Chapter 3
Personal Development and Job Satisfaction—A Conceptual Exposition
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**A. Personal Development of Employees:**

**What is personal development?**

To throw the light on personal development of employees, first of all it should be differentiated from professional development. Professional development involves enabling an employee to fulfill the job’s requirements in the particular intending organization by improving knowledge, skills and expertise and enhancing the required necessary skills to carry out his / her role in the organization effectively because in the day life many changes are happening in the economic, in technology, in rules and legislations and employees should keep pace with such changes to remain continuously effective in their jobs.

Professional development comes in form of training programs that the organization provide to employees in order to enhance their skills and enable them to perform their roles efficiently, or in form of the vocational training oriented to improvement of the qualifications related to the particular career. Moreover, professional development might include a personal development element as skill development improves, in turn, the combination of personality of employees, whereas personal development provides employees with confidence to improve their skills.

Personal development involves improving knowledge, skills, expertise, potentials, values and talents that are required for enabling employees of performing their roles in their particular careers in the intending organization and their roles in their general life. Personal development doesn’t focus only on the benefits of an organization by improving skills of employees and directing them towards the general goals of the organization, but also focuses on the benefits of employees by improving their overall personality in order to help them in achieving their roles in the workplace and in their personal life alike.

**Personal development has two aspects:** the first refers to self- development when employees set plans for their personal development, and the second aspect is developing other people, and the image will be more clear in the next two definitions as : “Personal development is a lifelong process. It is a way for people to assess their skills and qualities, consider their aims in life and set goals in order to realize and maximize their potentials” *(http://www.skillsyouneed.com)**1*, but personal development involves also “developing
other people by the personal competency of certain managers in improving their employees’ potentials or by some professional services of teachers, trainers, or mentors in providing assessment, coaching or training” (wikipedia.org) and in the same context, (Rodrigo, 2012) explained that personal development doesn’t only concern to self-development but also involves developing others through improving their knowledge, potentials, talents, and values and realization of their aspirations and dreams. Personal development concept will be more discussed in personal development trainings (conflict management, leadership, and time management trainings) and in the variables selected for the current study later in this chapter.

Elements/Dimensions of Personal Development

When an employee thinks of his/her personal development, that means he/she thinks of who is he/she and whom wants to be and between these two points, there are some dimensions/elements that can be categorized in three main groups: self-awareness, self-esteem, and self-actualization and as it discussed in below:

- **Self-awareness**: it means how an individual is acquired or conscious with his knowledge, needs, habits, potentials and etc. that help him in identifying himself and knowing who he (identity) is and what is his strengths and weaknesses. Through all these aspects an employee can identify himself or with help of his supervisor and it come under the self-awareness.

- **Self-esteem**: as it visualized in the next figure, human capital is an element/sub dimension of personal development. It means in itself the creativity and capability of an employee of achieving economic outcomes for labor and can be represented by self-esteem which means an employee’s feeling that he/she is worthy of love and respect because he is actually valued.

- **Self-actualization**: it is represented by an individual’s dreams and aspirations in his life; what an individual is willing to be, what is his/her mission and vision of his/her life. These top human needs are also the top outcomes of personal development that can be achieved through quality of work life that helps employees to fulfill their commitment toward their work and their personal life. Thus, interpersonal skills cannot be overlooked in this regards and will be discussed in internal communication later. (See figure no. 3.1).
Figure 3.1: Elements/ Dimensions of Personal Development

Source: www.printerseat.com

Objectives of Personal Development

Organizations aim, through personal development of employees, at improving the overall personality of employees that helps in facing competition and survival in the market. The responsibility of HR department is not only to recruit distinctive employees, but to nurture them and improve their commitment toward an organization, and only through adopting the personal development that balances employees’ commitments towards their companies and personal life, employers can achieve their objectives in a worthwhile manner. Personal development objectives can be summarized in some concepts that personal development moves around as in the following:

- **All round personal development:**

  It indicates the improvement of the entire personality of employees that makes them well equipped with all what necessary to help them to be positive, productive in their lives and work and successful in everything they want to accomplish, through improved knowledge and positive attitude. This objective is involved in the development of soft skills and the entire personal traits of the employees.
• **Professional development:**

While an employee is setting his PDP himself or by help of his supervisor, the organizational goals must be strongly present. An employee should identify what he is required to do for his company/organization, or in other word, what are objectives and mission of his company in order to develop himself accordingly, what are the current real knowledge, skills, expertise and capabilities (strengths) and what are the areas of lack that he has to develop (weaknesses). Likewise, identifying the opportunities (potentials) and threats (barriers of external conditions), and the result is a personally developed employee has the sufficient capability of being successful in both organizational and personal life.

• **Promotion of employee’s confidence and autonomy:**

Without having the attitude of capability of performing any tasks, an employee cannot be succeeded and if an employee feels that he/she is working under supervisor or manager who strictly control him/her and doesn’t grant him an authority/adequate authority of urgent decision making related to his work, an employee will not be personally developed. Developing employees’ feeling of confidence and autonomy might be considered as the pulp of personal development.

• **Developing ethics, loyalty and values:**

Personal development plan aims at developing intangible skills and values of employees, their ethics, passions, loyalty and so on, which make them more belong to their companies and make them dedicate in their works as they become not materialistic, sacrifice their hearts and souls for their companies. On the other hand, employees will be patterns in their societies.

• **Interpersonal skill building:**

Personal development aims at making good communicators because communication enhances work relationships and makes an employee aware of his/her roles and responsibilities and hence helps in teamwork building within an organization and in an employee’s social lives. Thus, the employee becomes a social relationship pioneer, a problem solver and a successful leader.
Personal Development Plan (PDP):

There might be an individual or professional oriented motivation beyond setting personal development plan or a combination of both individual and organizational. When there is a professional motivation, it means there must be a professional consideration and organization’s objectives must be included in PDP. There are some successive processes that an individual/employee should consider while setting PDP which are somewhat different from one literature to another, but they are most likely including the following steps:

• Identifying goals/objectives:

Definitely, an employee has a main area of training or development or some goals want to achieve by setting his/her PDP. Identifying what am I, is knowing the real and current knowledge, skills, and abilities that I have and this what is so called self-awareness, but identifying to where I want to go or what the skills that I want to improve or develop is goals identifying and the distance between the two, is the scope of PDP.

• Setting priorities:

The identified goals or objectives should be formulated and put in order of the priorities of an employee based on what is more important and less important and what he/she wants to improve or develop first. For example, when an employee aims at improving his/her communication proficiency, the priority will be improving his spoken and body language skills.

• Time frame:

Without accurately framed time, the plan will not succeed because time is a money and so important element of planning. To set the deadline of PDP, an employee will be motivated by the time otherwise, it is only spontaneous effort. (Karen Kakascik) quoted that “The idea is to make decisions and act on them, to decide what is important to accomplish, to decide how something can best be accomplished, and to find time to work at it and to get it done” and thus the importance of the first three steps of PDP becomes more clear.
• SOWT analysis:

An individual should identify his/her strengths and key strengths to start work in what makes him unique as (Bruce Lee) quoted “Absorb what is useful, Discard what is not. Add what is uniquely your own” and should also identify his opportunities/potentials that represent what can help him in actions and behavior to achieve his/her goals/objectives. On the other hand, an employee should know the barriers (threats and weaknesses) that might encounter and hinder him/her to achieve his/her goals or objectives. When an employee succeeds in this task, the next task/step (the course of action), will be implemented successfully.

• Course of Action:

After studying all the variables, setting goals and priorities and (SOWT analyses), an individual/employee by himself or with help of his supervisor, will conclude the butter of his PDP which is the course of action. In this very important step which can also be called the core of PDP, the most important action selected.

• Implementation:

In this step, an individual starts implementing the plan through some personal development trainings or courses or through personal development practices. In organizations/companies, an employee get support from the practitioners, trainers, mentors, or supervisors or from his seniors, whereas in an individual personal life or in his own business, he should get help from whose who can help to achieve goals well and faster. For example, if an individual want to improve his finance, he should get help from finance consultant and so on.

• Progress measuring:

An employee can keep up, move forward, and stay persistent in his/her personal development, through adopting continuous personal development (CPD) by measuring his/her progress. If there is good progress, it is necessary to keep it up otherwise, there must be change in the strategies or policies or in any other elements of the plan or the plan as a whole might be re-created.
Personal Development Trainings

Personal development includes some training as: leadership training, conflict management, time management, difficult situations and conflict management, and communication skills. Some of PDTs can be discussed as in follows:

- Leadership Training

No organization can succeed without existence of effective leadership that is responsible for guidance, supervision, motivating employees and building positive relations among them and between the workers and management, conflict resolution, arranging and ensuring suitable climate for creativity and creative work directed toward the goals of all stakeholders. Thus, all the experts of administrative development and human development admitted that leadership is one of the most important trainings of human development and personal development in particular.

