
Creativity and Innovation in Career Development of Human Resources for Sustainable Tourism in Jharkhand

Vidya Jha*

Abstract:

This paper depicts the relationship between creativity and innovation in the career development of human resources in the tourism sector and sustainable tourism in Jharkhand. SPSS was used to analyze the data collected and the statistical methods used were skewness, kurtosis, correlation, and regression. It was found that the employees in the tourism sector of Jharkhand firmly believed in creativity and innovation in their career development path. They also believe that creativity and innovation for their career development would lead to positive development. It has been statistically concluded that the creativity and innovation of human resources in tourism sector of Jharkhand is satisfactory and will help to uplift the career of employees of tourism sector. It also leads to positive tourism and career development of the employees of the tourism sector leads to positive tourism. But, neither creativity and innovation nor career development of the employees of tourism sector of Jharkhand can lead to sustainable tourism. Further, the findings also include the reasons why employees do not believe in sustainable tourism in Jharkhand. The study concludes with suggestions for the employees and organizations in the tourism sector and also to the Department of Tourism, Arts, Culture, Sports & Youth Affairs, Government of Jharkhand and the Government of Jharkhand to work towards sustainable development.

Keywords: Creativity, Innovation, Career development, Tourism, Jharkhand, Sustainable.

*Faculty of Business Management, Sarala Birla University, Ranchi, Jharkhand.

*Corresponding author: Vidya Jha, Faculty of Business Management, Sarala Birla University, Ranchi, E-mail: vidya.jha@sbu.ac.in

Introduction

Creativity and Innovation are a crucial element of human intelligence in general. It is grounded in everyday capacities such as the association of ideas, reminding, perception, analogical thinking, searching a structured problem – space, and reflecting self-criticism. Strategic management of creativity and innovation is helpful in achieving a sustainable advantage in this global environment of change, risk and uncertainty. The world's most successful companies often speak strongly for innovation. Most organizations recognize this, but a few have truly mastered the art. Organizations need to tap the full competency of human resources and create a culture of creativity. This is essentially an era where everything has to be strategically managed so as to gain competitive advantage.

The human capital has immense untapped potential and the focus of the employees now has shifted from job security to employment security. This untapped potential can be unleashed by developing a proper organizational culture and increasing the employee's commitment to their job. Also, the employees wish to overcome the monotony of their job. This monotony may lead to frustration and a lack of motivation. The creative capabilities of the individuals also need to be addressed as it would ultimately lead to a progressive career path. Creativity and innovation are the need of the hour due to excessive changes in the business environment, competition in the global market and the knowledge-based economy which has made the global job scenario more complicated.

The total contribution by the travel and tourism sector to India's GDP is expected to increase Rs 15.24 lakh crore (US\$ 234.03 billion) in 2017 to Rs 32.05 lakh crore (US\$ 492.21 billion) in 2028. Total earning from the sector in India is targeted to reach US\$ 50 billion by 2022. The share of tourism in the total GDP of India has remained almost the same over past five years. It was 5.68 % in 2013-14, 5/81% in 2014 -15, 5.10% in 2015 -15 and 5.06% in 2016 -17.

However, unlike employment, the share of the direct contribution of tourism in GDP is higher than the indirect contribution. Over time, the contribution of tourism to the GDP of the country has been almost the same. But India is huge potential for tourism development and if this is developed it can provide a long-term sustainable

advantage to the overall growth of the country. Also, this sector involves a lot of other sectors like aviation, local markets, shopping, medical and many more. Thus, both directly as well as indirectly tourism can be a boon to the overall sustainable development of the economy.

Tourism is a highly labor-intensive sector in India. The report of the 3rd Tourism Satellite Account for India shows that there has been a gradual increase in employment in the tourism sector. The share of tourism in overall employment has increased from 11.37% in 2013 – 14 to 1.75% in 2018 – 19, thus showing an increase of almost 12% over the last five years.

Objective of the Study

1. To study the methods of creativity and innovation of human resources prevalent in the tourism sector of Jharkhand
2. To study and analyze the impact of strategic planning of creativity and innovation on the career development of employees of tourism sector in Jharkhand.
3. To study and analyze the impact of strategic planning of creativity and innovation of human resources on the productivity of the organizations of the tourism sector of Jharkhand.
4. To develop strategic methods or ways of creativity and sustainable innovation to enhance the productivity of organizations and also the career development of employees of the tourism sector in Jharkhand.

