Chapter 1

Introductory Background of the Study
INTRODUCTION AND BACKGROUND OF THE STUDY

Introduction:

Tourism is not only a social phenomenon and a cultural communication tool among the world’s nations and no longer just a luxury, but also an economic activity and one of the most important export industries in the world. The economic role of tourism is represented in its contribution to: employment, general domestic product GDP, tourism investments and distributing the national income among states/provinces, giving people of each province the opportunity to participate in tourism development projects and have hand in nation building.

The economic impact of tourism is not confined to tourism establishments, but extended to all sectors that provide tourism with the necessary elements of goods and services required for the production in tourism sector such as agriculture sector, manufacturing sector, banks, insurance companies and other financial institutions, retail shops and other suppliers of goods etc.

Tourism, furthermore, carries the message of love, coexistence and peace among world nations and enhances the cultural, educational, and business relationships among countries.

Tourism in India has extraordinary and matchless natural and man-made touristic attractions and potentials in the way that provides it with the base to be one of the top tourist destination in the world. Tourism industry in India approximately offers all types of traditional and modern tourism programs such as religious, medical, sport, rural, business, eco, adventure, cruises and MICE (meeting, incentive, conferences and events) tourism etc.

Tourism sector in India is no longer playing a margin role in the national economic as in the period of early post-independence, but it is considered as the third largest foreign exchange earners of India. The total contribution of tourism sector in India to general domestic production GDP reached out to 129.5 billion US dollar in 2015 with 9.4 % of the total GDP of the country (expected to go up to 275.5 US billion dollars in 2025) and it created 37,315,000 employment opportunities with 8.7% of the total employment in India. (WTTC, 2016).
This pivotal role that tourism industry plays in the national economy of India makes it worthy of more government attention to maximize its economic and social benefits.

At the official governmental organization, tourism in India has received institutional work and official procedures that organized and facilitated tourism functions such as: Tourism Development Corporation 1966, national policy of tourism 1982, national committee of tourism 1988, tourism Finance Corporation 1989, national action plan of tourism 1992, and new national policy of tourism 1997. (pib.nic.in/feature/feyr2000/fmay2000/f080520001.html).

Similarly, India witnessed emergence of the unions and associations of tourism since early time which successively and progressively followed as: Travel Agents Association (TAAI) 1956, Indian Association of Tour Operators (IATO) 1982, Travel Agents Federation of India (TAFI) 1986, and Outbound Tour Operators Association (OTOAI) besides a steady growth of travel agencies that reached to 977 (approved) and thousands of related companies as car rental.

Online travel agencies in India have also grown and made India in the sixth position among the largest online travel markets in the world. Some of largest online travel agencies in India are: Goibibo, Make my trip, Yatra, Cleartrip.com, Expedia, Mustseeindia.com, and Indiarailinfo.com. Thus, such interest in tourism in the governmental and private sector in India lead to steady growth of the economic impact of tourism as aforementioned, but the portion of India from foreign tourist arrivals and foreign exchange earnings is still under ambition’s level in comparison to other developed countries in tourism industry as German, Spain, Italy, France and also China. India from the context of tourism potentials and variety in every tourist attraction is excellent, but from the context of human resource India still needs more talented, and high personally developed human resource with high degree in tourism administration specializations.

It is projected that travel and tourism industry in India will continue growing based on the variety of the components of Indian tourism product on the one hand and the economic costs on the other hand; the international tourist can find a variety of tourism programs that fulfill his/her needs and aims of the journey and in a low cost in comparison to the other tourism countries in the region. This economic tourism enables low budget tourists to visit India and this itself can be considered as strong indicator of continuous growing of tourism in India in the coming near future.
The government policy of granting the tourist visa on arrival for 40 countries boosted tourism activity in India and as the government is still looking forward extending the number to more than 100 nationalities, India’s portion of international tourist arrival will be increased. The large number of hotels in India with its large accommodation capacity and huge and boutique hotel in particular, will offer the suitable platform of growth and development of tourism in India besides the travel and tourism tradeshows that grant stakeholders the opportunity to offer their variety of services and programs for both national and international tourists. All these factors make expectations of tourism growth so high. (www.satte.in).

Tourism industry in Yemen also achieved some growth and development in the period 2010-2013 despite the successive political unrests that have been taking place continuously in Yemen since February, 2011. The growth and development of tourism in Yemen was steady except in 2011 because of economic recession resulting from the political instability when Yemen, as some other Arab countries, witnessed what is so called Arabian spring revolutions. The annual growth rate / change rate of 2010/2011 was negative in context of FTAs and FEEs, but the growth turned to be positive in 2011/2012 and 2012/2013. Similarly, the growth of the economic impact of tourism in Yemen was steady for the years 2010-2013 except in 2011 and for the same reason too. Tourism attractions and potentials in Yemen are distinguished and various either natural attractions or man-made and four Yemeni cities are in the world heritage list: Old Sana'a, Shibam, Socatra, and Zabid, but because of the political instability tourism industry, along with the other sectors of national economy, has witnessed an economic recession from time to time. The ratio of the total contribution of tourism industry to general domestic production GDP in Yemen reported some fluctuations for the years 2010-2015 respectively (9.5%, 8.4%, 9.7%, 9.3%, 8.7%, and 5.6%). (www.knoema.com). The recession was in 2011 because of the aforementioned political unrests, in 2012 due to the agreement that was signed by the political parties, the economy started recovering but unfortunately in 2013 the political crisis started again and the economic recession started again also during 2013 and 2014 to reach its worst status in 2015 when the war broke out and has been taking place in Yemen till now.

Travel and tourism industry requires special professionals to work in different tourist enterprises and particularly in the frontline positions as the touristic establishments sale intangible products that needs double effort to create customer satisfaction. Those who
work in tourism sector especially in the frontline positions in travel and tour agencies should have abilities to work under pressure as tourism sector is known by its long work hours and intensive peak hours during the high seasons. They should have good manners of communication and excellent communication skills as the core mission of tourism is spanning and bridging the gap among nations and strengthening ties of friendship, collaboration and mutual interests. Thus, courtesy, kindness, promptitude, vigor and charisma are inevitable prerequisites in travel and tourism industry.

Travel and tourism employees should be able of team work, time management, event management, problems handling and should be aware of the all components and specifications of tourism product; attractions, uniqueness, locations, accessibilities, itineraries, and culture and geography of the tourist destinations from one side, and from the other side should be aware of needs, desires, attitudes and power of payments of tourists in order to be able of creating better compatibility between the tourist supply and demand. Hence, travel and tourism employees should be personally developed and graduated from dignified educational institutions of tourism.

Seemingly, and according to many studies, employees working in travel and tourism industry suffer from long working hours, low salaries and financial incentives, high work stress, low societal status, low sense of integration and attachment resulting from seasonal nature of work in travel and tourism and depending on hourly and part time workforce, so HRM is required to treat employees well, rather than train them, through adopting soft work place culture and humanistic interactions with employees in a way that develops their personality combination, makes them feel that they are more valuable and creates their job satisfaction, with taking in account the necessity of recruiting and retaining more talented, productive, enjoyable and integrated workforce both at work and in employees personal and societal lives.

Hence, the organization might play a vital role in assisting employees in achieving their personal development and enhancing their self- esteem, assertiveness and autonomy through Employees' Empowerment practices, open communication channels on all levels and Work-Life Balance practices that might create Employees' job satisfaction and enable employees of becoming more productive, integrated and enjoyable and more able to fulfill their work and personal life’s commitments.
**Review of Literature:**

**Patel, Abhinav. K: 2013** The researcher reviewed the conceptual exposition of HRD and discussed the practices and policies of HRD in Gujarat tourism in his research study “HRD Policies And Practices of Tourism Industry: An empirical Study of Selected Tourism Places in Gujarat” He targeted 20 tourists units to examine the consistency between government policies and HRD practices in tourism units in Gujarat and the association between employees view and management view toward HRD practices in tourist units in Gujarat. The researcher offered some suggestions like adopting democratic leadership in tourist units, increasing financial and noon financial incentives providing to employees, conducting service oriented training programs. Moreover, suggested to improve wages, performance appraisal, career planning, welfare and working condition system.

**Gbolaham, F. R ( 2012)** In his study entitled “Impact of Human Resource Management Practices on organizational Performance In Nigeria: An Empirical study of Ecobank Nigeria PLC In The Last Five Years” the author Targeted 50 of the population of Ecobank in it’s corporate head office, using a questionnaire distributed to the targeted sample and received back 35 out of them. The author used Chi-Square Test to analyze the questionnaire as a source of primary data and depended upon secondary sources of data by using the annual reports and financial statements of the Ecobank and used some metrics like human capital value added, human capital return on investment and revenue factor to analyze secondary data. The study concluded that: Ecobank has good and linked human resource management policies and practices, human resource play a vital role and not mere a cost expense and human resource practices have a significant and positive impact on organizational performance. The author mainly suggested that Ecobank Nigeria should improve and revise the training programs of employees to make them more elastic toward the environmental changes.

**Hesham Sayed Abbas : 2012** In his research study entitled “Human Resource Development In Egyptian Universities” aimed at solving many problems encounter human resource selection in Egyptian universities, focusing on the universities selected for the study: Fayoum, Minya, Bani Sueif, Assiut and Cairo university. The significance of the present study is the development of uniform information base required to address
the needs of human resources and reduce the waste in the main University's resource which is human resources and improve productivity as well as learn how to develop human resources management benefits from re-engineering entrance providing a depicting proposal for development of human resources management in universities in the light of the entrance of re-engineering. The researcher used a descriptive method through the concept of human resource management, operations, process of re-engineering and description of the reality of human resources management in the universities in terms of three main processes namely strategic planning for human resources management, professional development, and human resource performance appraisal. The researcher used Delphi method through a questionnaire to obtain views of the experts about how to implement the proposed scenario. The researcher concluded that the re-engineering of procedures for performance appraisal of human resources in universities is possible by setting clear objectives for performance appraisal of human resources, developing standards and criteria for transfer, promotion and the importance of linking the system of motivation of human resources with performance appraisal results. The researcher offered a series of recommendations including: linking the objectives of human resources management with re-engineering strategic planning for human resources management through dissemination of the culture of re-engineering of human resource management in universities, monitoring both the external environment and internal University’s environment, selected human resources management policies and programs and sufficient budgets for this purpose.

