust of OD would be the following aspects.

Besides the behavioural interventions, Management by Objectives has also been used as an approach to organisation development. MBO came to India in the late sixties, initially through the multinational companies. Several major Indian subsidiaries of the multinational companies, especially those based in Britain, were advised by their parent companies to implement MBO (Maheshwari, 1992).The

environmental pressures in India, largely due to government regulation at eco-tourism destinations, diverted management attention away from the efforts designed to increase organisational effectiveness through managerial interventions. Thus, eco-tourism failed to become an important source of knowledge for the development of MBO practice in India.

MBO process had a natural inclination towards emphasis on planning and controlling aspects of MBO than on contribution, motivation and development of managers. MBO has been perceived essentially as an instrument of planning and control, partly because these are usually not well developed in eco-tourism destinations and also because of the need to anticipate and cope with a turbulent business environment.

Initially it has been observed that in tourist destinations, employees are concerned about the implications of linkage between performance and rewards. The prevailing system with emphasis on seniority for promotions and absence of differential rewards to recognise merit seems to be the major source of this concern. As a result MBO has not been linked directly to decisions on rewards and the MBO practitioners have opted for an indirect linkage only. The researcher has adopted objective based OD approach. The following objectives have been given top priority by the researcher.

1. Improving the economic status of local tourist guides through the application of OD
2. Improving the social status of local tourist guides through the application of OD
3. Improving environmental awareness level of local tourist guides through the application of OD
4. Improving efficiency levels of local tourist guides through the application of OD

Change is a complex phenomenon. One has to realise that fundamental change requires changing the fundamentals of the organisation rather than tinkering. It calls for different strategies, one which enables people to own the process of change. However, some people in the forest department equate institutional development with more resources-manpower, funds and facilities and overlook aspects related to culture and skill building for sustainable growth. Moreover, priority of self over organisational interests and short tenures of people in key positions in the department annihilates long term thinking.

References

- George, K. K. (1993). *Limits to Kerala Model of Development*. Doctoral Dissertation, Centre for Development Studies, Thiruvananthapuram..
- Going Eco, (2006). *The New Indian Express*, June 21. pp. 2.
- Kerala Tourism (2006). Economic Review, State Planning Board, Thiruvananthapuram. pp. 212-217.
- Mathew, C. (2005). *Tourism Development in Kerala and its Economic Impacts*. Doctoral Dissertation, M.G. University, Kottayam.
- Madhavi, C.V. (1992). *Institutional Development for Sustainable Growth: A Study of the Andhra Pradesh Forest Department*, pp. 497-507.
- Maheshwari, B.L. (1992). *Organisation Development in India: A Review of Approaches and Experiences, Development Policy and Administration in India, Essays in Honour of Prof. M.V. Mathur*.
- Ministry of Tourism (2006). *Tourism Satellite Account for India*. Retrieved from <http://tourism.nic.in/CMSPagePicture/file/marketresearch/studyreports/011%20TSAI.pdf>
- Pulparambil, J. (2002). *Forest Management an HRD Approach*. India: New Delhi, Uppal Publishing House.

Table 1.1: Organisational problems of PTR

Sl No.	Sectors	Very Much	Some Much	Rare	Not at all
1	Lack of proper records such as survey sketches	10	5	0	0
2	Restrictions imposed by Government in drawing money from treasury; insufficient letter of credit and delay in issuing of letter of credit	9	4	2	0
3	Interference of large number of labour unions supported by political parties.	10	4	1	0
4	Political interference in execution of works	8	4	3	0
5	Politically motivated staff unions and consequent indiscipline among employees	6	6	3	0
6	Dissatisfied staff due to poor service benefits	7	6	2	0
7	Lack of funds to payment of T.A. to staff	10	5	0	0
8	Lack of training to field staff on recruitment	11	4	0	0
9	Strict enforcement of laws which create hatred among public	12	3	0	0
10	Inference of Pseudo-environmentalists	4	7	3	1

Table 1.2: Sectorial Management Problems

Sl. No.	Sectors	Very Much	Some Much	Rare	Not at all
I	Conservation				
	1.Lack of updated inventory of data on bio diversity	9	4	2	0
	2.Lack of facility to retrieve information	10	5	0	0
	3.Lack of proper implementation of prescription for management of soil and water	6	6	3	0
	4.Lack of exploitation policy based on principle of sustained yield	7	6	2	0
	5.Failure in implementation of the existing principles of management	10	5	0	0
II	Protection				
	1.Absence of complete delineation of forest boundary	11	4	0	0
	2.Lack of public awareness in aspect of forest protection	12	3	0	0
	3.Lack of modern infrastructural facilities				
	(a) Insufficient staff strength	12	2	1	0
	(b) Lack of sufficient vehicles	13	2	0	0
	(c) Lack of intelligence network	14	1	0	0