Research Methodology

The field of investigation for the present study is the people in various districts of Jharkhand who are working in the tourism sector as tour operators or are working in hotels, restaurants, cafeterias, tourist information centers, travel agencies, car rental companies, museums, art gallery, and entertainment parks or are vendors near a tourist spot.

For the purpose of the study, random sampling procedure was used. The respondents were sent the questionnaire via mails or social networking sites along with the Google response forms as a questionnaire.

1. Primary Sources

- **Observation**

The researcher has been associated with the tourism sector for the last 15 years. Being in close association with the people in the sector and observing their approach toward creativity and career development was one of the primary causes of taking up this research.

- **Questionnaire**

The questions prepared asked the respondent's opinion on employee creativity, organizational creativity, career planning, career management, sustainable development, and hindrances in the implementation of creativity and innovation in the tourism sector of Jharkhand. The questionnaire was prepared on a 7-point Likert scale¹.

2. Secondary Source - The various secondary sources used in the research are newspapers, journals, books, movies, documentaries, magazines, and Government sites.

The data analysis was done using Google Forms, Google Spreadsheet, Microsoft Excel, Microsoft Word, and IBM SPSS Statistics Subscription version 1.0.0.1447 for the 64-bit edition. Mendeley has also been used for inserting a bibliography and researching journals.

Literature Review

The effect of creativity and innovation is well visible in organizations, but not much work is being done in the field of career creativity. (Zawadzki, Smyth, and Costigan 2015) suggest multiple mechanisms explaining leisure's effectiveness, which can inform leisure-based interventions to improve health and well-being. Tourism renders recreation, entertainment, and leisure.

In her book, *In the Shadows of the State*, the author suggests that well-meaning indigenous rights and development claims and interventions may misrepresent and hurt the very people they intend to help. While the realization of an independent Jharkhand was the culmination of many years of local, regional, and transnational activism for the rights of the region's culturally autonomous indigenous people, (Chandra 2013) argues that the activism unintentionally further marginalized the region's poorest people.

The link between internal organization and innovation performance has been a frequent theme in innovation research since (Schumpeter 1917) and (Burns and Stalker 1961)². The emerging research stream in the intersection of HRM and innovation research represents a new, more fine-grained approach to understanding of the organizational antecedents of innovation performance³.(Foss and Laursen 2012)

Researchers like (Singh & Pathak, 2009) lay emphasis on doing a SWOT analysis vigorous and customized marketing for improving the status and awareness of Jharkhand tourism.

(Chatterjee, Ray, & Das, 2011) in their research paper say that though Jharkhand offers a plethora of opportunities and destinations for tourists but they are not properly advertised and proper marketing of Jharkhand tourism is lacking. (Sharma, 2020)⁴ suggests on including the entire cultural and geographical heritage as Geographical Indication (GI) Tag as this status allows a state or a geographical region to lay exclusive claim over a product, gives an assurance of quality, and is often an alibi for producers to command a higher price in the market.

(Kumari and Srivastava 2017) believe that the craft village like Amadubi should function as resource centers, to document and disseminate information regarding tribal culture, ethics and rituals.

(Priyanka Srivastava and , Pramod Pathak 2009) studied about the entrepreneurship potential in Jharkhand. They found that in spite of abundant natural and human resource in Jharkhand entrepreneurship is not growing as per expectation. They suggested stifling culture and unstable environment as the main reasons of dissatisfaction among the entrepreneurs.

² Burns, Tom, and G. M. Stalker. 1961. "The Management of Innovation: Mechanistic and Organic Systems." in *Classics of Organization theory*.

³ The use of an ideas or creativity to improve the products, processes, procedures that increase the significance, usefulness and **performance** of the products and services.

⁴Sharma, P. (2020). Jharkhand, "The Land of Forests" : Struggles for Geographical Indication Tag. *International Journal of Multidisciplinary Educational Research* , 9 (8(4)), 94- 99.

According to the studies of **(Hazra, Partho, and Sengupta 2012)**⁵, the biggest hindrance in the development of the state is the lack of education in the rural sector. Also, they studied that earlier, the migration was only been done by the males of the rural areas. Tribal migrants now are getting jobs in factories, working as porters, domestic servants, bus cleaner, rickshaw pullers, construction workers and domestic workers etc.