Fatima, Nadeem: 2011 Presented the conceptual exposition of performance appraisal, reviewed the growth and development of paper industry in India and in the selected paper mills particularly and examined the performance appraisal of some selected paper mills in India in her research study entitled “Performance Appraisal of Paper Industry In India –A Case Study of Some Selected Paper Mills In India”. The researcher collected data from secondary and tertiary sources of data from published annual reports of the mills, various business newspapers, magazines, journals, books and internet. To test the validity of the hypothesis, various statistical tools such as AM, S.D, and one way ANOVA test have been taken. She offered some suggestions like paper mills should increase the production so as to get large – scale production and should try to fully utilize their capacity of production. Moreover, she suggested that companies of paper mills should widely use the borrowed funds and reduce the fixed charges.
**Sharma, Gunjan Mohan: 2011** in his research study entitled “Employees Turnover and Retention Strategies: An Empirical Study of Teaching Staff in Selected business Schools in India”, Investigated the impact of retention factors on teacher turnover and assessed the differences on various study variables vis-à-vis socio-demographic characteristic of teachers. He used pay satisfaction, satisfaction with promotion opportunities, satisfaction with supervision, satisfaction with work – schedule flexibilities as independent variables, the actual turnover as dependent variable and organizational commitment and intention to stay as a mediating variable. The researcher used the secondary source of data and personally interacted with respondents to collect the necessary primary data. He highlighted that Indian business schools are actually facing shortage of teachers because of increasing demand of education management and this caused teacher turnover.

**Shujat, Sobia et.al: 2011.** Aimed at analyzing the impact of WLB on job satisfaction in their research paper entitled “Impact of Work Life Balance on Employee Job Satisfaction in Private Banking Sector of Karachi” They toke in consideration some related variables which are age, gender, tenure of the job and the managerial positions. The researchers targeted commercial banks of Karachi by distributing 300 questionnaires with using of the snowball sampling method. They used some sub variables such as long work hours, employees intention to leave the job, work pressures, flexible working condition and WLB programs and finally pointed out that the variables number 1,2,3 have negative relation with job satisfaction whereas number 4and 5 have positive relation.

**Danish, R.Q and Usman, A 2010, February:** Conducted an empirical study “Impact of Reward and Recognition on Job Satisfaction and Motivation” in Pakistan and stated the importance of human resource in organizations. They said that HR plays a vital role in the overall success of organizations and it is necessary to recruit and retain efficient workers who can positively contribute to the overall objectives of their organizations. The authors collected data from various types of organizations and got back 220 answered questionnaire out of 250 distributed to the targeted employees aiming at finding out the major factors that actually motivate employees and at knowing whether reward and recognition have an impact on job satisfaction and motivation. The authors further aimed at examining the relation between satisfaction and motivation and concluded that reward and recognition have a significant impact on employee satisfaction and motivation and that satisfaction and motivation are significantly correlated.
Al-dhahir, Naeem: 2009 in his book "human resources management", explained what is human resources management, reviewing the historical development of human resources management and discussing in detail the human resources strategy and its role in determining current and future needs of human resources needed by the organization and the need to link this strategy with the overall strategy of the organization as a whole. The author discussed the most important contemporary variants that have affected and still affect business environment in general and on human resources management in business organizations in particular, indicating the need for human resources management to meet environmental variables and changes and work to confront, adapt and cope with it and further to anticipate future and lead the change because the distinct management does not only adapt to changes but also makes and leads the change through ownership of initiatives and encourage employees innovation and creativity to cope with environmental changes, particularly competition. The researcher threw the light on the strategic management of the personnel and systems theory explaining the procedures used in managing people through a case study of Saudi Arabia, job analysis and restructuring, wages and salaries, incentives, and preparing the budget of human resources management section. As training and development of the most traditional functions of human resources management, the author explained the stages of training process and the effectiveness of training programs in management and organizational development. The researcher enriched the study through providing a range of contemporary issues and problems related to human resources management including the problems of employees, decision making, human models and how to deal with, the importance of the leaves for employees, some administrative errors and human resources management challenges and prospects in the third millennium. The author stressed the need for administrative reform, attention to the human element as a human being and the understanding of issues and personal, family and social affairs.

Chawdhury A. Roy: (2009,December) referred in his paper “Why Retention Strategies Fail” that retention strategies fail because of inability to determine or pinpoint the actual concerns of employees and what they actually want from the organization. He stated that organizations fail to increase longevity of employees because a lot of employees have infeasible demands that do not match with the core business of their organizations or retention strategies are not implementing with the right employees. The author suggested that retention strategies should be directed toward the right workers who have feasible demands that match with the core business of the organization and then it is not issue to lose those wrong employees.
Naeema, Bark: 2009 in her study entitled "human resources development and its importance in improving productivity and competitive advantage," the author provided an explanation on the importance of training in human resources development and emphasized the need to link training programs to the selection process and policies which determines how successful training programs and how we have to focus when selection processes and training on individual differences in terms of needs, tendencies and trends in relation to the needs and skills of training. The author emphasized the importance of linking training to philosophy of development of human resources in organizations and the importance of improving personnel qualifications to enable them to perform their functions efficiently and raise their general personal efficiency. The author discussed the importance of developing human resources at improving productivity, explaining internal and external factors affecting the process of improving the productivity; internal factors such as physical and technological resources, and raw materials, and other factors can be changed as administrative methods and techniques used within the organization as well as to external factors that are difficult to be changed and associated with the external environment as economic, political and social factors. The author identified a number of possible considerations used in productivity improvement including: the development of positive attitudes among employees, decrement the time needed for training, increased number of training programs which are restored every time, increasing the number of trainees each time and reduction and rationalization of expenditures of human resources. The author explained in details in present study the importance of human resource development in achieving competitive advantage through increased quality training programs, activating communication within the organization at all levels and development of suggestions and feedback. The researcher concluded by providing number of recommendations, notably, the need for appropriate training method for individual trainees, convenient time and place for training, taking into account the individual differences of trainees and attitudes as well as the selection of highly qualified trainers and establishing specialized units for training.

Philips, S.G: 2009 explained some perspectives of human resource practices that can make HR practices more various and innovative in her paper entitled “Innovative Human Resource Practices” the author presented how can HR practices create a
revolution in organizations and enable HR managers to pass the traditional concepts and practices to prospective practices that can help organizations positively in building capabilities and competencies of superiors and making ideas and strategies of the business more innovative. The author accentuated the importance of employees personal life for the organization and said that organizations should take care of employees personal life to create employees satisfaction which is considered as a crucial issue in business organization because it creates management satisfaction through increasing productivity and profitability and create customer satisfaction and thus an organization can achieve its main objectives in just taking care of employees personal life.

Ahmad, Waseem. 2008 in his study entitled “HR Strategy for corporate Excellence – A Case Study of Selected Commercial Banks in India”, studied the whole work of commercial banks in India. He examined the applications of various practices, policies, and strategies of HR and its role in achieving the organizational excellence. He mainly aimed at examining the performance appraisal system and whether it is related to HR functions and investigating whether HR functions have a positive influence on the entire working result of the banks. The researcher studied many functions of HR as: career development, recruitment and selection, training and job enlargement, promotion, transfer and placement, rewards, rewards and punishments. He targeted 84 scheduled commercial banks out of them 27 in public sector, 28 in private sector, and 29 foreign banks and used the case study method to achieve the set objectives. He utilized both secondary and primary data sources to collect the necessary qualitative and quantitative data for the selected banks, designed the questionnaire according to 5-point scale (strongly agree, agree, neither agree nor disagree, disagree, strongly disagree) and used correlation coefficient and T-test for analysis. The researcher concluded that performance appraisal system is significantly related to HR functions and there is a positive impact of HR functions on the working results of the banks. He ultimately offered some suggestions to solve the problem of the study like banks should update performance appraisal system, should analyze employees’ performance objectively in term of the set standards and should know the grievances of the employees and their expectations from the management by introducing employees’ satisfaction survey on the line of customer satisfaction survey etc.
Al-kahtany, Mohammed Bin Duliem: 2008  In his book "Human Resources Management - Toward An Integrated Strategic Approach" the author threw the light on the emersion of human resource and historical stages starting from the emergence of personnel management to modern human resources management with its integrated concept that we see today, explaining how to deal with human resources management as an integrated, open and flexible system in dealing with the human being as the most important resource in business organizations. Furthermore, he provided a detailed description of the most important human resources management practices such as job analysis and description, Human resources planning, recruitment and selection, training, performance appraisal, motivation and human resource development. The author also addressed the most important platform for human resources that can support organizations to ensure the success of human resources management as an integrated system/approach that provides management with flexibility in dealing with changes that take place in an environment of business organizations today rapidly, such as organizational climate and organizational commitment. The author explained the international human resources which is in present study as added value or major strength to the Arabic literature and library for human resources management and development because of lack of the studies on international human resources in the Arab world, throwing the light on the most important challenges that can face the human element when operating outside of their environment. He further discussed the future of human resources management in the light of global changes and this also is an aspect worth considering as it different from the usual and traditional dimensions addressed by most authors, writers and practitioners of Arab in management and development of human resources. In fact the future challenges for human resources management will undoubtedly help managers to predict the future and prepare for it by mobilizing all available energies to the organization particularly human energy to face changes, cope with them and make the change through initiative and proactive human resource.