The Director should be a leader and good listener to workers, accept their own proposals and ideas to benefit from in the development of work and objectives of the organization and should work for the dynamic development of experiences, skills and talents of employees. The successful director is not that just issues orders and instructions, but also provides the appropriate climate for their implementation, taking advantage of the labor force through optimal utilization of their potentials with maintaining social and humanitarian relations with them.

Leadership management trainings focus on providing participants with training courses for the purpose of development of self-awareness, self-confidence, developing talents and extracting potentials of workers in the interest of the intending organization and workers alike, with appropriate strategies and policies to enable self-reliance through leadership trainings to strengthen capacity and leadership skills of individuals within the organization and rehabilitate employees for new functional positions. Through well set policies of promotion, an organization can help employees to go up to the top of the institutional pyramid. Leadership training doesn’t aim only at developing employees to be able to perform their roles of their careers, but also to fulfill their commitments towards their family and to efficiently perform their roles of life in general.
• **Time Management**

Of the elements of administration and HR development is the time management. Time is precious; time is money and cannot be compensated. There are many reasons beyond the loss/waste of time as: ambiguity of goals and objectives, the missing information, procrastination, inability to say no, ineffective communications and so on. To manage time effectively, it is necessary to determine what is wasting time with a focus on issues that are of the utmost importance in order to spend more time on issues of major concern and not the opposite. The identification of the positions that waste time, help to identify priority areas of development and to overcome the obstacles to time management.

For successful process of time management, the tools and procedures necessary for time management should be identified. For optimal utilization and leverage of time it is necessary to increase productivity and reduce waste of time, and employees or participants in time management trainings should not be more serious and work harder, but to work smarter. Some staff members think that it is necessary to start from zero in each work but sometimes this is not right, therefore should improve the positive relations with colleagues for instructions based on the expertise to do a good job with the provision of time. The identification of where time is spent helps in managing the time efficiently; procrastination, tension, and frustration are of many mistakes of the most important time wasters to be avoided. The time has come to the attention of experts of human development in view of its importance in the overall success and continuation of organizations. ([www.dalecarnegie.com](http://www.dalecarnegie.com)).

• **Conflict Management**

The conflict from the view of some experts of HRD is, sometimes, a healthy phenomenon; if conflict disbursed the individuals from the real objectives it is a hinder but not a bad phenomenon when being a catalyst for positive competition. Conflict might be inner, taking place within the same person when there is a contradiction between the experiences and objectives to be achieved with the system of values inside him/her. Conflict might be further between individuals because of the competition or between groups or states, but what should be more focused on in this item is the conflict between groups within organizations for its serious consequences on the entire work. The conflict between groups can be solved through peaceful coexistence through the development of positions and points of agreement and
positive meeting points in order to encourage people to live together peacefully through strengthening of communication and exchange of information between individuals to increase convergence, but this way provides superficial solutions to the conflict as the real problems remain pendent. The second way of managing the conflict between groups is the conflict settlement according to the basis of no winner nor looser. There is no standard solution; the solutions through agreements settle differences between groups, but the real conflict remains pendent and gyrates on the roof when the causes of dispute appear. The third way of conflict management is solving the problems, which provides radical solutions based on the principle of creative conflict by identifying the problems carefully as problem identification is the basis upon which the goals can be set and the alternatives can be provided and hence, the best alternative/solution can be selected.

To resolve the conflict between individuals there are two ways; the control by separating between the parties of the conflict, and the positive confrontation where the combination of the parties of the dispute, through a third party, offers the appropriate climate to solve the disagreement between them. It is worth mentioning that there is a difference between conflict management, the settlement of conflict and conflict resolution, the first is intended to stop the conflict at a certain extent, the second means dealing with the conflict in accordance with the legal frameworks imposed by an empowered party, whereas conflict resolution means to search for the real causes of the conflict and offering a satisfactory solution to all parties (John Burton 1986).

**Personal Development and Variables of the Current Study**

As aforementioned, and besides focusing on improving knowledge and expertise of employees, personal development focuses on developing the personal traits (loyalty, passions, likeability etc.), values, potentials and talents of employees and improving the intangible/soft skills of employees as skills of conflict resolution, time management, leadership management, interpersonal relations, urgent decision making, initiation, and so on. When an employee has such intangible skills and personal traits, he/she will be able of performing his/her tasks and responsibilities at workplace in the company he works for effectively and will be able of plying his personal and social roles in his/her personal life and become valued in the society hence, will gain others respect and be appreciated by his society.
When employees are not happy in their personal life because of some health or habits related problems, they will not be satisfied in their jobs at work and in this context (Stephen Covey) said: “You can buy your employees’ time and muscle…but their hearts and minds come free.”. To make employees satisfied and fulfilled in their works, employers should help them to be happier and more successful in their personal life in order to increase employees’ sense of commitment and engagement to their organization and make them more productive.

The researcher selected three variables through which an organization can help employees in achieving their personal development: employee’s empowerment, internal communication and work-life balance, and can be discussed in details as follows:

**Employees’ Empowerment**

The business environment in modern era witnesses developments and great and accelerated changes which request from organizations to prepare for keeping pace with and face the global competition and its great accompanying pressures. Therefore, there is a great importance to organizations to adopt modern management concepts to meet the competition and then to achieve a competitive advantage, leading to a leading position in the market and this could be possible only with great attention to the human element through training and empowerment and creation of an enabling environment for innovation and creativity through abandonment of the traditional administrative concepts. Organizations should highly adopt the decentralization in decision-making and allow employees to show their creativity, discover their talents, develop their abilities and achieve the optimum utilization of all resources with what returning benefits to staff, management and employers alike.

The concept of empowerment has an effective impact on improvement of performance and job satisfaction, configures trust between management and employees, motivates employees’ participation in decision-making, removes the administrative barriers between management and employees and eliminates the administrative bureaucracy. The leading companies and institutions seek to work everything would face and overcome the competition, which particularly ensure that human element is essential and crucial element in this direction. Empowerment of employees as a modern management concept has a relationship with other concepts as
total quality management, and this dictates the increasing necessity of interest in empowerment as an integrated system to improve performance and achieve job satisfaction.

Despite the literatures of human resources are different regarding the definition of empowerment, they agree that staff members should be given enough authority to participate in policies and decision-making, have a sense of high space of freedom where they can create and innovate and have sense of attachment and belongingness to improve their performance and feel satisfied, whereas senior management can reserve the right of decisions making in some strategic and crucial issues.

Empowerment shows how managers create an atmosphere of responsibility for the benefit of employers, employees and managers, develop staff performance and represent a stimulus for employees and challenge them (Murrell & Meredith, 2000).

There are two orientations of empowerment are: the communicative empowerment and the stimulatory empowerment. In the communicative empowerment, the senior management shares responsibility with employees in lower levels of the organizational structure, whereas the catalytic/stimulatory orientation of empowerment focuses on the trends of employees towards the empowerment as efficiency, confidence, ability to perform the tasks, the influence at work, freedom of choice how to perform the tasks and the sense of the meaning of the work. In other word, it is the ability of the employees to be in the level of challenge. (Conger and Kanungo, 1988).

Empowerment is a fuel of employees’ freedom. It is an inner state of mind needs to be embraced by the individual to have the self-confidence, belief of his/her capacities and knowledge to assist in decisions making and choosing the wanted results to reach. (Bowen & Lawler, 2006).

Employees' Empowerment represents an organizational strategy and an integrated and effective portal to improve performance. Continuous management improvement requires granting the workers more power to act and participate in decisions making and in the administrative process. Therefore, the organizations should identify mechanisms for empowerment applications as a practice and procedural work.
There are two trends related to culture and awareness of the society should be taken into account when employees empowering are the disparities in power and collision avoidance. When the culture of the society concerning the disparity of power is high or when the staff consider the disparities of the power as a fact that cannot be exceeded, in this case the chances of success of the empowerment process is weak, whereas when the culture of the community about the disparity of the power is weak, it means that employees perceive that they are according to their knowledge, skills and potential are able to share management in decision-making and they must have a considerable freedom in the choice of ways and means in performance of their tasks and do not like to be only recipients of directions and commands of their managers.

The other trend linked to the disparity of the power is ambiguity avoidance, when the desire to avoid ambiguity is high or in other words if employees prefer interfere of the management in determining every detail of their duties, this might reduce the chances of the successful empowerment even might make empowerment as not recommended. When the staff feels that they deserve the confidence and responsibility and no need to refer to managers in all things and fine details in everyday life, this might increase the chances of success of staff empowerment because employees, as a result of the community's culture, are ready to bear the consequences of empowerment. (Hofsted.1984, 1994).