	(d)Lack of sufficient communication facilities	8	4	3	0
	(e) Lack of sufficient weapons	10	5	0	0
	(f) Lack of sufficient service training	15	0	0	0
	(g) Dissatisfaction of the staff	12	3	0	0
III	Development				
	1.Lack of availability of sufficient funds in proper time	10	4	1	0
	2.Partial implementation of Working Plan prescriptions	12	3	0	0
	3.Non-availabilty of quality planting stock	11	4	0	0
	4.Unhealthy political interference	9	6	0	0
IV	Tourism				
	Lack of proper awareness in all levels	10	5	0	0
	Lack of motivation among local tourist guides	11	3	1	0
	Lack of proper knowledge about guiding skills	12	3	0	0
	Lack of behavioural science knowledge among guides	11	4	0	0
	Guides' poor quality of life	10	5	0	0

Table 1.3: Organisational problems of PTR

Sl. No.	Sectors	Very Much	Some Much	Rare	Not at all
1	Lack of proper records such as survey sketches	9	4	2	0
2	Restrictions imposed by Government in drawing money from treasury; insufficient letter of credit and delay in issuing of letter of credit	10	4	1	0
3	Interference of large number of labour unions supported by political parties.	8	4	3	0
4	Political interference in execution of works	6	6	3	0
5	Politically motivated staff unions and consequent indiscipline among employees	7	6	2	
6	Dissatisfied staff due to poor service benefits	10	5	0	0
7	Lack of funds to payment of T.A. to staff	11	4	0	0
8	Lack of training to field staff on recruitment	12	3	0	0
9	Strict enforcement of laws which create hatred among public	4	7	3	1
10	Inference of Pseudo-environmentalists	3	12	0	0

Table 1.4: Sectorial Management Problems

SL NO.	Sectors	Very Much	Some Much	Rare	Not at all
1.Conservation					
	1.Lack of updated inventory of data on bio diversity	9	4	2	0
	2.Lack of facility to retrieve information	10	5	0	0
	3. Lack of proper implementation of prescription for management	6	6	3	0

of soil and water				
4.Lack of exploitation policy based on principle of sustained yield	7	6	2	0
5.Failure in implementation of the existing principles of management	10	5	0	0
II. Protection				
1.Absence of complete delineation of forest boundary	11	4	0	0
2.Lack of public awareness in aspect of forest protection	12	3	0	0
3.Lack of modern infrastructural facilities				
(a) Insufficient staff strength	10	4	1	0
(b) Lack of sufficient vehicles	14	1	0	0
(c) Lack of intelligence network	8	4	3	0
(d) Lack of sufficient communication facilities	10	5	0	0
(e) Lack of sufficient weapons	15	0	0	0
(f) Lack of sufficient service training	12	3	0	0
(g) Dissatisfaction of the staff	11	4	0	0
III. Development				
1.Lack of availability of sufficient funds in proper time	13	2	0	0
2.Partial implementation of Working Plan prescriptions	12	3	0	0
3.Non-availabilty of quality planting stock	11	4	0	0
4.Unhealthy political interference	9	6	0	0
IV.Tourism				
Lack of proper awareness in all levels	12	3	0	0
Lack of motivation among local tourist guides	10	5	0	0
Lack of proper knowledge about guiding skills	11	4	0	0
Lack of behavioural science knowledge among guides	10	5	0	0
Guides' poor quality of life	12	3	0	0

Table1.5: Periyar Tiger Reserve

		Deficiencies to what extent found		
		Very Much	Some What	Very Little
A. Knowledge Deficiencies				
1.	Lacking in basic knowledge of the guiding skills	3	2	0
2	Lacking behavioural science knowledge	5	0	0
3	Lacking specialisation in particular eco-tourism activity	2	3	0
4	Lacking in knowledge about the relationship between work and social development	3	2	0
5	Lacking knowledge about environment	0	3	2
6	Lacking in knowledge about client expectation	4	1	0
7	Lacking knowledge about group dynamics	2	2	1
8	Lacking in knowledge about efficiency methods	4	1	0
9	Lacking in knowledge about Employer/Boss expectations	2	2	1
10	Lacking in knowledge about basic human behaviour	0	1	4