Almashregy, Mujahid Yahya: 2008  in his study entitled “Role of Human Resources In Earning Customer Satisfaction in Service Organizations: An Applied Study on Islamic Banks In Republic of Yemen” Aimed at finding out the relationship of human resources and their applied factors in service organizations from one side and customer satisfaction earning from the other side, as well as exploring the real
possibility to apply this role in Islamic banks in the Republic of Yemen focusing on a number of human resource practices such as recruitment and selection, training, incentives, participation and improving the working environment which the researcher considered it as factors lead to earn customer satisfaction. To achieve the objectives of the study, the researcher developed a special questionnaire to collect data from a sample of survey distributed to 350 employees in 4 Islamic banks, and received back 285 questionnaires that formed (81.6%) of the total distributed questionnaires. The researcher used appropriate statistical tests standards on statistical system (SPSS) and after analysis and interpretation he concluded: a fairly positive trends of Islamic banks employees that performance improvement factors surrounding the nature of their work are able to earn customer satisfaction in the Republic of Yemen, a strong impact relationship of performance improvement factors of human resources on customer satisfaction, the existence of a strong correlation relationship between factors that improve the performance of human resources and customer satisfaction. The researcher further concluded that incentives was the top factor in explaining the variance in customer satisfaction. Based on these findings the researcher presented a series of recommendations including improving recruitment and selection and training programs, attention to choosing the right places to hold training courses which must be in accordance with the real needs of employees, increasing salaries, giving more rewards, financial and moral incentives for employees of Islamic banks and help them to find solutions to many social problems and particularly the problem of the high cost of living, activating the participation of staff of Islamic banks in the Republic of Yemen in decision-making, encouraging initiative, encouragement to employees regular meetings in order to improve their performance, encouraging the employees to offer creative proposals, providing the employees with opportunities to work near the senior leadership of the Bank, expanding their participation in committees, and decision-making processes whenever possible, and improving the working environment in terms of suitable workplace and outdoor facilities.

Bhudharaj, J: 2008 June reviewed the most modern trends of human resource practices, focusing on Indian context in his study “Emerging Trends In HR practices” the author stated that organizations nowadays should depend upon the role of HR to be able to keep pace with globalization issues and avoid its side effects and to face the
increasing competition in the market. The author explained that HR function is not mere reaction function, but has become a proactive function that predicts problems before occur and prepare employees to cope with. He further explained that HR function has become integrated with the core process in organizations and that main challenge before HR managers is to attract talented employees and keep them as sustainable resource for the organization.

**Jubran, Lina Qasem: 2008** In her study entitled “human resources and their impact on improving quality of sea-port services: An Applied study on Aden Seaport” aimed at underscoring the role of human resources in the accomplishment of tasks and objectives of Aden Seaport in improving its performance, highlighting the obstacles that obstruct the performance improvement of Aden seaport and determining the size and quality of human resources in terms of level of rehabilitation and training, their experiences and their impact on the quality of services provided in Aden seaport. The researcher attempted to examine the existence of moral effect relationship between the training of human resources, human resource motivation and personal attributes of human resources from one side and the quality of the port services of Yemen from the other side.

The researcher concluded mainly: heterogeneity of human resources disciplines with nature and objectives of foundation’s activity, poor training at Naval Training Center of the institution, pay, incentives and promotion don’t encourage employees to compete for better performance and services and lack of empowerment; some managers of public administrations don’t grant employees the opportunities to make decisions on administrative tasks but require them to return to public administration in decision-making and this negatively reflected on the powers and responsibilities of the departments. The researcher further concluded that training have a significant impact on improvement of the quality of customer services in the authority of Aden Airport and that motivation affects improvement of the quality of services provided to clients of the seaport and offered number of recommendations mainly including: The need to the improvement of human resources composition in the authority through matching the qualifications of individuals with nature of the work of the seaport by improving selection and placement policies, building a sound and fair system for human resources development and development of personnel motivation.
system, satisfying employees desires of developing their skills, abilities, expertise and updating them with the all frontiers in their field, developing system of: fair incentives, wages, promotion, and performance appraisal. Finally, she recommended to empower employees in the services- oriented departments.

Prof. Anu Singh Lather et.al: 2008 discussed in their paper the importance of developing training strategies to strengthen the employment opportunities in tourism industry in India. They focused on the necessity of collaborated training strategies between public and private sector and derived the conclusion that tourism organizations are not providing particular training for new employees but they are seeking skilled and trained employees to be hired. The paper is satisfactory in term of its focusing on training strategies and its role in increasing employment opportunities but did not study the other functions of HRD.

Rabbanee et. al:2008 explained the impact of globalization on development of human resource in the developing countries and focused on globalizations’ outcomes that promote human development, in their paper entitled “Globalization and Human Development-Realities And recommendations for developing countries”. The authors stated that the developing countries face problem of external debts and crisis of low level of reserves, so government in developing countries should depend upon human resource because only human resource is the crucial issue that can enable government to go forward in the avenue of national development and pass their problems that are related to reserves and debts. The authors aimed at finding out the areas where government is getting benefits and areas where country is facing some obstacles/obstructions in the light of globalization. Thy collected data purely from secondary sources by using United Nations Development Policies, reports of World Bank, human development reports etc. The authors concluded that globalization impacts on human development from two sides as promote education for human development by ensuring quality of work life and generating employment income from one hand and it stands as obstruction for human development as it reduces government revenue by reducing import and export tariffs from the other hand.

Singh P.K: 2008 discussed trends and practices of hotels and tourism industry and highlighted the practices of HR in hotel and tourism industry in his book “HRM in
Hotel and Tourism Industry - Existing Trends and Practices. He explained how employees in hotels and tourism industry are practicing in respect to human resource management, what is their education, training and what the service from their point of view is or what is their perception towards service. The author discussed the main functions of HR in hotels and tourism industry like recruitment and selection, employee evaluation, human resource planning, and employees’ motivation.

Almawry, Ahmed Mohammed: 2007 In his study entitled "Analysis of the Organizational Climate in Yemeni Administrative Units" The researcher aimed at finding out trends of employees towards organizational climate prevailing in administrative units in Yemen and toward every dimension of organizational climate and at finding out employees’ trends toward organizational climate prevailing referred to demographic variables for employees. Data was collected from secondary sources by reviewing previous studies, researches and literature related to the topic of the study and primary sources by using a questionnaire designed in light of the previous literature review was subjected to scientific procedures and distributed to (794) employees in (15) administrative units. The researcher got back 604 valid questionnaires for analysis represent 76% of the distributed questionnaires and used number of statistical methods for data analysis: standard deviations, Pearson correlation, T test, and F test to verify the veracity of the study tool, through program of SPSS.

The researcher concluded that staff trends towards organizational climate and organizational climate dimensions that have been studied, were negative trends towards management practices, decision-making, incentives and rewards and staff training, while the respondents have positive trends toward staff relationship and fairly positive trends towards the organizational structure.

And therefore the researcher presented a set of recommendations such as the revision of the current official organizational structures in the light of the restructuring program undertaken by the Yemeni government and work structures in accordance with scientific methods and thought out methodology to achieve the general objectives of the administrative unit, develop team spirit and activate the channels of communication between the various levels in order to achieve an efficient
coordination among departments and between administrative leadership and staff and this can be achieved by adopting the principle of training before job. The researcher further recommended to involve employees in identifying the overall objectives and in decisions making to ensure staff commitment and moreover to review the system of incentives and bonuses being applied within the available possibilities in the light of the scientific study of realistic requirements and needs of employees and in the light of developments in the surrounding environment, so the employees should be given financial and non-financial incentives that meet their needs and aspirations and achieve employment stability in order to ensure employees’ commitment and loyalty to their administrative units and such incentives should commensurate with the competence and achievement in those units.

**Gupta C.P: 2007** in his book “Human Resource Management” explained human resource management and discussed in details human resource disciplines and in eight valuable chapters focused also on the main concepts and practices of human resource management and adopted the contemporary approach of HRM. The noticeable add of this book is its contributing with the practical knowledge to the literatures of human resource management by the author attempt to provide readers with the valuable insights/visions that enable them to convert HR concepts to practices.

**Hamid, Sheeba 2007** pinpointed in her research study entitled “Tourism and Human Resource Development: A case study of UP state Tourism Corporation” that programs of training and development in UPSTDC are not provided according to the real needs of employees, and rules and regulations do not stimulate and motivate employees to undergo training programs. The researcher threw the light on the main reasons beyond the effectiveness of training programs and suggested some valuable remedial measures that can improve the strategies and policies of training programs in UP state.

**Khan, S.A: 2007 January** discussed the significant importance of human resource in an organization in his study entitled “The Future of HR Functions And Challenges before The HR Managers” the author stated that human resource is the strategic resource in the organization, so it is necessary to satisfy employees because satisfied
employees will satisfy customers and satisfied customers will create organization’s market share. The author further stated that HR function nowadays is not only records keeping function but it has become strategic and proactive function and integrated with the overall strategy of the organization.

**Nickson, Dennis: 2007** in his book entitled “human resource management and the tourism and hospitality industry: An introduction” highlighted the importance of tourism and hospitality as an intensive employment sector and reviewed large range of theories that focus on human resource management (HRM) and how can it be applied in tourism and hospitality industry. He also threw the light on training and development, performance and appraisal, rewards, welfare and health and safety as functions of HRM and HRD and how it can be implemented in tourism and hospitality sector.

**Al-Farsi, Khadija Yousef: 2006** aimed at identifying the impact of human resources management functions which are work analysis and design, human resource planning, selection, training and development, motivation, performance management, employees’ relations and career and personal factors which are: age, sex, educational level, job level and practical experience on organizational change in the central ministries of the Sultanate of Oman. The researcher also aimed at discovering the obstacles facing human resources management in respect to the organizational change in those ministries to reach conclusions and recommendations that will assist in increasing the effectiveness and efficiency of the governmental units in the Sultanate of Oman. The researcher targeted workers in senior and middle management in the central ministries of the Sultanate of Oman, distributed 230 questionnaires to identify the sample where the number of the valid questionnaires for analysis was 184 with proportion 80% of the total distributed questionnaires. The researcher designed a questionnaire consisted of three parts; the first part on demographic data and functional variables of the sample members of the study, part II included the questionnaire statements concerning the variables of the study (54) and in part III open questions. The researcher used appropriate statistical methods for the analysis through SPSS, using percentages, standard deviations, and regression analysis. The researcher concluded that there is a significant effect of the dimensions of human resources management functions of work analysis and design, human resource
planning recruitment, selection, training and development, motivation, performance management, and employee relations, on the organizational change in the central ministries in the Sultanate of Oman and no significant differences in impact of human resources management functions in achieving organizational change attributed to demographic factors which are age, sex, educational level, job level, and experience. Working on developing a human resources strategy in the form of a detailed plan taking into account the importance and priorities of programs, policies and processes must be developed and implemented, ensuring recruitment and selection of human resources that have the necessary base of knowledge, skills, abilities and characteristics that help public organizations on achieving organizational change and performance improvement, working on designing motivated work for public servants which increases and improves the quality of customer service as well as the need to match human resources jobs with government regulations and laws, were the most important recommendations offered by the researcher.