The difference between empowerment and delegation:

Delegation of authority: Managers, regardless of their abilities and potentials, cannot perform a work with a high degree of perfection especially in the current times of specialization in the work with the diversity of activities for one job in addition to the large sized companies, increased competition and growing caring of customers especially in service industries. All these considerations make delegating authority to subordinates, inevitable. Lots of literature provided different definition of empowerment to the extent in which it becomes difficult to differentiate between empowerment and delegation as some say that the delegation is by granting simple authorities to employees while empowerment is granting authority and responsibility together, whereas other literature says that the delegation is in the absence of the director while empowerment is a continuous process in case of absence or presence of managers. To differentiate between delegation and empowerment, it can be said that the first is granting the employees authorization and freedom to choose the means and
methods or the ways in which they fulfill their tasks and achieve the goals set for them by the managers, whereas empowerment is giving the employees freedom in determining the objectives of their departments and in choice of ways to perform their tasks and even allow/encourage employees to participate in strategic decisions making, in this case the managers maintain definition of the vision and setting of the strategies and explaining them to the employees.

In delegation, the authority is only delegated whereas the responsibility remains on the person who transfers his/her authority to someone else, while in empowerment an employee is enabled both authority and responsibility. Delegation of authority is a temporary, may be modified or cancelled while empowerment is a strategy and ongoing administrative philosophy. Moreover, managers delegate some of their simple tasks to employees and share them some limited information, whereas empowerment is for important and large tasks and responsibilities and managers share, mostly, all information with employees except strategic information that is inevitably retained. Nevertheless, management should delegate authority for personnel and empower them to share in decision-making and staff members are required to be worthy of responsibility and willing to bear the consequences of empowerment.

There are some initiatives that can be used by management to give meaning for empowerment, chosen according to the organization’s positions and circumstances. These initiatives are:

-Empowerment through participation

Empowerment of employees here is by giving them the power of decision making in some issues and work-related tasks that are basically of the managers’ responsibilities. Empowerment through participation denotes employees’ empowerment by giving them the freedom and the power to make decisions in response to requests of customers and instant customer service and this can be done through focusing on staff training of customer service and through job rotation.

-Empowerment through integration:

Mainly concerned in getting benefit from the expertise and experience of individuals through consultation and participation in problem solving where the directors retain
decision-making authority but the staff involved in providing information based on their operational day to day work, so managers use regular meetings to deliver information and consult staff to obtain feedback. Decisions in this case are the outcomes of consultations between the management and the employees being connected directly.

**-Empowerment through commitment**

This type of empowerment raises staff’s sense of belonging and commitment towards their organizations and increases job satisfaction. This could be through the first two elements; participation and integration.

**-Empowerment through Reducing the Administrative levels:**

The flat organizational structure and less lines of authority can provide a valid and adequate environment to enable and allow employees to make decisions timely. This requires removal of the central management framework through the redistribution of employment and retirement and disposal of excess labor, it also requires to focus on staff training and development and on increase of investment in human resources training.

**The Dimensions of Employees’ Empowerment of the Current Study:**

**-Training and learning:** as Employees' Empowerment means improving knowledge, skills, expertise and potentials of employees, so training and other related concepts as coaching and mentoring, cannot be overlooked. Employees’ empowerment through training includes training programs or courses provided to employees in workplace or training courses sponsored by an organization for employees in some personal development institutions.

Employees can be also empowered by providing them coaching or mentoring programs in workplace. Coaching programs are usually occur in short term, task oriented, performance driven, don’t require design and direct manager or supervisor is directly involved in coaching program, whereas mentoring programs are occur in long term, relationship oriented, development driven, require design, and direct supervisor is indirectly involved in mentoring programs through offering of recommendations to the trainer or to the committee.
-**Incentives**: it might take the form of financial incentives such as wages or bonuses or any other form, or the form of non-financial incentives such as granting the distinctive employees paid vacations or delegating them in educational/training tour abroad and so on.

-**Participation in Decision Making**: involving employees in decision making is very important practice through which an organization can let employees feel the sense of power, confidence and that they are valued, then employees can be more belonged and committed to their company/organization. In this regards, some companies’ managements hold some open meetings with subordinates and employees in order to make decision or provide employees with more authorities in making some decisions related to their professional tasks or responsibilities.

-**Autonomy and confidence**: the core of empowerment is to increase the degree of confidence and independence so that, they become more productive in order to achieve their own goals and goals of their company.

In this context, managers should arrange the flexible atmosphere that enables employees of feeling of self-determination and self-autonomy through some practices like getting rid of micro control over employees.

Employees in travel and tourism agencies can be empowered by the management through providing them with freedom of enhancing customers’ satisfaction with offering low cost and high quality servicers that lead in turn to high profitability of the business/organization. Empowerment of employees by allowing them to make decisions regarding their works particularly the urgent decisions, to change the itineraries of the tourist program if needed, to communicate directly with the management, to solve any problem they face and to arrange the instant tourist programs (out of pre-determined and arranged programs) for the tourists who come/check in the agency individually and/or spontaneously.

**The Justification of selection of Employees' Empowerment variable**

The justification of selecting employees’ empowerment as a variable of personal development of employees can be explained as in below:
Empowerment includes two instances, first is self-empowerment that represents an employee’s attempt to identify/realize his/her values and potentials through self-awareness with its sub-elements of personality, needs, values, habits, potentials etc. in addition to values, skills, information and goals that form together the self-empowerment of employees. (Skillsyouneed) and the second instance is the professional supporting for employees in order to make them capable of overcoming sense of powerlessness and generally empowerment increases employees’ autonomy and self-determination (en.wikipedia.org) and this in itself represents self-esteem and self-actualization in Maslow theory of personal development and the second instance of empowerment is an axis of the Employees' Empowerment in the current study.

For authentic empowerment, an organization should help employees to achieve their personal empowerment through which they can realize their potentials and other elements of self-awareness, and from the other side, an organization should not grant employees more power and authorities till and unless identifying employees’ potentials in order to have a guarantee for success of the empowerment.

When an employee identifies his/her self-awareness elements that have been mentioned before, he/she will have a sense of who he/she is and then a plan of professional and personal development can be set (wright.edu), in other word, the internal state of employees’ personal development can be taken as the base upon which the personal development plan can be build (inspired-personal-development).

Dodd & Gutierrez, 1990, discussed that employees’ empowerment leads to increased personal strengths, increased personal power and sense of self-efficacy. Of the benefits of Employees’ empowerment is the increased ability of the employees of achievement of full personal potentials (Crawford, 1995), the sense of high self-esteem, learning environment and opportunity for personal growth and development (Ford & Fottler, 1995).

Internal Communication:

The communication is not a new operation but it appeared with the emergence of human being and then this important concept started being developed gradually accompanied by the development of human civilizations through successive times and
this development was not only on the form, but also included the contents and purposes. Without communication we cannot live and work in an organized and ideal manner; through communication we understand others and others understand us.

The concept of communication is known as the process of exchange of information, views, facts, and ideas between two or more parties for understanding on certain points or more or to inform others something or for the consolidation of human relations with the surrounding community. The word communication is taken from the Latin word (Communis) which means to participate or practice (Gupta, 2012). Communication performs many functions of the human being; it meets all the requirements of the basic instinct such as food, drink, sex, and the sense of safety etc. It also helps human to express his/her potential senses and feelings that helps in influencing others and guiding them positively or negatively and enable of positive interaction with the surrounding environment.

Communication ways/levels:

Previously, the communication process was confined only to the process of routing/transferring instructions from senior management to assistants, subordinates and operational employees who cannot report their views and perceptions to the top management, they just have to carry out those orders and instructions to action, but in the modern era an attention has remarkably emerged to the viewpoints of the staff particularly in the operational level and to their feedback effects because the staff at the operational level are more aware of all obstacles, barriers and problems that encounter the organization, which leads modern organizations to adopt such ways of communication:

One way communication: one way communication process includes forwarding instructions from supreme administration through the middle management to the staff who are involved in translating the directions and instructions of top management to action.

Two ways communication: where to send and receive information by the administration and the staff in form of orders and directives down from the senior management through the middle management to the operational staff and in form of ideas and reports upwards (feedback) of operational staff across the middle management to the senior management.
These two ways of communication that have been discussed above represent what is so called **downward and upward** ways but there are two other ways of communication can be briefly explained as in below:

**Literal communication:** this way of communication represents interactions among employees in same managerial or operational level in order to strength cooperation and coordination among peers towards activities. The relations and interactions between production and marketing, sales and marketing, sales and reservation, accounting and sales and reservation etc, are examples of such type of communication.