There are a lot of other scholars and academicians like **(Ahmad and Hussain 2017)**⁶ who studied Hazaribagh district for its tourism prospects which could help economically and socially deprived population particularly the tribals and **(Mahato & Gupta, 2016)**⁷ studied the scope of tourism in Kunti district

(Sengupta & Hazra, 2013)⁸ examined the relationship between the local people (host) communities, their local mining heritage sites and heritage tourism structures in Jharkhand, **(Gupta, Chatterjee, & Gupta, 2009)**⁹ conducted a survey of 128 Government employees of Jharkhand to study that LTC (Leave Travel Concession) can be used as a means to promote tourism in Jharkhand, **(Chand, Dahiya, and Patil 2007)**¹⁰ tried to propose gastronomy tourism as a tool for promoting Jharkhand as a tourist destination.

(Kapure, Singh, and Gupta 2020)¹¹ explored the local residents' perceptions or attitudes towards eco-tourism development in Dalma Wildlife Sanctuary. The MANOVA test results indicated that eco-tourism is seen as a development tool during

⁵ Hazra, Soma, Prof Partho, and Pratim Sengupta. 2012. "Cultural Diversity and Its Impact on Jharkhand ' S Socio Economic Development." 1(3):74–87.

⁶ Ahmad, Md. Karar, and Mujahid Hussain. 2017. "Tourism's Potential to Contribute in Improvement of Income of Hazaribagh Population, Jharkhand." *Research Journal of Humanities and Social Sciences*.

⁷ Mahato, S. P., & Gupta, D. F. (2016). Tourism Efficiency in Khunti District of Jharkhand. *The Journal of Social Environment* , 14 - 27.

⁸ Sengupta, P. P., & Hazra, S. (2013). Mining heritage tourism & its impact on economic development -A study of Jharkhand (India). *ACADEMICIA: An International Multidisciplinary Research Journal* , 175 -189

⁹ Gupta, S., Chatterjee, R., & Gupta, A. (2009). LTC (Leave Travel Concession) as a means to Promote Tourism in Jharkhand. *Journal of Hospitality Application & Research, BIT Mesra, Ranchi* , 93 -107.

¹⁰ Chand, Mohinder, Ashish Dahiya, and Latha S. Patil. 2007. "Gastronomy Tourism - A Tool for Promoting Jharkhand as a Tourist Destination." *Atna - Journal of Tourism Studies*.

¹¹ Kapure, Shweta, Malini Singh, and Raj Kumar Gupta. 2020. "An Investigation of Local Community's Perceptions

the last few years. Researchers like **(Chatterjee 2017)¹²** have through their statistical and empirical studies tried to provide valuable information to the Jharkhand Tourism Department so that they can design customized tourism packages. Scholars like **(Kumar and Mishra 2015)¹³**, **(Saw, 2018)¹⁴** have also studied intensively the scope of Jharkhand Tourism, eco-tourism etc.

(Singh 2018)¹⁵ did an in-depth study of the customers and managers of tourist hotels in Jharkhand and concluded the strategic human resource practices influence innovation performance and knowledge management capacity is an efficient mediator in strategic human resources practices and innovation performance.

Scope and Importance of Study

One of the best places to visit for wildlife aficionados and nature lovers, Jharkhand is a state replete with a vast bounty of towering mountains, dense forests and gushing waterfalls. Blessed with a plethora of natural scenic vistas, Jharkhand is the place for lookout for a one-on-one rendezvous with unperturbed, untouched nature. There is more to Jharkhand than just its scenic landscapes though, with several museums, temples and wildlife reserves scattered around the state. Formerly a part of Bihar, Jharkhand was carved out as a separate state two decades ago, thus creating the base for a glorious history, diverse culture and tribal simplicity that the state can now call its very own.

In Jharkhand, tourism is one of the important industries owing to the state's natural beauty, wildlife, religious and heritage, tribal, cruise and mining tourism. The state has always been known for its scenic beauty and exotic locations. It has a tremendous scope for rural, eco, adventure and health tourism. **(Arunmozhi and Panneerselvam 2013)¹⁶**

The State Government has a firm belief that development of tourism sector would not only generate immense employment opportunities directly or indirectly but also contribute in accelerated economic development by raising the income level of the people. As a result of this, the State Government has accorded tourism the status of industry in Jharkhand.