**DR. Hamid, Saeed Shaaban: 2006** in his study, entitled "Recent Trends in Human Resources Management" Aimed at identifying recent trends in human resources management and the application of these trends in Egyptian organizations and provided an overview of human resources management included the definition, goals, human resources management functions and improvement of the administrative thought in human resources management. The researcher discussed in details modern trends in human resources management, throwing the light on: strategic management of human resources and its role in achieving competitive advantage for the organization, human resources management under the concept of total quality management, intellectual capital, employee empowerment strategy, internal marketing strategy, and human resource management in the era of e-government. The researcher reviewed the experience and philosophy in Japanese human resources management which considers the human element is essential and the most precious wealth of all organization's assets, emphasizes the unity of interest and benefit between organization/ company and the employees, and emphasizes that workers are not just tools to be used in order to achieve the objectives of the organization, but there is a common interest between organization and employees and all efforts of employees for the success, survival and continuity of the organization is also as a guarantee of employees survival and advancement. The researcher threw the light on some
policies followed by major companies in Japan especially that impact significantly on the Japanese economy such as ensuring the permanent recruitment and collective participation in decision-making. The researcher cited a range of complementary policies for permanent employment policies of Japan such as; recruitment policy that prefers new employees who have been recently graduated from educational and training institutions because such employees are more likely facilitate their organization’s efforts in training and guiding them towards the objectives of the organization, ongoing training policy, policy of preference of public awareness rather than exact/accurate specialization, slow promotion policy, policy of inclusiveness and slow on performance appraisal and seniority-based wages policy.

Dr M.K Patel: 2006 highlighted the practices of HR in hotels and tourism in his book entitled “HRD Practices in Service Industry” The researcher targeted 100 female employees working in hotels in 9 Indian cities and 50 women working in governmental tourism offices in 4 Indian cities and examined HRM practices there. The author concluded that training programs are working well but there is inefficiency in recruitment, placement and performance appraisal and suggested some remedial measures to improve recruitment and placement programs and performance appraisal.

Poojary, Suresh: 2006 the researcher focused on evaluating and analyzing the status of HRD policies and practices in travel agencies and tour operators of Karnataka and the role of HRD in providing specialized human resource for tourism industry. Furthermore, the researcher aimed at analyzing the employer and employee factors affecting HRD and at finding out the future prospects of HRD in Karnataka. Through a questionnaire distributed to travel agents, tour operators, tourist guides and employees of travel agencies, and by using percentages, averages, chi-square test and binomial test, the researcher recommended to develop a model for HRD, to pay more attention to publicity and marketing and to tourism education that should adapt to and cope with the changes in tourism industry.

Raza, Samar: 2006 The researcher conducted a research study entitled “A study of Manpower Planning in Tourism Sector In India” She collected data from secondary and primary sources, the secondary sources included reports and publications and primary sources included questionnaire, interviews, and discussions and observation.
Chapter 1

The researcher used mean, standard deviation, skewness, Chi-Square test and T test and targeted 100 employees that not in below the rank of assistant manager and supervisory level in Air Sahara and Jet Airways and also 125 employees in ITDC. The researcher focused on manpower development and how it can be improved to increase productivity and profitability in tourism sector. She studied the importance of improving HRIS in tourism organizations to activate HRP. The researcher mainly aimed at determining recruitment, selection and training needs, ensuring optimum utilization of presently employed workers and linking between HRP and the entire organizational planning. The researcher identified the reasons beyond the low productivity and profitability in tourism businesses and suggested many valuable remedial measures to improve HRP and realized that the main problem tourism industry faces nowadays is the quality of human resources as a crucial issue in today world. She conducted a good study in human resource development from the context of human resource planning as main sub - function of HRD.

Shanwaz, M.G, and Juyal, R.C: 2006 July Conducted a comparative study of two various organizations one is an organization based on consultancy research and the other is a fashion industry organization in context of HRM practices, in their paper entitled “Human Resource Management Practices and Organizational Commitment in Different Organizations” The authors mainly aimed at knowing and assessing the degree of organizational commitment that can be created by HRM practices in the two organization. They used Genner, Frayne and Milliman scale to measure HRM practices and Meyer and Alen scale to measure organizational commitment to conclude that HRM practices are significantly different in the two organizations, mean scores found more in fashion organization and various practices of HRM significantly predicting the organizational commitment.

Adivarahan: 2005 presented some methods of employee performance appraisal in his research paper entitled “Performance Appraisal” He explained performance appraisal by determining some parameters by the supervisor who is responsible for the appraisal without awareness of the employees and in this case employees’ growth will be determined on the parameters base. The author threw the light on more appraisal methods like determining the level of growth of targeted employees that organization plans to achieve and in this case employees should be educated to be aware of their
responsibilities and their growth will be determined accordingly. The author further presented some other cases of performance appraisal like scorecards and also 360 degree method which differ with the difference of organizations, departments, individuals and positions.

**Al- Otaiby, Saeed Bin Marzooq:2005** Conducted a descriptive study illustrated the concept of empowerment, empowerment as a management strategy, requirements for empowerment, leadership and empowerment, empowerment environment and organizational culture and empowerment implementation steps. In his study entitled “The Core of Employees' Empowerment: A conceptual framework” the researcher also identified a number of obstacles to empowerment in the Arabic organizations as: hierarchical organizational structure, high centralization in decision making, managers fear of losing the power in addition to confidentiality in sharing and exchanging of information and lack of confidence. The researcher explained that the growing interest for the concept of workers empowerment is because of the pressures on enterprises to take care of their human resources to achieve competitive advantages so, Arabic organizations are invited to respond rapidly to such pressures and that the traditional management style (top to down) could not constitute a model that facilitates rapid response to rapid changes so, management must empower workers and expand their powers and giving them the opportunity to participate in decision-making. The importance of the study is the availability of two important elements; the first is the provided conceptual framework that enables strategies to be chosen in the companies and institutions of Saudi Arabia from the cultural environment, the second element in this paper includes a proposed framework for the empowerment of employees. The researcher presented a number of recommendations to overcome the obstacles to empowerment and to ensure success of the empowerment in Arabic organizations like the trend towards flexible organizational structure, to allow the circulation of information, and the application of the concept of transformational leadership.

**Baqal: 2005:** presented some steps that should be taken by state governments and national government to develop the system of higher education in his paper entitled “Human Resource Practices in Colleges”. The author emphasized that the objective of the government in context of education is to reach the high level of education quality rather than just awarding degrees because the quality of education can enable the new
generations to positively and effectively contribute to the achievement of development objectives. The author reviewed and analyzed some policies of the government that introduced to achieve the objectives of quality of education like National Assessment and Accreditation Council (NAAC) and conducted a field survey to conclude that 100 per cent of teachers are interested in implementing of UGC scheme and suggested that launching of scheme is not enough and some steps must be taken to pass some obstacles that might be faced while scheme carrying out. The author further recommended that newly hired teachers should undergo training programs of an academic staff college and that colleges must witness expansions and improving in infrastructural facilities.

Ekka P.K: 2005 threw the light on employees’ attrition and how it can be managed in organizations in his research paper entitled “Managing Employees Attrition”. He stated that attrition tends to be high during the initial months of recruitment period of employees, starts to be lower with passing of time and becomes lowest after approximately two years of employee tenure in an organization. The author presented that attrition cannot be avoided so it is necessary to focus on increasing career growth and retention period which has influence upon tenure average. He pinpointed that the main reasons beyond employee attrition are technological performance, lack of recognition, insecurity over career growth, dissatisfaction with the compensation packages, dissatisfaction with work culture, personal and family reasons, regional references, conflict with superiors etc. The author suggested some remedial to manage attrition by revamping MPS (management performance system).

Selvaraj and Deivakani: 2005 in their study entitled “HRD in Co-operative Milk Society, Tiruneli” conducted a descriptive research to examine the impact of different demographic factors (age, marital status, education, locality, experience etc.) on employee job satisfaction. The authors aimed at examining the impact of demographic factors of job satisfaction of employees in different level in an organization, so they grouped employees in their study in three main groups of categories as lower, medium, and high level. They suggested that organizations can avoid discrepancies and dissatisfaction among employees by implementing HRD policies and practices in an effective way. The authors further suggested that managers should share
responsibilities with their subordinates and revise their salaries to motivate them and ensure optimum utilize of workforce within the organization.

**Bhavnani, Sanjay Kumar: 2004** aimed at providing some conceptual foundations and directions of HRD, contributing to international human resource literatures, developing the sound knowledge base of HRD across culture and providing academic institutions with the valuable information to develop and implement curriculum for education and training, in his research study entitled “Human Resource Development Practices in Select Shipping Multinational Corporations”. He studied HR planning, performance appraisal, motivational level, learning and development, and HRD climate which includes HR function, career management, organizational values and HR communication. The researcher investigated the level of satisfaction with HR functions, the type of organization, experiences and age groups. He also investigated the association between HR communication and: type of organization, experiences, and age group. He designed a questionnaire and self-report data which was distributed to the respondents to collect the primary data and collected data also from secondary sources. The researcher concluded that all dimensions of HRD are related to the overall satisfaction of employees.