**Diagonal communication:** employees in same level of hierarchy communicate with others either in upper or downer level in a way that breaks the boundaries for their reporting relationship. This type is more practical because it makes channels or streams of diverse communication, strengths cooperation and boost employees’ morale and commitment to their companies/ organizations.

**Communication process**

Communication process includes three main elements are: the sender, the message and the receiver. The sender is the first component of the communication because it is the first point of contact and the source of the message that follows direct and indirect means to begin the process of communication with the receiver whom might be one person or more according to the situation, according to the need or purpose of communication and the affecting factors defined for the communication. There are some aspects that must be observed by the sender so that the communication process become more effective as to be able of persuasion, to choose time, place and the means very carefully, to understand content of the message, to streamline the manner and style of contact and to make sure that the message has reached to the targeted destination (recipient).

The receiver of the message may be one person or group of persons their profession is to receive the idea, understand and analyses it and it is essential that the receiver enjoys effective reception sensation and be able of good listening, in addition to the capacity to understand the message subject, analyze and respond.
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The communication process in its modern concept is not successive mechanical steps issued by the correspondent to another party, but is a process of interaction of each step and affected by the position which takes place and the manner or method to be followed. The message must have an essential and accurate purpose represented in the idea sender want to convey to the recipient, so that he/she understands the message and response in form of reports.

There are some elements which collectively represent steps or communication processes can be discussed as in below:

- **Sender:** sender is the person who wants to convey the message content that may take form of orders, instructions or giving information to the receiver. The sender can be chairman, subordinate, a peer and might be individuals or an organization.

- **Message:** existence of an idea of what is in the mind of the sender is the subject of the message. This idea in order to serve as a message, the topic of the idea should be linked to the interest of work and important to the other person who will be the receiver of the idea. The sender has the right or the ability to communicate to the stakeholder/ recipient and to inform him/her of the content of the message which should be situated within the level of understanding of the recipient.

- **Encoding:** the sender transmits the intangible idea in his/her mind to symbols in form of a specific message, whether written or oral. To ensure that idea has reached to the recipient, the information must be within the bounds of the specific topic, the sender should enter directly to the core of the topic, and select the terms very carefully with the need to sequence of ideas in a flexible and logical form.

- **The channel:** When the sender transmits the idea of the message to symbols, either he/she contacts directly through personal contact with the recipient or through an appropriate channel of communication that may be a written message or through telephone call… etc., here may happen interference in the process of transferring of the message which in turn would lead to obstructing the communication process, so it is necessary and prerequisite to select an effective and appropriate channel of communication.
- **Receiver**: the receiver is the person to whom the sender transmits symbols, he/she receives the message directly and in this situation there is no problem but in case of receiving the message by intermediaries between the sender and receiver such as secretary or the office director of the manager or any mediator person, in this case the communication process may be exposed to confuse through delay the letter or influencing the perception and understanding of the receiver.

- **Decoding**: decoding means analysis the symbols and understanding the message and in this situation many interactions occur and might lead to understanding the message by the receiver in a contrary manner to the intended by the sender because the message encoding was not clear or the receiver could not understand the content of the message as he/she did not scanned the message and read it carefully or understood it on the basis of previous backgrounds and relationships with the sender. Decoding in other way is the analysis of the symbols of the message and understanding its content.

- **Feedback**: feedback can be considered as the milestone of the modern process of communication; feedback helps sender in changing the course of action when needed. The receiver, through feedback, informs the sender that he/she has received the message and understood it by reporting.

![Figure 3.2: Communication Processes/Steps](source: businesscommunication.com)
Chapter 3

Categories and means of communication

Means of communication have been developed with the passing of time dramatically from using birds and engraving on rocks in the ancient times to various means of social media, internet conferences and audiovisual information technology that includes films, slides tapes projectors and so on. There are various forms of communication means that can be classified as:

- **Verbal Communication**: verbal communication might be direct through face-to-face interaction, by telephone, through on line contact or indirect through radio, television and other media. Verbal communication in service industry and particularly in travel and tourism plays very important role in the success of communication process because the intangibility nature of tourism service makes word of mouth a main element that cannot be overlooked.

- **Body language**: despite body language is nonverbal communication, it plays a crucial role in communication process and in making the content of communication message more clear and understood by the receiver. It represents 55% of communication (body language/nonverbal behavior), whereas 38% for voice inflections (tone of voice) and 7% for words/vocabularies as (Albert Mehrabian, 2004) discussed. Body language as nonverbal communication that takes form of hand movements, head movements, face expression, gestures, and so on.

- **Written Communication**: it is right that verbal and body language communication are the most important forms of communication, but written letters are unavoidable in this context; people have to use writing specially in case of failure of verbal and body language communication in transferring the idea to recipient and management has to use writing in conveying decisions and instructions to employees to be formally responsible and asked. Written communication includes: books, newspapers, newsletters, magazines, reports, Internet or social media.

- **Visualizations**: this type of means of communication comes in forms of tables, diagrams, graphs, animations, charts, maps, plots etc., for communicating both concrete and abstract ideas.
Communication Barriers

One of the biggest problems facing many managers in these days is the difficulty of communication with staff and subordinates and this generally refers to a number of reasons, the most important of which is the difference in the culture, language, the perceptions and other personal differences of both the communicator person and the recipient, which worsen the communication process and the information contained therein becomes not able to convey the content of the message from the communicator who intends something to the recipient who understand something else. Rarely, the receiver perceives the content of the message fully as the communicator intended; the idea in the mind of communicator might not be clear or he/she did not accurately identified the goals wanted to achieve, or the idea might not be understood properly by the recipient. There are many practical obstacles that communication process faces whether personal, emotional, psychological, organizational or semantic barriers. A lot of communication literatures discuss the following barriers:

1. **Filtering**: filtering and amendment in communications relate to the attempt of the communicator (sender/receiver) to make the contained information of communication more acceptable by the other side of communication, which may lead to a distortion of information as well as affect the decision-making process. Mistrust, fear and intimidation between supervisors and employees increases the degree of difficulty in the communication process, whether in case of sending or in case of understanding by subordinates and employees. Filtering barrier is linked to another obstacle which is emotions.

2. **Emotions**: the emotional and psychological case of both the sender and the receiver of the communication message such as frustration, disgust, anger, sadness, happiness, fun, and so on, affects the abilities of receiving, understanding and responsiveness to the subject of the communication. Thus, more the emotional and psychological situation of the communicator is not good, more the degree of distortion of information which hinder the effective communication increases.

3. **Language**: the different language of communicators leads to the difficulty in understanding the message by the recipient as well as dialects, inflections and linguistic richness in all languages make different meanings for each word even for
the same person in different situations/ circumstances. Most of the institutions comprising multinational employees/managers who are different in their cultures, languages, dialects and ethnic groups, face a problem in effectuating the communication among them. Professional staff has compatible terminologies to the nature of their work which differs from the terms used in the administrative levels. Thus, all these differences, particularly in the language, make the communication process difficult and represent an obstacle in front of the organizations to the extent that makes finding solutions to overcome such obstacles and make communication more effective, an indispensable issue.

4. **Environmental barriers:** this type of impediments that is related to the communication environment, may lead to a malfunction in the process of effective communication or, in adverse, to the success of the communication process and increase its effectiveness; if the communication environment governed by the culture of the central administration, it leads to the failure to achieve the desired objective of the contact, as well as the lack of elements of the technology in the institution, the size of the company and its large organizational structure and its ramifications, all these aforementioned cases delay the process of communication and negatively affect its effectiveness, and vice versa. The continuing changes in the administrative system of the enterprise and lack of coherence and harmony among its members, adopting only one way communication etc., hinder the conveying of the message, impede its interpretation and understanding by the parties of communication and reduce the degree of effectiveness of the communicative message.

5. **Selective perception:** the selective perception occurs when the communicator interacts according to his/her needs, wants, perceptions, interests, assesses etc., in receiving, understanding and responsiveness of the contents of the communication.

6. **Other barriers:** there are many other factors that impede the process of the effective communication and distort the information, and generally such constraints can be identified as:
A. The lack of adequate planning for communication process: in many cases the manager/communicator decides to have a meeting with employees without determining the axes/elements he/she is going to discuss with them or writes without thinking of the tenor, so it is necessary to determine the purpose of communication. This impediment is related to the unclear purpose of communication.

B. The existence of unclear purpose: some misinterpretations of the different proposals stand as a barrier to communication process, e.g., the manager agreed with the subordinate to have a meeting next day and they determined the place of meeting without determining the time or vice versa, and next day each one come in different time or to different place. Thus, communicators and receivers should take in their consideration the necessity of removing all ambiguities which may surround the communication process.