Irony is even though tourism is highly labour-intensive industry, the working hours for the people in this sector are more than normal but the pay is minimal. The holiday's seasons are the most hectic season for the employees. When everyone is in their holiday and festive spirits, the employees of this sector are the ones most occupied at their workplace. This sometimes leads to high labour turnover and absenteeism. To keep the employees on job and that too motivated is a very tedious task. Hence, strategic management of the human resources is very crucial, to keep them committed to their job and increase the employee's affinity towards their workplace. It has been studied by various academicians and professionals that job acquiring employment skills, career planning, and autonomy enhances job satisfaction, motivation and commitment of the employees.

Conceptual Framework of the variables

1. The variable "Strategic Management of Creativity and Innovation" of human resource of the tourism sector of Jharkhand has the sub scales:

- Employee Creativity
- Organizational creativity

Strategic Management of Creativity and Innovation of Human Resources is focused on the aspects of employee creativity and organizational creativity. The employee creativity is based on the scope of the employee's inclination towards being creative and innovative in an organization, his versatility, self – confidence, ability to take risks as well as ability to face difficult and challenging situations. Researchers have also laid emphasis on putting some constraints in the implementation of the ideas of the employees in an organization. The organizational creativity focuses on the organizational culture and leadership style being supportive of creativity and innovation by the employees, giving them autonomy to implement their creative ideas and supporting their proactive behavior

2. The variable “Career Development” of human resource of the tourism sector of Jharkhand has the sub scales:

- Career Planning
- Career Management

Career Development of the human resources focuses on career planning by the individuals and on the career management of the employees by the organization. The career planning by employees focuses on the aspects of a formal career development process and the employees acknowledging that career development is important to them. They engage actively in their development process and satisfied with their career path. The career management by the organization focuses on providing support to career development of their employees, providing for continuous career development and career advancement by appropriate training and development programs, opportunities for job enrichment, job rotation, and job assignments.

3. The variable “Sustainable Tourism” of Jharkhand has the sub scales:

- Positive Tourism
- Negative Tourism

Positive tourism focuses on the positive aspects of tourism. The employees engaged in the tourism sector of Jharkhand acknowledge the importance of tourism as a major contributor to the economic development of Jharkhand. They agree upon the fact that tourism puts a place on the map i.e., makes it popular. It is having a positive impact on cultural unity and development and develops harmony with the natural and cultural environment, Tourism increases the quality of life of the employees and the community in general. Negative Tourism analyzes the negative effects of tourism in cultural and natural environment of a place. They disagree with commercialization of the culture and believe foreigners to be a threat to local employment. According to them, tourism disrupts normal life. Sustainable Tourism focuses on both positive and negative aspects of tourism. On one hand, the employees of the tourism sector acknowledge the positive aspects of tourism; they are also aware of the negative impacts that the tourism sector creates or might create.

Statement of the Problem

The strategic planning of creativity and innovation of Human resources in tourism sector of Jharkhand is satisfactory and will help to uplift the career of employees of tourism sector as well as the economy of Jharkhand as a whole.

Findings and Conclusions

Strategic Management of creativity and innovation of the human resources in the tourism sector of Jharkhand is satisfactory. The values of mean and standard deviation of the variable “strategic management of creativity and innovation” were found to be 5.8942 and 1.08898 respectively. The value of skewness for the distribution of total sample (N=100) was -1.109 and that of kurtosis was .729. It shows that the distribution of the scale of “strategic management of creativity and innovation” is not normally distributed, is slightly negatively skewed and there is very small number of outliers in the distribution. Career Development of the human resources in the tourism sector of Jharkhand is satisfactory

The values of mean and standard deviation of the variable “career development” were found to be 5.7507 and 1.17529 respectively. The value of skewness for the distribution of total sample (N=100) for “career development” was -1.037 and that of kurtosis was .896. It shows that the distribution of the scale of “career development” is not normally distributed, is slightly negatively skewed and there is very small number of outliers in the distribution.

Sustainable tourism of Jharkhand is not satisfactory.