**Abu-Bakr, Mustafa Mahmood: 2003** explained that there is a consensus of experts, practitioners and those interested in matters of human resources that most of the crises and problems face governments and business organizations are caused by the absence or lack of the efficiency and in particular human resources management competencies. The author emphasized in his book "Human Resources as Portal for Achieving Competitive Advantage" that achieving effective performance is dependent on the necessity of optimal use of all resources of the organization and human resource particularly. The author considered human factor as a factor of success or failure of the organization attributing this to existence of many organizations that failed to achieve its objectives despite the possession of tremendous financial, material and technical resources, whereas there are many organizations that succeeded despite the shortage/lack of financial and material resources which reveals without a doubt the importance of the human element in achieving transformation and development under all circumstances through effective strategic management of human resources that ensures optimum utilization of human resources and all other
resources of the organization to achieve competitive advantage. The author discussed the culture of the organization and the work pressures and their impact on the performance of individuals within an organization, stressing to give staff greater powers and encourage them towards innovation to achieve positive and effective investment in human resources. The author explained in detail the career path and basic functions of human resources, reviewing behavioral considerations of human resources development and management, and concluding his book with clarification of how to optimally utilize the outputs of technological developments in achieving positive change in the organizational aspects and performance of employees.

**Ashraf S.H: 2003** in his paper entitled “Human Resource Development in Tourism Industry” discussed the importance of human resource in both managerial and operational levels in tourism in public and private sectors of tourism industry. The researcher pinpointed the crucial issues that stand as obstacles to growth of tourism industry i.e. the management of tourism institutions/ business do not highly appreciate the vital role of HRD in the entire development of the organization and absence of proper training programs. He offered some valuable suggestions to solve growing problems and improve HR in tourism industry through organizing international conferences and workshops.

**Jameel, Abdulmalik Taha: 2003** Mainly aimed at finding out the level of job satisfaction among workers in the offices of ministries and its relationship with some variables like nature and conditions of employment, salary and incentives, growth opportunities, promotion, relationship with co-workers, the relationship with the supervisors/ managers, working hours, work systems and procedures as well as at identifying the relationship between the degree of job satisfaction and age, qualifications, career level and duration of the service. The researcher built job satisfaction scale with (63) contents over seven areas of job satisfaction and targeted (500) employees of ministries offices using standard deviations, (T-test), Pearson correlation etc. at 0.05 level of significance. The researcher concluded that the overall average of job satisfaction among respondents about various areas of satisfaction was various. Relatively high satisfaction found in context of relationship with chiefs, an average satisfaction in areas of the nature of the work and it’s physical conditions, growth and promotion opportunities, working hours, and work systems and
procedures, while the level of satisfaction was low on area of compensation and its accessories. The researcher mainly recommended that it is necessary to re-examine salary and incentives system in line with the economic conditions prevailing in the country to ensure that everyone meets his/her basic needs as it has a direct impact in raising the level of performance of employees. The researcher further recommended to activate scientific criteria when granting incentives and rewards for staff relying on the merit system in dealing with all employees, reform the system of training and development to enable employees to keep pace with continuing developments in the work and providing equal training opportunities for all workers, improving the physical conditions of work, the development of the relations between superiors and subordinates through training courses concerned with the development of leadership skills, human relations, and creating the work environment based on respect and mutual appreciation between superiors and subordinates and reducing the number of official working hours and streamlining the procedures.

**Jhilmil Garg: 2003** presented the importance of recruitment, training and development of personnel and compensation management in the organizational development. He analyzed the significance of human resource management in IT and significance of wages and salaries in employees remunerating. The researcher aimed, in his study entitled “Human Resource Related Policies and Strategies of IT Sector In India”, at imparting knowledge of policies needed to be used in IT sector, evaluating these policies and improving them and acquiring capabilities needed to implement and perform HR policies in IT. The researcher collected data from secondary and primary data sources through using questionnaire and direct meetings with concerned people in Delhi and Noida. He offered valuable suggestions to improve HR policies in IT sector in India and opined that Indian government should provide more compensations to employees and create projects to create employment opportunities for Indian overseas working in IT and technological engineering.

**Mufeed and Rao: 2003** in their research paper entitled “HRD for Competitive Advantage: Innovative Practices of Grasim Industries Ltd” threw the light on the different aspects of HRD being practiced in Indian organizations and they focused on Grasim industries which is known for its fastest growth in India and global prominence. The authors made a noticeable attempt to develop an illustrative model
that can work as a linkage between the managerial and non-managerial processes of HRD mechanism and between the outcomes and organizational effectiveness. They indicated that Grasim industries initiated innovative and competitive mechanisms for HRD but it is still necessary to observe and take in consideration all ongoing issues of HRD practices to get a competitive advantage and overcome the competitors. The authors mainly offered some valuable suggestions like to set up better mechanisms for giving rewards and retain the efficient, dedicated and higher performer employees within organizations.

Shatat, Enas Abdulraauf: 2003 In her study entitled "The Role of Human Resources Management in Achieving Institutional Innovation: An Empirical Study on Commercial Banks of Qatar" aimed at finding out availability of creative human resources practices in selection, training, motivation, leadership and organizational culture. To achieve this objective, the researcher targeted workers in senior, middle and lower management in the five banks situated in the country's capital city of Doha through 250 questionnaires were distributed to the sample of the study and 162 valid questionnaires have been collected (64% of the distributed forms). The researcher used (SPSS) and after analysis and interpretation, the researcher concluded that: practice of selection was the most creative practices exercised among other factors, innovative training practices exercised significantly after the selection factor, clear progress for culture and decline in motivation while leadership occupied last factor among the most exercise factors clearly indicating the control of bureaucracy in administrative leadership. Based on the aforementioned, The researcher presented some recommendations as that it is necessary to establish research units in the banks to be able to increase the creativity of employees as well as the need to define the vision for Qatari banks clearly for its importance in increasing the effectiveness and success of planning. The researcher recommended furthermore to provide an appropriate organizational culture and internal environment for creative thinking in the banks and to abandon methods and styles of the bureaucratic leadership.

Taljaard, J.J: 2003 discussed the suitable motivators that should be used in case of using non-monetary reward system and presented several motivational theories that indicate people’s needs and how can we interact and cope with such needs to change employees behavior and improve their performance, in his research paper entitled
“Improving Job Performance By using Noon-Monetary Reward System to Motivate Low-Skilled Workers in The Automotive Component Industry”. The author targeted 60 employees in three companies to pinpoint that the noon-monetary rewards should be used to motivate low-skilled employees and concluded that rewards must be aligned with people’s needs and what they actually value, which will motivate employees and improve their performance.

Zaid, Adel Mohammed:2003 discussed in eleven chapters in his book "human resources management: A strategic vision" the concept of human resources, human resources in the knowledge era, strategic human resources management, human resources planning, analysis and design of human resources functions, recruitment and selection, training, wages and bonuses, outstanding functionality and discussed in the last chapter the role of working women and this can be considered as the major strength of the book especially if we look at the special considerations of women's work in Arabic communities. The authors aimed at identifying the causes that led to the emergence of the expected role of women in management as well as to analyze political, economic, cultural and technological factors affecting working Arabian women. The author reviewed some conventions and provisions ratified or promulgated by some Arabic countries regarding women's equality in selection, recruitment, promotion, salary, and in practice and contribution to economic, cultural, political and social activity and rights without discrimination and stressed the need to break into the field of entrepreneurship by Arabian women with what enable them to develop their personality and management skills to be successful in governments and in private entrepreneurship and small businesses alike. for the major transformations in service economy that have taken place in the business environment, Arabian women should keep pace with these developments and transitions and work in service sector especially tourism which requires the presence of women because of its reliance on direct interaction between service provider and customer and its need to humane courtesy. The author explained that the Arabian women represent 50% of the total population in many Arabic countries, so this means that women must constitute half of employment capacity otherwise, there will be wasted energy and misuse of the economic resources, citing the words of the human development report of the United Nations development program for 1995 that says (development with not engendered is endangered), emphasizing the need to increase the participation rate of women in Arabic economic
activity in public and private sectors with matching to women's ratio to the total population with emphasis on women's development in terms of technical and personal skills and with what enable them to play their role efficiently and professionally.

**Brain, E. Becher: 2002** stated that HRS should be prepared in a way that maximizes the overall quality of human capital within an organization in his book entitled “The Score Card”. The author further emphasized that human resource system should be designed to create and maintain a stock of talented human capital. HR manager should set and develop the appropriate strategies that support the demanded skills of employees and imply the policies of performance management to make employees as strategic assets and this is considered as the main motive of HR manager.

**Edward E Lawler: 2002** in his book entitled “Treat People Right” explained that human capital is the greatest asset of the organization in its moving beyond acknowledgment merely. He presented that the actual implementing of HR practices creates true benefits for employees and organization alike. The researcher further explained that organization in order to treat people right should make noticeable and distinctive work more than just ensuring good working conditions and he offered some detailed specific practices that have been designed to motivate employees and keep them satisfied simultaneously to improve their performance.

**Mathur, Pooja: 2002** carried out a study on “HRD - Executive Development in Public Sector Hotels - Policies and Practices of Ashor Hotel (Delhi)” to evaluate the effectiveness of training and development, performance and appraisal, career planning, promotion and reward system. The researcher collected data from primary and secondary sources by gathering data from personnel department of the subject of the study (Ashor hotel in Delhi) and by interviews with employees/executives of the hotel. The study is favorable as it focuses on several main functions of HRD and how they can be implemented in the executive level which is more essential in service industry especially in tourism where the direct interaction between employees and consumers.

**Khan, Hadi Raza: 2000** Explained the economy of UP and cotton industry in the state showing the growth, the problem and prospects of cotton industry in UP with special reference to Kanpur and examined the association between absenteeism and
turnover as main factors affecting productivity, in his research study entitled “Impact of Absenteeism on Cotton Textile Industry of UP With Special Reference to Kanpur Mills”. The researcher mainly drawn upon published and unpublished data collected by reports and interviews with the executives and representatives of labor and management. He compiled the figures directly from the records of number of mills and wage board and from the office of commissioner of labor that constituted an important source of statistical data for the study. The researcher offered some suggestions and mainly recommended that cotton textile mills should take care of education and training programs that should be conducted by expert committee and should encourage employees to reduce absenteeism and increase the productivity.