C. The difference in communication styles: the different communication styles of the communicator and the recipient, represent a difficult barrier of communication as it lead to misunderstanding and misinterpretation, and this last is more likely leads to distrust, low credibility, and low transparency, which negatively affect the targeted response and performance alike. This barrier will be more understood with this story: A manager asked a staff member to come to his office, as soon as the staff member entered the manager’s office, the last closed the door rashly and said in very sharp dialect: “we are the reason beyond the deadline of our project, I need you to get everything completed and on my desk by the end of this week”. The staff member misunderstand the message and misinterpreted it; he thought that he was blamed by the manager as the reason of the project failure, but the manager meant that the staff member is top performer and he is the alone person who is able to perform the work efficiently and in a short period of time. Thus, we should know the communication styles of each other before contact.

Steps for Making Communication Effective

Clarity of the communication message’s content, sufficient information in terms of quantity and in terms of coverage for all contents of the message, choosing the proper time that commensurate with the recipient of the message, in addition to integration in
communication process which means to strengthen the spirit of cooperation among individuals within the organization for achievement of objectives of the organization, all these considerations can be taken as standards for success of the communication process, but there are steps and a broad guidelines must be taken into account to make communication more effective could be discussed as follows:

1. Clarity of the idea:

The axis of the communication process is the idea that the communicator wants to send to the recipient, this idea should be accurately evident and not likely to leads to confusion and wrong interpretation. Idea may include proposals, opinions, warrants, feelings, trends and so on.

2. Purpose of Communication:

The main purpose of communication is to create a response and behavioral change of the recipient/recipient of the content of the communicative letter as to make the recipient aware of something, persuade the recipient to execute orders or instructions, to create or retain relationship, to create or retain loyalty. Whatever the purpose, the communicator should determine precisely what he/she wants to convey to the recipient of the communicative message.

3. Sympathy in communication:

To effectuate communication, the communicator should catch the recipient emotionally, affect his conscience and feelings, probe the depth of his/her soul, raise the psychological and social needs, addresses his/her senses and should also consider the problems from the point of view of the recipient to avoid misunderstanding and to make communication more effective.

4. Two way communication:

The traditional unilateral way of communication through which the communicator directs orders and instructions to the recipient, is no longer relevant in today's world, but the two way communication is the core of the communication process that brings two minds together, enables managers to know reactions of the recipients towards the communicative message and promotes upward communication and continuing
dialogue between the administration and the staff, of what would achieve the desired purpose of the communication process and direct the efforts of all individuals within an organization for the achievement of its overall objectives.

5. The appropriate language

When a communicator wants to translate the idea in his/her mind to convey to the recipient, he/she generates it in the form of written words or spoken language, and in all cases, the communicator should carefully select the words contained in the message and avoid words that bear more than one meaning or which accept more than one interpretation. In other words, communicator should select repetitive language that well and fully known by the recipient.

6. Supporting word with action

Sometimes when the communicator addresses the recipients, there might be important points he/she wants to focus on more to the extent that makes the words alone are not enough to convey the intention of the communicator to the recipients. Hence, it would be necessary to use action, facial expressions, gestures and body language to reconfirm these important points in the communication message and underscore the seriousness in the communication process.

7. Credibility of Communication

One of the most important points that must be taken into account to activate communication is the credibility and trust; when subordinates and employees feel that the director is of right and confidence and worthy of trust, they undoubtedly obey him/her and carry out the orders and instructions. Therefore, the communicator/director should show his /her credibility and good intentions to subordinates and employees to get their trust and hence make communication more effective.

8. Good listening:

Good listening is neither luxury nor a means of granting employees more margin of freedom of expression, but it is a mean of achieving the goal of senior management represented in acquisition of very important information from the assistants and staff by director and such information is very essential for decisions making as the good listening
enables director/communicator to know the explicit and implicit meanings of speakers and hence the deeper understanding of what staff want director to be aware of (Prasad, L M 2009).

Justification of selecting the current variable (Communication)

As personal development means improving employees in a way that makes them able to perform their tasks and responsibilities at the workplace and to fulfill requirements of their personal life. Communication also improves employees’ interpersonal skills and relations which help them to advance in their jobs and personal life alike.

Communication is an important domain of personal development trainings which include time management, leadership, conflict resolution, self-awareness, relationship and communication trainings, and can be considered as a foundation for personal development as (Peter Shepherd) quoted about communication that “Communication is the solvent of all problems and is the foundation for personal development”.

Communication skill is necessary for employee at all times and in all situation; a candidate must have communication skill to pass interview of recruitment and selection of the new employees must be good communicator to be aware of work, and all employees must have good communication skills to create good relationship with colleagues as relationships with other employees are necessary and cannot be overlooked. Communication is one of four necessary skills for personal development which are: time management, communication, assertiveness, and likeability as (Kate, 2016) explained. He further explained regarding communication that it is a skill that can be learned through personal development and provided some ways through which an individual/employee can improve his/her communication skills: an employee should be a good listener to realize who the others and what want to know, should ask many questions in order to know each and everything about work, should improve body language as more than 70% of our communications are nonverbal, and an employee should be clear and concise in his/her messages.

Work-Life Balance

In fact, many companies try to overuse resources and hence put a great pressure on employees who are trying to balance work and private life and some companies
exploit workers by adopting insufficient salaries or wages with long working hours, which leads to the emergence of workers’ associations and organizations concerned with rights of employees. Differently, the company that enjoys a modern management culture is fully aware of that there is no way to achieve its objectives except through flexible management thought that deals with employees as a human being and helps them to achieve their objectives of work and personal life. The precariousness of employees, the high rate of turnover and absenteeism in addition to the steady increase of expenditures on the personal needs, is a chronic problem for approximately the majority of employees that will affect the level of employee’s performance and production in businesses. Employees find themselves between hammer of the commitment toward families and anvil of the companies that seek profitability firstly, which make employees on continuing concern may make them decide to leave their jobs in order to preserve the cohesion of their families. Achieving balance between work and personal life acquired an urgent attention of administrative and law men to develop effective treatments to guarantee the rights and interests of employees and employers alike.

The responsibility for the achievement of good work-life balance is a shared responsibility between employers and employees, but many staff say that employers are primarily responsible for achieving this balance through being flexible in allowing staff, especially those who have the capacity and great potential, to deal with modern technologies, to accomplish some tasks and work in their homes and to not adhere to the traditional methods that require respect to the staff working hours under any circumstance and even if there is no need for full time stay at work place. The staff sees that they should be allowed to accomplish some tasks in their homes in case of carrying out them as required by the management. There are many actions/practices that employers can do to help employees to achieve work-life balance such as the adoption of flexible working hours, paid vacations, sabbatical, telecommuting, childcare centers, especial leave for working women, and other family-friendly practices. Staff members also play a vital role maybe even with the help of employers in achieving a balance between their personal and professional lives. Since the balance between life and work is an acquired right of the staff, staff members should work all that with their capacity to maintain a high level of productivity at work and at the same time enjoy good health, happy family life, and positive social relationships and
this requires identification of the most important responsibilities, differentiating them from secondary responsibilities, and identifying personal and family priorities. On the other hand, identifying the company's policies and objectives, maintaining transparent communication with managers at work (to develop positive relationships that will solve problems), and ensure achieving the objectives and interests of the two parties.

Task planning, scheduling and determining the time frame and requirements for completion is not only an urgent need to achieve a balance between personal life and work, but is by necessity of life in general as well as it is important for the staff dealing with modern technologies that enable them to perform their duties in a highly professional manner that guarantees saving time and effort and achieving flexibility that leads to achieving the required balance.

1990 is the year of appearance of WLB in its new term according to (Lewis et al 2007) and before this date there were work-family and family-friendly terms with some focus on women employees and particularly mothers. WLB in its new concept and domain indicates the life with its elements of the employee/individual him/herself, family, friends, and society.

There are various definitions of WLB and some important definitions can be reviewed as:

“Work-life balance is about people having a measure of control over when, where and how they work. It is achieved when an individual's right to a fulfilled life inside and outside paid work is accepted and respected as the norm to the mutual benefit of the individual, business and society” (employer for work life balance). This definition like many definitions of WLB, threw the light on concept of WLB as how an employee balances the fulfillments of work and personal life for benefit of both employee and employer, but how an employee can decide when, where, and how he/she work? It will be encountered by rules, regulations, and procedures. (Mere, 2010) did not go away when he defined WLB as “the ability to develop a balance between an individual’s personal and work life” and did not discuss how this balance can be created. Work hours, i.e., how it is possible to schedule equal hours for paid work and for personal life of an employee outside the intended business? This means that there is something else represents WLB and reflects its real meaning; it is
achievement and enjoyment that based on them WLB concept will be more clear (worklifebalance.com). Moreover, engagement and satisfaction are other two variables that can be taken as hubs of WLB as (Greenhaus et al, 2003) highlighted in his definition of WLB “Work life balance is the extent to which an individual is equally engaged in and equally satisfied with his or her work role and family role”. Thus, we should know that WLB is more than being an equality of time spent at work place and time spent in the personal life outside the paid work place, and that there are some axis of WLB that must be taken in account are: achievement, enjoyment, engagement, and satisfaction.