B. Skill Deficiencies				
1	Lack of skills in handling the work allotted	1	2	2
2	Lack of skills in communication	2	2	1
3	Lack of skills in evaluating performance	3	2	0
4	Lack of skills in public relations	2	3	0
5	Lack of skills in motivating oneself/subordinates	2	2	1
6	Lack of skills in participative styles of work	2	2	1
7	Lack of skills in time management	0	0	5
8	Lack of skills in being client oriented	1	4	0
9	Lack of skills in professional leadership	2	3	0
10	Lack of skills in interpersonal relationships	1	4	0
C Attitudinal Deficiencies				
1	Lack of motivation for excellence in work	2	3	0
2	Lack of motivation for excellence in service	3	2	0
3	Lack of motivation for client orientation	2	2	1
4	Lack of motivation for professional leadership	1	4	0
5	Lack of motivation for being an honest worker	2	3	0
6	Lack of motivation for social leadership	1	4	0
7	Feeling complacent without any desire for improvement	2	3	0
8	Being cynical, with a negative approach to work and reward	2	2	1
9	Being arrogant making behaviour unpleasant to others	0	0	5
10	Being unfair towards clients, colleagues, boss, subordinates	2	3	0
D. Value Deficiencies				
1	Lack of commitment to the moral values of the society	0	1	4
2	Treating the job as a mere source of income	2	3	0
3	Refusing to accept social obligations	2	3	0
4	Refusing to accept obligations to clients	1	4	0
5	Refusing to accept obligations to the destination	2	3	0
6	Refusing to accept obligations to the destination	3	2	0
7	Lack of commitment to basic human values	1	4	0
8	Refusing to accept moral aspects of means to be employed to get things done	2	3	0
9	Low priority for professional excellence	1	4	0
10	Wrong priorities, conflicting with organisational goals	2	3	0

Table 1.6: Thenmala

		Deficiencies to what extent found		
		Very Much	Some What	Very Little
A. Knowledge Deficiencies				
1.	Lacking in basic knowledge of the guiding skills	5	0	0
2	Lacking behavioural science knowledge	2	3	0
3	Lacking specialisation in particular eco-tourism activity	3	2	0
4	Lacking in knowledge about the relationship between work and social development	0	3	2
5	Lacking knowledge about environment	4	1	0
6	Lacking in knowledge about client expectation	2	2	1
7	Lacking knowledge about group dynamics	2	2	1
8	Lacking in knowledge about efficiency methods	4	1	0
9	Lacking in knowledge about Employer/Boss expectations	2	2	1
10	Lacking in knowledge about basic human behaviour	0	1	4
B. Skill Deficiencies				
1	Lack of skills in handling the work allotted	2	2	1
2	Lack of skills in communication	1	2	2
3	Lack of skills in evaluating performance	3	2	0
4	Lack of skills in public relations	2	2	1
5	Lack of skills in motivating oneself/subordinates	2	3	0
6	Lack of skills in participative styles of work	0	0	5
7	Lack of skills in time management	2	2	1
8	Lack of skills in being client oriented	1	4	0
9	Lack of skills in professional leadership	2	3	0
10	Lack of skills in interpersonal relationships	1	4	0
C Attitudinal Deficiencies				
1	Lack of motivation for excellence in work	3	2	0
2	Lack of motivation for excellence in service	2	3	0
3	Lack of motivation for client orientation	1	4	0

4	Lack of motivation for professional leadership	2	2	1
5	Lack of motivation for being an honest worker	1	4	0
6	Lack of motivation for social leadership	1	4	0
7	Feeling complacent without any desire for improvement	2	3	0
8	Being cynical, with a negative approach to work and reward	2	2	1
9	Being arrogant making behaviour unpleasant to others	0	0	5
10	Being unfair towards clients, colleagues, boss, subordinates	3	2	0
D. Value Deficiencies				
1	Lack of commitment to the moral values of the society	0	1	4
2	Treating the job as a mere source of income	2	3	0
3	Refusing to accept social obligations	2	3	0
4	Refusing to accept obligations to clients	1	4	0
5	Refusing to accept obligations to the destination	1	4	0
6	Refusing to accept obligations to the destination	3	2	0
7	Lack of commitment to basic human values	3	2	0
8	Refusing to accept moral aspects of means to be employed to get things done	2	3	0
9	Low priority for professional excellence	2	3	0
10	Wrong priorities, conflicting with organisational goals	1	4	0