Mustafa, Ahmad Sayed: 2000 stated the importance of the human factor as the intellectual capital in creation, development, production and preservation of all resources and in providing added value for the other resources as well as the importance of the qualified and empowered human element in achieving a competitive advantage for organizations, so any organization wants to acquire an increasing market share and get a foothold in the market of competition which is getting intense day by day, has to improve the selection of managers, specialists and staff, train them and develop their abilities through self-motivated and empowered work groups to achieve competitive advantages aspiring to it, in his book "human resources management perspective of the twenty-first century". The author explained that the modern management of human resources depends on the philosophy of modern management that does not consider the human factor as just a component of production like the other elements, but as the most important element of production and organization's intellectual capital that makes accomplishments and all successes. Modern management also practices modern managerial amalgam that exceeds the traditional concept of human resources management functions of selection, recruitment, remuneration, incentives and vacations to the need of the involvement of the human resources management section in general policies of the organization and in providing advice and consultation to the top management. The author discussed the importance of human resources that operate in organizations/companies level and in the national level in general and explained strategic human resources planning, organization lifecycle and alternative strategies for human resources and further discussed job analysis, profiling and description, indicating the role of planning in
forecasting future needs of employment and how to design the tables of estimated needs of direct and indirect employment. The author explained the administration of employment turnover and how to reduce employees’ turnover through selected longevity programs, selection, training and development, and performance appraisal of employees, focusing on clarifying the causes of discrimination against women in recruitment and selection process in Egypt which could be considered as a case of most Arabic states and offered some solutions to solve the problem of discrimination against women. The author reviewed some practical situations in the work environment in Egypt from private sector projects, training programs and problems as long as it exist in business organizations in Egypt and introduced scientific methods for processing.

**Javaid Akhtar:** pointed out the growth and development of sugar industry in Uttar Pradesh, management and organization in cooperative sugar industry, and cadre in sugar industry. He threw the light, in his study entitled “A Study of Personnel Management Policies and Practices of Cooperative Sugar Mills of Uttar Pradesh”, on the participation of employees in policies and decision making and discussed the personnel management function. The researcher examined the achievements and inadequacies of employees, organization and management and the participation of employees in management and policies and offered some suggestions for personnel development in the years ahead.

**Masood, Zainab: 1999** conducted a descriptive research study in her thesis entitled “Human Resource Development in SARC Countries”. She collected data from various secondary data sources and made an attempt to throw the light on the concept and nature of human resource development, highlighted the socio-economic and health profile of SAARC countries and studied the educational attainments there. The researcher anticipated the future prospects of human resource development in SAARC countries and offered some suggestions for HRD. She opined that Indian government should spend larger amount on HRD rather than defense and reduce the debt service charges on the domestic debts. The outcomes of world summit for social development should also be implemented from the context of HRD and poverty eradication and the cost of social services should be reduced through encouraging the NGOs activities and involvement of local communities, as the researcher recommended.
Naseem, Ghazanfar: 1999 Conducted a descriptive study in his thesis entitled “Human Resource Development and its role in development of tourism in India” He collected data from secondary sources mainly and also from his meetings and interviews with employees and executives in tourism institutions as a primary data. The researcher focused on training and development facilities in tourism, travel and hotels management and suggested some valuable ideas for strengthening the role of government in tourism development especially in preparing qualified trainers and providing tourism institutions with the suitable and adequate budget for improving the training programs.

P. Subarao: 1999 discussed the current trends of human resource functions and anticipated the future prospects of human resource development in his book entitled “Human Resource Management”. The author analyzed the development of human resource comprehensively and explained job evaluation, job analysis, recruitment and selection, social responsibilities policies and line staff conflict along with some other current topics like organizational culture and climate, organizational politics, participative management, organizational effectiveness, quality circle, organizational development and dual career problems.

Al-salmy, Ali: 1998 in his book "human resources management" discussed the concept of human resources management and human resources relationship with variables and modern technological challenges explaining administrative problems and the human resources site and role in such challenges and problems, with throwing the light on how to deal with human resources in humanitarian forms and its delimiters; needs, human motivation, perception, attitude, education, work groups, society and civilization. The authors discussed in details the human form outputs of productivity and of models and measurements of productivity, also explained some of the interventions undertaken by department of human resources to achieve positive human development through: Human resources planning, training and development programs, incentive programs, communications, leadership and mentoring programs, creating organizational commitment and belongingness, as well as programs of diversification, enlargement, and job enrichment. The author pinpointed a number of distinctive features of the Arab style in human resources management as that there is no link between human resources management and strategic action areas in Arabic
business organizations, perceiving of human resources function as non-core activities and even not important in the organization that is evident through the location of human resources management in the organizational structure where does not rise to senior management. The regulations for human resources are confined to the implementation of state laws and regulations and procedural work on articles relating to rights and duties, offences and penalties. The most important characteristic of the Arab style on human resources management made by the author is that there is no attention to results of performance appraisal and no utilization or relying upon assessing the efficiency of programs of recruitment and selection or training needs as well as the lack of the organizational strategic planning in most of human resources management in Arabic organizations in related to the future needs and identifying the structure of human resources in the future, in addition to conventional systems and policies of recruitment, selection, motivation, job descriptions, promotions, etc.

**Sinha: 1997** revealed the existing patterns of work culture in public and private sector by conducting a survey in 6 public organizations and 22 private organizations in Bihar. He explained that there are two work cultures in large organizations; soft work culture and synergetic work culture and indicated that in soft work culture the socio-personal obligations receives higher priority than work and employees do not feel motivated toward their jobs and don’t also feel job satisfaction, whereas in synergetic work culture employees are more diligent and feeling motivated with direct supervision and direction of their supervisors. The author concluded that all 22 organizations in private sector are involved in profit and badly exploit their employees. 4 organizations in public sector are having soft work culture and the other two are having a synergetic culture. The author offered some valuable suggestions for motivating employees for better performance through organizing seminars and setting up proper training programs.

**S.M. Jha: 1994** as tourism is an active tool of communication among civilizations, nations and various nationalities in this contemporary era through which many gaps can be bridged, tourism properties have become aware that training employees on how to interact and communicate with tourists is an inevitable issue. In this sense, Simon et.al, emphasized that employees of tourism sector should obtain proper education and training in the way that enhances their communication skills and human
and social relation skills. Jha further explained that whether travel agents, tour guides, hotels personnel etc. have no proper education and training, they would not be able to interact or behave properly with tourists.

**Anjum, Guhar: 1992** discussed the dynamics of labor relations presenting the analytical review of labor disputes and focusing on labor relations in UP especially in Uptorn district. The researcher aimed, in his research study entitled “A Study of Labor Relations in UP State Public Sector Undertaking with Special Reference to Uptorn”, At taking stock of the labor relations undertaking of UP, finding out the reasons of poor labor relations in the state, Assessment of the role of trade unions in light of state policies pronounced in industrial policies and the plan documents, evaluating the effectiveness of existing legal framework for handling labor disputes and the appropriateness of machinery for the settlement. He drawn upon various sources of secondary data like reports of estimate committees, annual reports of prominent committees, journals, magazines, and national dailies. Moreover he used the primary sources of data through gathering data from correspondence and personal interviews with leaders of workers, personnel management of Uptorn and state officials. The researcher offered some suggestions like there must be change in the attitudes of management and workers both are required to work for home environment within and without of factory premises, legislations must be restricted to social responsibilities of business, trade unions should recast their role as catalysts of labor welfare. Furthermore, he suggested that vertical or horizontal structures of trade unions must be restructured, era of mutual trust and association must be started and social security must be haul marked of labor relations in public enterprises of UP especially in Uptorn.

**Buick: 1990** in his study that has been conducted in order to investigate the relation between training and low turnover of the staff of tourism properties pinpointed that there is correlation between the two variables of his study and that correlation is definite. Thus, tourism properties shouldn’t only aim at recruiting good employees, but also aim at how to encourage employees to stay at their tourism organizations/properties they are working for, and then to enhance their involvement and integration.
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Simon and Enz: 1990 among the indicators of motivation and job satisfaction that have been selected for the study in tourism industry, through a survey developed to investigate the indicators of motivation and job satisfaction. Simon and Enz found that training and career development was an indicator of the top three which indicates the stressing need of career development and also of training in tourism sector in motivating employees and achieving their job satisfaction.

Rao and Abraham: 1986 revealed that human resource in an organization creates the life within the organization, makes it more dynamic and contributes to the entire growth and development of the organization, in their paper entitled “HRD Climate in Indian Organizations”. They stated the responsibility of top manager for creating the appropriate healthy work climate within the organization and setting the needed appropriate training measures for development of employees. The authors examined the prevailing climate in the organizations by conducting a survey and developing a questionnaire with 38 statements to conclude after analysis and interpretation that there is an average level of HRD climate in the selected organizations.

B: Research Design:

Thesis Layout:

Chapter 1: The Introductory Background of the Study.
Chapter 3: Personal development and Job Satisfaction: A Conceptual Exposition.
Chapter 4: Travel and tourism: An introduction.
Chapter 5: Growth and Development of Travel and Tourism Industry in India and Yemen.
Chapter 6: Analysis and interpretation.
Chapter 7: Findings and Suggestions.

The Problem Statement:

The problem of the current study has been determined based on the researcher’s personal experience as he is a teacher of travel and tourism administration and has relations with travel and tourism institutions in both public and private sector in Yemen regarding students summer vacations. The researcher observed that travel and tourism
agencies are involved in professional development of employees and neglect the personal development of employees. The assumption of the researcher is that there is a significant impact of personal development of employees on employees’ job satisfaction. Based on many researches, studies, reports and opinions of experts and so on, Employees' job satisfaction has a significant relationship with customer satisfaction (travelers and tourists’ satisfaction) which is considered as the ground upon which the wheel of travel and tourism industry can remain moves. The researcher moreover assumes that the status of personal development of employees and employees’ job satisfaction in India is not significantly different.