Employees cannot be left alone to achieve the balance between work and personal life; it is a shared responsibility of employers and employees because in case of conflict or imbalance, the bad consequences will involve both employees and employers and thus, WLB practices should be sponsored by employers as (Cascio, 2000) defined WLB practices with his saying "any benefit sponsored by employer or employment condition that helps an employee to balance work and non-work demands".

Employers can help employees to balance their works and personal life through work hours, work design, and work conditions, but through work place culture employees can be more helped in this regards. Therefore, employers should adopt soft place culture and do their best to avoid terrible office tyrant (TOT) environment in order to establish friendly environment with employees that motivate them to reach to high level of achievement and enjoyment.

Employers can help employees to achieve the work life balance through many ways as:

- Enabling employees of participating in their social, cultural and religious events or activities by giving them leaves for that purpose.
- Providing employees with unlimited sick leaves, training, incentives, authority of decision making, and autonomy.
- Adopting time off leave through giving employees time for leave instead of their over time working.
• Allowing two or more employees to share one full time job (job sharing).

• Adopting part time work for full time employees.

• Helping female employees by giving them lactation and pregnancy leaves and allowing them to bring their children to the work place in emergencies.

• Granting employees the right of gradual retirement through reducing the number of working hours over long period of time, might be extended to several years, before retirement.

• Making work more flexible by adopting telecommuting work policy through which employees can perform some tasks or duties in their houses or any place else outside the usual work place.

• Granting employees parental leaves (at least one month after at least one year continuous work).

• Granting employees unpaid leaves (one month-3 years, after at least three years continuous work).

• Allowing employees to work one or two days per a week at their homes (telecommuting work).

**WLB Outcomes:**

WLB has been becoming a very important domain of HRD after many studies revealed the very important outcomes of WLB for the benefit of organizations and employees alike as achieving job satisfaction, improving performance and productivity, increasing employees’ retention, commitment and loyalty etc. for organization and reducing job stress, good mental and physical health, job security and satisfaction etc. for employees. Some important outcomes of WLB can be classified to organizational outcomes and personal outcomes as in follows:

**Organizational Outcomes**

**A: Reduced Absenteeism and Turnover**

A lot of employees are not able to balance their work and life because of work-family conflict (WFC) and family work conflict (FWC); the first occurs when an employee has to fulfill his/her commitment toward unscheduled work hours, extra assigned
tasks and other related responsibilities out of agreed task and responsibilities which imposes an employee to stay extra hours in the work place, whereas FWC occurs when an employee has to fulfill his/her commitment toward spouse, children and parents and particularly in urgent case like illness, so such interfaces might lead to work life imbalance that may make an employee decide to leave the organization in order to search for another organization he/she can balance work and life in. Thus, it can be said that employees’ turnover is due to WFC and FWC as (Netemeyer et al., 1996) indicated in this regard that the employee intention to leave an organization is related to both WFC and FWC.

Absenteeism is accompanied to turnover in many literatures not only in case of WLB/imbalance outcomes, but also in various HRD studies. As WLB outcomes, absenteeism and turnover can be decreased and vice versa; in case of work life imbalance, absenteeism and turnover increase and in this context (Hobson, et al. 2001) proposed that when an employee is continuously unable to balance his/her work and life responsibilities, it might contribute to the organizational performance in terms of increased absenteeism and turnover and vice versa.

**B- Talents Retaining**

In the day world, organizations don’t aim only at recruiting talented employees, but also at nurturing and retaining them, and as a result of reduced turnover in previous point, of course employees’ retention will be created and more particularly when an organization identifies the valuable, desirable, high potential and talented employees who are able of adding values and achieving the organizational goals. (Gerg Kratz, 2016) indicated that there are three initiatives through which employer should be able to help employees to balance their work and life and in turn strengthen their loyalty that makes employees want to stick with their employer for years to come (retention): work-life integration, caring and treating employees as humans, flexibility in time and place and other work arrangements.

As employees have to fulfill their commitments toward their companies, they have also to fulfill commitments toward families, they want to have flexibility to create this conciliation and the company that can offer this alternative conciliation, will have greater ability to retain employees.
C- High Commitment and loyalty

When employees identify that their company’s management has an orientation to retain employees, they will have a sense of job security and a sense of commitment, belongingness and loyalty.

Telecommuting and flex timing of work as sub-dimensions of WLB, have an impact on employees’ commitment as Canadian studies concluded that telecommuters and part-time workers demonstrated higher degree of commitment and less level of intention to search for new job, than other workers (Gottlieb et al 1998). The practices of WLB should be controlled in order to avoid its bad consequences, and in this context (Eaton, 2003) pinpointed that WLB practices improve the organizational commitment of employees up to the extent that makes employees feel free to use the practices of WLB and avoid its negative consequences to their work lives. Thus, it can be said that WLB carefully studied practices improve and positively influence the employees’ organizational commitment. Commitment as an outcome of WLB has also relation to some other variables such as loyalty and OCB that can be studied as WLB outcomes too.

D-Improved productivity

Each of the three aforementioned outcomes of WLB (reduced absenteeism and turnover, talents retaining, and high commitment of employees), can be taken as an impact factor on productivity; when turnover and absenteeism rate is reduced, a firm can retain valuable and talented employees and such employees will be high committed toward the organizational goals, all this will contribute to improving firm productivity. Moreover, enhancing workers’ morale, recruitment effectiveness, and reducing turnover and absenteeism rate, as (Baughman et al, 2003) conducted, can be used as a potential channel through which WLB increases productivity of the firm. Nevertheless, the total factor of production (TFP) should be taken in account when study the impact of WLB on firm productivity or in other word WLB practices should not be adopted / implemented unless there is a careful measure for its consequences, e.g. if WLB practices result in monetary or nonmonetary costs, it is better to not adopt.
In the same context, the size of company/firm, the degree of competitiveness in the market, size of employment, and costs of production especially the direct costs represented in recruitment, training, and investment costs, are the TFP associated to WLB practices impact on productivity, and the quality of management practices should also be taken in account in this regard; there should be a commensurate and no interface between WLB practices and management practices. Many studies examined the relationship between TFP and WLB practices from one hand and the relationship between WLB and management quality from the other hand, some studies found that there is a relation and other studies found no relationship but, irrespective of the results of that studies, it can be logically deduced that WLB practices have a positive impact on productivity and should be adopted in travel and tourism based on the intangibility of tourism services and high degree of competitiveness in travel and tourism market in comparison to manufacturing and other service industries.

**E- Reduced Costs**

Once WLB reduces turnover and absenteeism, retain talents, improve employees’ commitment and improve productivity, the result will logically be reduced costs. The costs that might be reduced by adopting WLB practices are: costs of recruitment and training (as WLB enhances the recruitment effectiveness) which might be associated to reduced turnover as (DEX & Scheibl, 1999) indicated, and costs of production resulting from talented employees with high level of commitment and loyalty. WLB practices have also a positive impact on productivity and should be adopted in travel and tourism based on the intangibility of tourism services and high degree of competitiveness in travel and tourism market in comparison to manufacturing and other service industries.

**F- Organization’s reputation**

When a firm can help employees to balance their work and life well, recruit large number of talented employees and retain them, this will enhance its image in the labor market as a leading firm/company. Thus, a good firm’s image/ reputation is one of the important outcomes of adopting WLB practices. WLB adopting is not easy decision that can be made spontaneously, but according to deliberated studies after sacrifices and costs.

An organization has to assess the benefits and costs of implementing WLB programs or practices before making a decision of adopting it, but it can be said that the benefits of WLB mentioned above in WLB outcomes, can work as catalysts for adopting WLB
principally when it is known that WLB costs are not serious; it can be represented in costs of the studies to assess the costs and benefits in order to decide whether to adopt WLB practices or not, costs of equipment required for telecommuting work, costs of transportation means that can be provided to employees and/or their families, costs of childcares and babysitting services and so on..