Findings: The values of mean and standard deviation of the variable “Sustainable tourism” were found to be 4.4571 and .83244 respectively. The value of skewness for the distribution of total sample (N=100) for “Sustainable tourism” was 1.580 and that of kurtosis was 1.614. It shows that the distribution of the scale of Sustainable tourism is not normally distributed, is positively skewed and there is very small number of outliers in the distribution.

There is significant relationship between strategic management of creativity and innovation of Human Resources and the career development of the employees of tourism sector.

Findings: A Spearman's correlation was run to determine the relationship between 100 strategic management of creativity and innovation and career development values. A statistically significant and strong positive correlation ($r_s = .826, p = .000$) was found between the variables of strategic management of creativity & innovation and career development at the significance level 0.01 in a 2 tailed test.

There is no significant relationship between strategic management of creativity and innovation and sustainable tourism.

Findings: A Spearman's correlation was run to determine the relationship between 100 Strategic Management of Creativity and Innovation and sustainable tourism values. A correlation ($r_s = .158, p = .116$) was found between the sub – scales of Strategic Management of Creativity and Innovation and sustainable tourism at p value = .116 which is greater than 0.05.

1. There is no significant relationship between career development and sustainable tourism.

Findings: A Spearman's correlation was run to determine the relationship between 100 career development and sustainable tourism values. A correlation ($r_s = .143, p = .000$) was found between the sub – scales of career development and sustainable tourism at p value = .155 which is greater than 0.05.

2. The strategic management of creativity and innovation of the human resources will uplift the career of the employees.

Findings: Regression using Curve Estimation was done on the dependent variable career development and independent variable strategic management of creativity and innovation. It was found that the regression model best suited for the prediction was linear regression model.

A linear regression established Strategic Management of creativity and innovation of human resources can statistically predict the career development of the human resources in the tourism sector of Jharkhand, $F(1, 98) = 251.534$, $p = .001$, $R^2 = .720$. The R^2 was .720 which means 72% of the variance in career development of human resources of the tourism sector of Jharkhand can be predictable by the strategic management of creativity and innovation.

From the ANOVA table, it is observed that the correlation between strategic management of creativity and innovation and career development was statistically significant at $r(100) = .848$, $p < .001$. The regression is 98.406 and the total SS is 136.750 which means the regression model explains about $(98.406/136.750)$ 72% of the variability in the data set.

According to the coefficients, strategic management of creativity and innovation was as significant predictor of career development, $\beta = .848$, $t(98) = 15.860$, $p = .000$. This is a highly strong relationship.

Suggestions and Recommendations

A. For Employees

1. Employee should develop their creative abilities and try to improvise new ways of attracting tourists.
2. Employees should engage themselves in training and education to create professionalism in the industry.

B. For Organizations

1. Organizations should give some autonomy to the employees to implement their creative ideas. However, some constraints are necessary.
2. The organizations can try to make the career of their employees more creative and provide for necessary ways for career development of the employees and try to inculcate the concept of career creativity.

C. For the Department of Tourism, Arts, Culture, Sports & Youth Affairs, Government of Jharkhand

1. Brand Jharkhand should be developed.

2. The foremost important task for the development of tourism in the state of Jharkhand is to educate them and make them aware of the various positive effects of tourism for the state.

3. The Jharkhand Tourism Policy 2020 focuses on branding the state as safe and welcoming destination. A mass scale awareness program should be taken up by the Government, SHGS and NGOs to make the residents of the state aware of the various possibilities and advantages of tourism.

4. Rural Tourism should be developed

5. The places around waterfalls can be developed and provided good security. These places could be developed for Retreat Tourism or Wellness Tourism.

6. Medical Tourism should be promoted outside Jharkhand

7. Sports Tourism needs to be promoted.

8. Skill India and Capacity Building programs should be popularized in the rural as well as the urban areas.

9. MICE tourism should be promoted.

10. Organizations run on PPP mode (Public Private Partnership) mode should be encouraged.

11. Website of Jharkhand Tourism should be updated with the statistical data.

D. For the Government of Jharkhand

1. Industries have multiplier effect on tourism. The Industrial Policy should include important clauses for tourists in Jharkhand due to industries. The families of the officers of the particular industry may have some customized packages as it may increase the number of tourists.

2. The Government of Jharkhand should focus upon on development of infrastructure.

3. Mining Tourism should be developed.

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