Research Gap

Some studies have been done on some of HR practices in travel and tourism sector, but most of them focused on training and other traditional practices of HRD or on what is involved in professional development of employees. Few studies have been conducted on HRD climate variables or their relations to HR practices in hotels and travel and tourism sector. There are some studies that attempted to illustrate the importance of HRD in tourism development and problems and prospects of HRD in tourism. No a single study has taken the variables of the present study together in any sector or industry. The researcher hasn’t been able to find a single study dealt with the impact of personal development of employees on employees’ job satisfaction in travel and tourism agencies neither with the same variables of the current study nor with other variables and neither in India and nor in Yemen.

Scope of the Study:

The Researcher assumes that the current study will offer a clear image about the practices of employees' personal development being followed in the approved inbound travel and tourism agencies of New Delhi (India) and Sana’a (Yemen) and the impact of such practices on Employees' job satisfaction particularly those who work in front line positions (reservation, sale, and accounting) and face to face interact with customers (travelers or tourists).
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Through the variables of the current study subjected to the analysis (Employees' Empowerment, Internal Communication, work-life balance), the researcher has sought to point out important findings upon which he can offer valuable and implementable suggestions to improve the areas of lack in practices of HRD that are involved in personal development of employees in order to create job satisfaction of employees in travel and tourism agencies of India and Yemen.

Need of the Study:

The characteristics of travel and tourism services such as: intangibility, perishability, inseparability and so on, make the role of HR more vital in travel and tourism organizations and particularly travel and tourism agencies which sale intangible products and services in form of trips or package tours to tourists who come back to their native places with nothing except the memories that might be good or bad, so the personally developed employees with using of the word of mouth, play the most important role in travel and tourism agencies, but unfortunately the opportunities of personal development seem to be limited; most of travel agencies, as in other organizations, focus more on professional development programs which achieve tangible outcomes that can be easily evaluated and pay less attention to personal development which is involved in improving the intangible skills, potentials and values of employees that have long term outcomes and difficult to be evaluated.

The second item of the topic, which is Employees' job satisfaction, offers the second justification of choosing the topic and more realizes the need of the current study, based on the importance of job satisfaction, which takes in consideration the performance and effort of an employee and his/her emotional commitment toward the company, in leading to more honest outcomes, in achieving higher productivity, profit, innovation, quality, and in creation customer satisfaction which leads in turn to allover success and turnover of the intending travel and tourism agency and then the success of travel and tourism industry as a whole. The high personally developed and job satisfied employee with values, potentials, talents, interpersonal skills and all personal characteristics, will create the “innovativeness’ and the satisfied customer will be loyal and more likely to return (Greenwell, 2002). The innovativeness and customer loyalty lead to the turnover and sustainability of tourism industry.
The Theoretical Model of the Study:

The present study includes two main variables, independent variable and dependent variable. The independent variable (Personal development of employees) compound of three dimensions: Employees' Empowerment, Internal Communication, and Work-Life Balance, and the dependent variable (Employees' job satisfaction) is consisting of three dimensions too: Co-Workers Interactions, Job Advancement and Growth Opportunities, and Employees' Achievement. The researcher is going to get answer on the three questions of the research which are: 1- what is the level of personal development of employees’ practices being followed in travel and tourism agencies of India and Yemen and what is the level of employees’ job satisfaction in travel and tourism agencies of India and Yemen? 2- Do the practices of employees’ personal development impact on employees’ job satisfaction in travel and tourism agencies of India and Yemen? 3- Is there a significant difference between travel and tourism agencies of India and Yemen in context of the practices of employees’ personal development and employees’ job satisfaction? The figure no. 1.1 below shows the impact relation between each dimension of the independent variable and each dimension of the dependent variable.

![Figure 1.1: The Research Model](image-url)
Objectives of the Study:

- To study the conceptual framework of HRD, personal development and job satisfaction.
- To identify work nature of travel and tourism agencies and to review the overall growth and development of travel and tourism industry in India and Yemen.
- To examine the status of the practices of employees' personal development and employee’s Job satisfaction in travel and tourism agencies of India and Yemen.
- To examine the impact of the practices of employees' personal development on employees’ job satisfaction in travel and tourism agencies of India.
- To examine the impact of the practices of employees' personal development on employees’ job satisfaction in travel and tourism agencies of Yemen.
- To make a Comparative Study between Travel and Tourism Agencies of India and Yemen in context of the practices of Employees’ personal development and employees’ Job Satisfaction.
- To suggest remedial measures for improving the practices of employees' personal development and hence employee’s job satisfaction in travel and tourism agencies of India and Yemen.

Hypotheses of The study:

Of the merits of the statistics is that presented two ways of criteria of formulating the hypotheses to accept the null hypotheses or to reject so, there are two possible hypotheses in the current study are:

The null hypotheses (H0) when the number is from the standard normal distribution with =0.

The alternate hypotheses (HA) when the number is not from the standard normal distribution with =0. The researcher formulated the hypotheses of the current study based on the independent and dependent variables that have been subjected for the study including Employees' Empowerment, internal communication and work-life balance as sub variables of the independent variable (personal development of employees) and Coworkers' interactions, job advancement and growth opportunities, and Employees' Achievement as sub variables of the dependent variable (employees’ job satisfaction), on the light of the above determined objectives as:
To examine the impact of the practices of employees' personal development on employees’ Job Satisfaction in Travel and Tourism Agencies of India, the hypotheses are:

The main hypothesis is: there is no significant impact of the practices of Employees’ Personal development on Employees’ Job Satisfaction in travel and tourism agencies of India.

And the sub hypotheses are:

A- There is no significant impact of the practices of Employees’ Empowerment on Co-Workers’ Interactions in travel and tourism agencies of India.

B- There is no significant impact of the practices of Employees' Empowerment on Job Advancement and Growth Opportunities in travel and tourism agencies of India.

C- There is no significant impact of the practices of Employees' Empowerment on Employees' Achievement in travel and tourism agencies of India.

D- There is no significant impact of the practices of Internal Communication on Co-Workers’ Interactions in travel and tourism agencies of India.

E- There is no significant impact of the practices of Internal Communication on Job Advancement and Growth opportunities in travel and tourism agencies of India.

F- There is no significant impact of the practices of Internal Communication on Employees' Achievement in travel and tourism agencies of India.

G- There is no significant impact of the practices of Work-Life Balance on Co-Workers’ Interactions in travel and tourism agencies of India.

H- There is no significant impact of the practices of Work-Life Balance on Job Advancement and Growth Opportunities in travel and tourism agencies of India.

I- There is no significant impact of the practices of Work-Life Balance on Employees' Achievement in travel and tourism agencies of India.
To examine the impact of the practices of employees' personal development on employees’ Job Satisfaction in travel and tourism agencies of Yemen the hypotheses are:

The main hypothesis is: there is no significant impact of the practices of Employees’ Personal Development on Employees' job satisfaction in travel and tourism agencies of Yemen.

And the sub hypotheses are:

A- There is no significant impact of the practices of Employees' Empowerment on Co-Workers’ Interactions in travel and tourism agencies of Yemen.

B- There is no significant impact of the practices of Employees' Empowerment on Job Advancement and Growth Opportunities in travel and tourism agencies of Yemen.

C- There is no significant impact of the practices of Employees' Empowerment on Employees' Achievement in travel and tourism agencies of Yemen.

D- There is no significant impact of the practices of Internal Communication on Co-Workers’ Interactions in travel and tourism agencies of Yemen.

E- There is no significant impact of the practices of Internal Communication on Job Advancement and Growth Opportunities in travel and tourism agencies of Yemen.

F- There is no significant impact of the practices of Internal Communication on Employees' Achievement in travel and tourism agencies of Yemen.

G- There is no significant impact of the practices of Work-Life Balance on Co-Workers’ Interactions in travel and tourism agencies of Yemen.

H- There is no significant impact of the practices of Work-Life Balance on Job Advancement and Growth Opportunities in travel and tourism agencies of Yemen.

I- There is no significant impact of the practices of Work-Life Balance on Employees' Achievement in travel and tourism agencies of Yemen.
3- To make a Comparative Study between Travel and Tourism Agencies of India and Yemen in context of the practices of Employees’ Personal Development and Employees' job satisfaction, there are two main hypotheses and each of them has three sub-hypotheses, the first main hypothesis is: There is no significant difference between travel and tourism agencies of India and Yemen with respect to the practices of Employees’ personal development, and the sub-hypotheses are:

A- There is no significant difference between travel and tourism agencies of India and Yemen with respect to the practices of Employees' Empowerment.

B- There is no significant difference between travel and tourism agencies of India and Yemen with respect to the practices of Internal Communication.

C- There is no significant difference between travel and tourism agencies of India and Yemen with respect to the practices of Work-Life Balance.

The second main hypothesis is: There is no significant difference between travel and tourism agencies of India and Yemen with respect to Employees' job satisfaction, and the sub-hypotheses are:

A- There is no significant difference between travel and tourism agencies of India and Yemen with respect to Co-workers Interactions.

B- There is no significant difference between travel and tourism agencies of India and Yemen with respect to Job Advancement and Growth Opportunities.

C- There is no significant difference between travel and tourism agencies of India and Yemen with respect to Employees' Achievement.

Research methodology and statistical tools:

The research starts from an inquisitiveness or a question hovers in the mind of the researcher, so the researcher starts developing the research question, collecting the data necessary for answering the research question and then presenting the suitable answer to the raised question. Thus, the research is a systematic process that the researcher follow to search, locate, and evaluate information to answer his/her research questions and increase the stock of knowledge that can be used in solving existing or new problems or in establishing or confirming the facts.
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There are two types of the research: primary research in which the researcher produces a new knowledge derived from the original findings of his/her particular study besides presenting the existing knowledge in a new form, and secondary research in which the researcher produces summaries and/or synthesis of an existing research. (en.wikipedia.org/wiki/research)

The current study depends mainly upon the primary data sources as it an empirical study in its nature, so the data has been collected through a questionnaire developed by the researcher and conducted among the targeted front line employees of the selected inbound travel and tourism agencies of New Delhi, India (25 agency) and Sana’a, Yemen (33 agency).