**Personal outcomes**

**A: Reduced stress**

Stress affects our life in general and stands as a barrier to our personal development as it negatively affects an individual mentally, emotionally, physically and behaviorally and makes one incapable of achieving his/her goals at work and in life. Thus, the great benefit of WLB is to help individuals/employees to balance work and life and to fulfill their commitments well and hence has a sense of satisfaction. Hence, a firm/company should identify cause of the stress in case of existence and take some precautions to restrict it whether the cause/factor was related to the employee or to the external conditions.

As discussed above, WLB improves productivity and employees’ commitment and morale and this itself would positively affect employee through reducing stress. *(Hobson, et al., 2001)* mentioned the stress with some other variables as consequences of work life imbalance.

**B: Better physical and mental health**

Reducing stress leads to better physical and mental health of employee and it is a mutual task of personal development and work life balance as both are focusing on how to make an employee satisfied through creating job satisfaction, family satisfaction, leisure satisfaction and life satisfaction. Hence, employers, through WLB, aim at enabling an employee to be satisfied through whatever motivate employees and makes them enthusiastic and high self-esteemed through making them integrated and not separated. As WLB makes an employee productive and enjoyed at work and in life, the productivity can kill stress and improve physical and mental health of employees and an employee can enjoy his/her work and be productive in his/her personal, family and societal life. Furthermore, WLB task is to create the
quality of general life of an employee; better wellbeing of employees is, according to (Strack & Argyle, 1991), significantly associated with better physical and mental health of employees.

C: Job Security and Satisfaction

No doubt that when a company has an orientation to retain those employees who have some potentials that might be utilized for the benefit of both employees and employer, will make employees feel high level of job security, will decrease their intention to quit and hence create their job satisfaction as job security is strongly related to job satisfaction and can be considered as one sub dimension of job satisfaction. Some studies revealed that well applicable WLB practices lead to job security and some other studies that take the flexi times and flexible work arrangements as variables of WLB, approved the inverse; approved that WLB negatively affects job security or in other word reduces job security and also reduces commitment and belongingness of employees to their companies, but logically WLB as a whole improves employees’ sense of job security and hence job satisfaction and many studies conducted to approve the relationship between WLB and job satisfaction as the study of (Howard, Donofrio, 2004) that conducted on police personnel and approved that WLB strongly related to job satisfaction and in the same context, (Nayeem & Tripathy, 2012) in a study conducted to examine the relationship between job satisfaction from one side and WLB and some other variables from the other side, revealed that WLB is a main contributor to job satisfaction.

D: Leisure, Marital, Family, and life satisfaction

An employee should have time for fun, recreation and should have leisure to be utilized in his/her recreation particularly with his/her spouse and family and WLB makes this possible by better time management and providing an employee as possible as free time to use with spouse, children and the other members of the family in general. Time management is an important in this regard in order to help employee to avoid monotony through some initiatives of WLB that help employees to utilize their free time and hence feel leisure satisfaction that is related to marital and family satisfaction.
Many studies have shown a positive relationship between WLB and marital satisfaction and some other studies showed a negative relationship between them. Anyhow, marital satisfaction remains a closely related variable to WLB that must be not neglected as it indicates how an employee personally rates the subjective wellbeing of his/her marriage experience that is, no doubt, influenced by time of work, schedule of work, and commitment towards work and thus influenced by WLB practices and programs.

Marital satisfaction, as aforementioned, influenced by WLB practices but how it can be?! When we know that marital satisfaction can be described only by an individual/employee or his/her spouse! The supervisor can support an employee in this regard by providing some advices based on the good informal relationship between the two as (Hill, 2005) explained that supervisor’s support more likely leads to marital satisfaction, whereas good family friendly culture at workplace and the support by coworkers more likely to lead to family satisfaction. Thus, it becomes clear that family satisfaction is broader concept than marital satisfaction concept as the first includes spouse, children, parents, siblings and some other relatives and more likely those relatives an individual/employee lives with.

**E: Autonomy and Self Esteem**

No doubt that when an employee finds the management doing the best in order to enable him/her to well balance work and life, he/she will feel a high degree of self-confidence and autonomy. In this context, some studies and researches approved that wellbeing and WLB of employees lead to more autonomous action, whereas some other studies suggested that supervisor’s support to improve employee autonomy is a main factor that impacts WLB (Hayman, www.anzam.org).

**F: Personal Development**

All the aforementioned personal outcomes of WLB might be considered as antecedents for personal development; when an employee has no stress, enjoys a well physical and mental health, satisfied with his/her work and life and moreover enjoys high degree of autonomy and self-esteem, this means that personal development of such employee will be logically created. Furthermore, self-autonomy and self-esteem is associated to self-awareness upon which PDP can be created (wright.edu-previous reference).
Figure 3.3: Work Life Balance Outcomes (Own Elaboration),* leisure, Marital, Family and Life Satisfaction

Justification of WLB Variable:

One can realize the relation between personal development and WLB as personal development is concerned in improving knowledge, attitudes, values, potentials, intangible/soft skills of individuals and their personal traits in order to make them succeed in their personal and work life. WLB, from its name, is also involved in balancing work and life commitments.

Through work, an employee can gain his/her income and then use it in arranging shelter, getting foods, and health care and through work an employee can find the place in which he/she can communicate with other people and make/retain friendships and social and humanitarian relations. Thus, this means that he/she fulfills physiological, social (love) and self-esteem needs explained in Maslow theory, but self-actualization needs cannot be fulfilled through work only because one needs to have more time for fun, leisure, time to be spent with family, time to be spent with
friends and in participating in work groups of political party or sport team and so on. The time that an employee needs to be spent outside the paid workplace in a company or an organization is very important in helping an employee to fulfill his/her self-actualization needs as the top of human needs. When an employee can’t achieve WLB, this will lead to stress and hence create mental and physical health problems for the employee (Skillsyouneeds.com) then how personal development can be possible?! . In the same context (Kevin Gallagher, 2013) indicated that WLB is very important for long term mental and physical health of employees that should be taken in account when an employee sets his/her personal development plan, he further stated that WLB plays more crucial role in the success of PDP.

A survey conducted in the United Kingdom by mental health foundation, revealed that two thirds of employees suffered from the negative consequences of work life imbalance like: lack of personal development, lack of relationship with family, and problems of mental and physical health (Lenmark, 2016), and thus, WLB can be studied under personal development of employees as an important variable.

The size of an organization should be large enough to implement WLB practices and initiatives, and most of travel and tourism agencies selected for study in both India and Yemen are large sized as it operate in international tourism as inbound travel and tourism agencies.

**Personal Development and some other Variables:**

**-Personal development and talent management**

Seemingly, all businesses are no longer focusing on attracting, recruiting and selecting of employees, but also on nurturing, retaining and motivating more productive and more engaged employees and this is a mutual objective of talent management and personal development of employees. Talent management, as (Collings, et.al, 2001) stated is an integrated strategic way of attracting, selecting, developing and managing employees. Thus, it is a responsibility of top management in making more productive and engaged employees and directing them to vision and mission of the organization and enabling top performer of better performance of their current and future roles and responsibilities within the organization, whereas personal development is involved in enabling all employees of performance of their roles both in the organization they work for and in their personal and societal lives.
Talented employees have above average and extraordinary skills, motivated and ready to optimally utilize their capacities for their selves and their organizations’ interests, but it should be taken in consideration that these talents and potentials must be identified and recognized because it is the alone right way of talent management and utilization, otherwise talents might be buried in employees and in this case it cannot be called talents.

As employees’ talents are not same, employees should be given different positions through which they can demonstrate their talents, and the compatibility between talents and positions of each employee mustn’t be neglected matter. Consequently, employees should be engaged to the organization by encouraging them to write PDP (personal development plans) for their current and future development. Thus, the interface between talent management and personal development becomes clearer. The difference between talent management and personal development can be indicated as in the table no. (3.1).

**Table 3.1: The difference between Personal Development and Talent Management**

<table>
<thead>
<tr>
<th></th>
<th>Talent Management</th>
<th>Personal Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-</td>
<td>It is more likely, a strategy</td>
<td>It is, more likely, a tactical practices.</td>
</tr>
<tr>
<td>2-</td>
<td>Focuses on developing only top performers of employees.</td>
<td>Focuses on developing all employees</td>
</tr>
<tr>
<td>3-</td>
<td>Aims at enabling top performers of being more productive and engaged to the organization.</td>
<td>Aims at enabling employees of being more productive, engaged and enjoyable.</td>
</tr>
<tr>
<td>4-</td>
<td>Helps top performers to play their current and future roles within organizations they work for.</td>
<td>4-Helps employees to play their roles within their organizations and their personal and societal lives alike.</td>
</tr>
<tr>
<td>5-</td>
<td>Develops the technical and generic skills.</td>
<td>Develops the intangible skills.</td>
</tr>
</tbody>
</table>

Own elaboration by the researcher.
Chapter 3

-Personal Development and Career Development

As in (en.wikipedia.org/wiki/career Development), Career development has been defined that it is “the lifelong process of managing learning, work, leisure, and transitions in order to move toward a personally determined and evolving preferred future”, and from this definition it is clear that career development is a large concept that reflects the integration of various roles of individuals’ lives; roles in work, roles in learning and in leisure. The interface between career development and personal development is represented in the focus of both on developing the individuals and enabling them to fulfill personal and work/organization needs and to contribute well to their communities and societies.