The secondary data sources such as: published books, published thesis, journals, magazines and websites, have been used to review the literature and refer the conceptual framework aspects.

After analyzing and evaluating the findings of the current study, the main recommendations have been offered along with some valuable general suggestions.

Statistical Tools used in the study

The present study is primary in nature and the method of selection of the sample is convenience sampling. The convenience sampling is a non-probabilistic approach to data collection through questionnaire. Upon collection of the data, the data is inserted into the SPSS version for further analysis. The following are the statistical tools used in the study:

Descriptive Statistics: The descriptive statistics have been used to examine the level/status of the independent variable (Personal Development of Employees) with its three dimensions (Employees’ Empowerment, Internal Communication, and Work-Life Balance) and the dependent variable Employees’ job satisfaction with its three dimensions (Co-Workers’ Interactions, Job Advancement and Growth Opportunities, and employees’ Achievement), through the mean values, standard deviation and variance of the observations.

Cronbach Alpha for Reliability test: The Cronbach alpha is used to test the reliability of the primary data in terms of internal consistency. The value of the consistency is shown on a scale of 0 to 1. As a rule of thumb, a value of alpha above
0.7 is considered an indicator of strong reliability. However, the border line may vary on the basis of convention followed.

**Ordinary Least Squares Regression:** Ordinary Least Squares regression works on the mean values of the respondents’ responses. The primary assumption of the OLS regression known as Guass Markov Theorem is that the data is normally distributed. The convention also includes the Central Limit Theorem that states that as the sample size increases from 30 onwards (as a rule of thumb 30 is considered small sample), the data becomes normally distributed. The model consists of independent variables on left hand side and dependent variables on right hand side. The independent variables are also known as regressors while the dependent variables are also known as regressand. The model in the study selected is trend and intercept model due to the principle of parsimony. Equation below shows the model specification:

\[ \text{DEP}_i = \beta_0 + \beta_1 \text{IDT}_1 + \beta_2 \text{IDT}_2 + \beta_3 \text{IDT}_3 + \epsilon_i \ldots \ldots \]

Where,

- DEP stands for dependent variable
- IDT stands for independent variable
- \( \beta \) stands for the coefficient or the parameters of the independent variables.

**Independent Sample t test:** The independent sample t test is a parametric test of association. The test compares the means of two samples and checks for the existence of statistical association between the two sample emphasizing whether there is any significant difference or not. The basic assumption is of normality of the data and the test responds well for a sample size more than one on the basis of central limit theorem.

**Sample Study:**

The convenience sample was the alone possible sample for some considerations including the war has been taking place in Yemen since 26 March, 2015. The researcher selected Sana‘a the capital of Yemen for the study as it safe and the accessibility was possible unlike the other main cities in Yemen. Secondly, there are
171 approved travel and tourism agency in Sana'a which have licenses from the ministry of tourism to operate in both travel and tourism. Hence it is difficult to target all this large number that requires more time and from the other hand most of this 171 agencies operate only in Hajj and Umrah packages and have no interactions with foreign tourists as a source of foreign exchange earnings. Thus, the researcher selected only the approved inbound travel and tourism agencies in Sana'a only, and to have a parameter the researcher selected the approved inbound travel and tourism agencies of New Delhi only. The sample further confined to the Employees working in the operational level in the frontline positions (Sales, reservation, and Accounting) as such employees interact directly with customers (Tourists and travelers).

A questionnaire has been developed by the researcher and distributed to employees in the frontline positions (sales, reservations and accounting) of inbound travel and tourism agencies of New Delhi (India) and Sana'a (Yemen). Out of 36 approved travel agencies in New Delhi, according to the list of approved travel agencies in New Delhi issued by the ministry of tourism, only 25 agencies operate in inbound travel and tourism so 212 questionnaire’s forms were distributed to the targeted agencies in New Delhi and 187 have been turned up. Out of the 187 received questionnaires only 168 questionnaire were properly responded. 225 questionnaire were distributed to the targeted agencies in Sana'a (33 agencies) but only 212 questionnaire were turned up and 198 only were properly responded.

**Limitations of the study:**

- The current study is limited to only New Delhi in India and Sana'a in Yemen because it is so difficult to study all the travel agencies in both the countries; India alone has 990 approved travel and tourism agencies according to the statistics of ministry of tourism 2015 and Yemen 271, in addition to non-accessibility to all main cities in Yemen because of the war that has been taking place in Yemen since 26th March 2015, while Sana'a (the capital of Yemen) was and still accessible and safe in comparison to the other main cities of Yemen, which leaded the researcher to limit the study to Sana'a only. For the uniformity of data collection and analysis, the researcher decided to make the study confined to New Delhi in India as well.
The current study is empirical in its nature, which means that the conclusions have been derived from the perceptions of the respondents and their personal point of views. Hence, the results that can be derived from different travel agencies/samples/cities will be different.

The study is confined to the inbound travel and tourism agencies in both the countries as the inbound travel and tourism agencies interact with foreign tourists who is a source of the foreign exchange earnings which plays a vital role in success and turnover of travel and tourism agencies, tourism industry and hence the economic growth of the country as a whole, but foreign tourists might visit the country individually and not with a group, for different purpose as to participate in a scientific conference and in this case he/she might check in any domestic travel agency to purchase a domestic air ticket or even to purchase a tourism program instead going to the famous inbound travel agency. Thus, taking the inbound travel and tourism agencies might be considered as a limitation.

The current study has used the 0.05 level of significance which means that the confidence interval is 95% that is not necessarily includes the true mean, so some studies use the 0.01 level of significance instead. Thus, this level of significance might be a limitation.

The sub-variables of the personal development of employees (the independent variable) and Employees’ job satisfaction (the dependent variable), despite the good compatibility that has been found within and between the variables of the study, don’t claim for their absolute measurement.

Scarcity of literatures related to human resources development in travel and tourism in both the countries and particularly in Yemen where just, unfortunately, 14 study have been found related to tourism in general as per the data base of the national information center of Yemen (NIC), and no single study has been found in human resource development in tourism

Structure of the study:

The entire work has been divided into seven chapters to cover the aforementioned objectives of the current study. The first chapter deals with the design of research
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project including, the research gap, problem statement, scope of the study, objectives of the study, hypotheses of the study, research methodology and statistical tools, sample of the study and limitations of the study. Literature review has also been included in this chapter.

The second chapter has been framed to identify the concept of HRD; the definitions, importance, philosophy, principles and HRD sub systems that indicate the new image of HRD which considers human resource is the most important factor of production and adopts employee oriented development programs in a way that guarantees proactive human resource able to anticipate the future, predict changes and also lead the change and achieve the competitive advantage for the company/organization as the competitiveness is so sharp in travel and tourism industry. HRD climate in its organizational and personal context is a very important content of this chapter. Finally, the second chapter has included the future perspectives of HRD and discussed the interface between HRD and tourism as tourism is an intensive labor industry which mainly and immensely depends on human resource in introducing the intangible tourist services.

The third chapter entitled “Personal Development and Job Satisfaction: A Conceptual Exposition”, has discussed the theoretical core of the study through discussing the modern concept of the independent and dependent variable of the study (Personal Development and Job Satisfaction), including definitions, objectives, outcomes, measures and their relations to some other variables and the sub-variables of the current study. HRD no longer involved in recruiting, training and retaining human resource, but also in nurturing more talented, productive, enjoyable, committed and integrated human resources both at the workplace and in their personal lives and this can be possible through adopting personal development practices and programs.

In The fourth Chapter, the researcher has discussed the concept of tourism, its traditional and modern paradigms, travel and tourism as an industry and the main contributors to tourism products and services, along with the characteristic features of the tourist product in the way that indicates the utmost importance of personally developed human resources that are able to make accomplishments and fulfill tourism industry’s need of special distinction and identity.
The fourth chapter also has discussed travel and tour agencies: its types, launching, organization, functions and remunerations along with travel and tourism agencies’ future trends. Thus, this chapter has provided a complete image about tourism concept and nature of work of travel and tour agencies.

The fifth chapter deals with the overall growth and development of tourism industry in both India and Yemen visualized with some tables that show the annual growth of tourism industry in foreign tourist arrival (FTA), foreign exchange earnings (FEEs) and in tourist facilities. The economic impacts of tourism for the years 2012-2015 represented in total contribution to GDP, employment, tourism capital investment and visitor exports, in India and Yemen, have been presented as well.

This chapter has also discussed growth and development of travel and tour agencies in India and Yemen and its future trends especially the increased growth of online booking of travel tickets that imposes on travel and tour agencies to not operate in the margin tourist activities as travel booking, but to focus on the core of work nature in organizing tourist packages programs and promoting it and this requires high quality of human resource; talented and personally developed to convince tourists to purchase such programs and to interact with them efficiently.

The chapter sixth was allocated for the analysis to examine the level/status of the practices of employees' personal development being followed in travel and tourism agencies of both India and Yemen and to examine the level of employees’ job satisfaction as well. The chapter six deals also with the analysis to examine the impact of the practices of employees’ personal development on Employees' job satisfaction through a questionnaire developed by the researcher and conducted on employees working in frontline positions in inbound travel and tourism agencies of New Delhi (India) and Sana'a (Yemen). Furthermore, this chapter includes the analysis to make a comparative study of travel and tourism agencies of India and Yemen in context of the practices of employees’ personal development and employees’ job satisfaction.

The chapter seventh deals with the findings of the study and with the suggestions that have been offered by the researcher after a long and careful analysis. The Researcher hopes that the suggestions will be applicable, valuable and useful to travel
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and tourism agencies both in India and Yemen in improving the practices of employees' personal development and Employees' job satisfaction which play a crucial issue in creating customer satisfaction that provides travel and tourism industry in general with factors of success and turnover.
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