Career development process starts from forecasting through estimating the career positions within the career path and then identifying the career openings, determining the time and place and selecting the appropriate individuals who can fit such job openings. Counseling is also an inevitable issue through which individuals can be helped in how to identify and define their career’s goals and then how to create plans for their development taking in account the realities and needs of the organization they work for.

Knowledge base, skills, values and proficiencies of individuals can be developed through training and learning which are considered as main domains of career development.

Unlike the promotion that means employee’s moving up through career leader with higher salary, higher level of rank and greater duties and responsibilities, career development focuses on how to deepen the knowledge base, expertise and proficiencies of individuals and to make them highly professional and able to play their roles in the intending company/organization or in any other company.

The interface between career development and personal development can be well indicated if we know that CD has two level of organizational and personal level; from the organizational level CD pays attention to how to fulfill organization’s staffing requirements through recruitment and promotion policies that put appropriate individual in appropriate position in the way that achieves the organization’s goals.
and objectives, whereas from the personal level CD focuses on enabling individuals of overlapping their work and personal roles (Peterson & Tracy, 1979 - previous reference) and this last is the core task of personal development, but the main difference between the two is that CD focuses on developing the job identity of the individuals and PD focuses on developing the intangible skills and potentials and the entire personality of individuals.

-Personal Development and HR Climate

As aforementioned in HR climate in the second chapter, and as indicated in HR climate figure, HR climate refers to the general culture prevailing within a company/an organization that is involved in preparing the individuals in how to interact with each other well, play their roles well and achieve organization’s goals and objectives (the organizational context of HR climate), whereas the personal context is developing the personality combination of individuals. Thus, the relationship between personal development and HR climate can be understood. Moreover, such relation can be more indicated through (OCTAPACE) that stands for openness, collaboration, trust, authenticity, proactivity, autonomy, confrontation and experiment, and all these components of the general culture of HR climate enhance the intangible skills of individuals such as problem handling, decision making, communication and interpersonal skills and help them to fulfill their self-esteem and self-actualization needs, which are main matters of personal development.

B. Job Satisfaction

Job Satisfaction Definition

In spite of abundance of the researches on subject of job satisfaction, the researchers still encounter difficulty in finding a comprehensive definition for concept of job satisfaction and this refers to the diversity of the variables affecting job satisfaction as it is linked to the feelings of the individual which are difficult to be identified as it change with the change of time, place and the influential factors. It also refers to the different entrances which dealt with the concept of job satisfaction. Nevertheless, most of Literatures interested in human resource development indicate that employee job satisfaction will be achieved when employee’s expectations are compatible to employees’ perceptions regarding functions and the job itself, employees’ relations
with coworkers and supervisors, policies and procedures, instructions and regulations of the organization and its communication and supervision systems, factors associated with external environment where the organization operates, and so on.

If the task of finding a comprehensive definition for job satisfaction is certainly difficult because of its linkages to some intangible aspects represented in the emotions, feelings, and perceptions of individuals, organizations are strongly required to manage surveys and questionnaires through which it can measure the job satisfaction of its staff. Nevertheless, several scientists tried to find good definitions for job satisfaction and the first was (Hoppok, 1935) who confirmed that job satisfaction is “any combination of psychological, physiological and environmental circumstances which lead a person to express satisfaction with his/her job”. According to Hoppok’s definition, individuals express their job satisfaction affected by both physical, psychological and environmental circumstances not only psychological factors represented in feelings, passions and perceptions of people which discussed by those who defined job satisfaction successively as (Locke, 1969) who said about job satisfaction: “positive or pleasurable reaction resulting from the appraisal of one’s job, job achievements, or job experiences”. Locke’s definition neglected the other factors as physiological and environmental but emphasized the modern orientation of HRD that considers job satisfaction as the result of the improved performance. (Vroom, 1982) and (Schultz, 1982) didn’t go far but focused also on the psychological factor when they quoted respectively: “worker’s emotional orientation towards their current job roles” and “job satisfaction is essentially psychological disposition of people toward their work” with somewhat difference represented in Vroom’s focusing on the employees’ roles of their works and not the work/job as whole.

The literatures of human resource development and job satisfaction have covered several elements of job satisfaction as: employee enjoy in its work and its reflection on employing organization and on his/her private life, the interdependence between divisions and departments of the organization, good positive relations between employees and supervisors, sense of an employee of his/her importance in an organization and the values added by him/her for the organization, an employee’s feelings of being valued and appreciated by the organization through getting a suitable title and job position to his
abilities and potential as well as organization efforts in motivating the employee in every possible way to achieve improved performance and career compatibility, all these elements are crucial to increase production and improve its quality and lead to other results of job satisfaction that will be discussed in (job satisfaction outcomes). Through the review of job satisfaction elements, a comprehensive definition of job satisfaction can be derived and summarized as following: "employee feels with enjoy in his/her work, which naturally affected by psychological and social situation of the employee, a variety of factors inside and outside the work environment, and sense of belonging and commitment to the organization he/she works for with a familiarity with its goals, vision, mission, and challenges and hence his/her willingness to dedicate to the organization's goals of turnover, stability and growth".

Whatever definitions of job satisfaction are varied, it focus generally on the affecting factors make the employee satisfied or dissatisfied with his/her career. Such factors will be dealt with in the measurements of job satisfaction.

**The difference between Job Satisfaction and Employees’ Satisfaction**

There is a big difference between employee satisfaction and employee job satisfaction will be explained as follow:

Employee satisfaction denotes the employee’s sense of happiness and pleasure in his/her job by obtaining a comfortable work place and good working conditions as well as receiving a rewarding proceeds from the job regardless of the organization he/she works for, its objectives, its mission, and challenges, but job satisfaction is another concept, that is achieved through the organizational performance and eventually leads to achieve consumer satisfaction, in other words, employees satisfaction can be considered as a base on which one can achieve job satisfaction.

Considering that employees’ satisfaction is the employee happiness and pleasure in his work, this happiness alone does not add new values to the organization and doesn’t help an organization in achieving its goals in turnover and growth, but it is different in case of job satisfaction; employees add values to their daily routine tasks and to the turnover and growth of the organization.
Employee obtaining of rewarding wages and salaries and comfortable workplace (employees satisfaction) alone makes employee commitment to the organization only in specified attendance time, whereas the job satisfied employee puts in the fullest efforts because he/she feels emotional commitment to the organization and does his best in order to access the more respectable outcomes.

While the fullest effort put in by an employee during the performance of its duties and daily work with emotional commitment to the organization is considered as the term of job satisfaction, the term of employee satisfaction does not take into account this important element. (wisestep.com).

Measures of Job Satisfaction

Before going into the details of the elements used as benchmarks for employees’ satisfaction toward their career, it should be noted that there are two levels of individual’s attitudes that can be used as job satisfaction measures are: Affective job satisfaction achieved from employees’ feelings and perceptions toward their work in general, and cognitive job satisfaction achieved based on employees’ perceptions toward a particular aspect or part of their work. Based on this, there is a set of measures of job satisfaction that could be discussed as follows:

- **Employee himself/herself:** the employee with his/her health, physical and psychological condition and ability to perform the functions assigned to it by the management, contribute significantly to job satisfaction measuring of the intend employee.

- **Job:** the job’s from, its design and appropriateness for employees’ capacities, skills and experiences in addition to work conditions, salaries, wages and incentives generated from job, is one of the most important measures of job satisfaction and more the job commensurate with the capabilities of the staff members, the workplace is hygienic and safe and financial returns from this job are remunerative, more the likelihood of employees’ feelings of job satisfaction increase.

- **Relationships:** Whenever an employee realizes that his/her relations with coworkers, supervisors and management are good and friendly humanitarian relationships prevail labor relations in the organization, this will increase the employee’s sense of belonging to the organization and make the task of achievement of employees’ job satisfaction, more likely, possible.
Organizational Considerations: organizational considerations mean organization’s policies, procedures and instructions and the prevailed communications and supervision systems in the organization or in other word the ways through which the administration treats the staff; more the management is oriented toward the traditional administrative thoughts and committed to boring routine procedures, more this leads to lack of employees’ sense of job satisfaction and vice versa.

The environment: environment with its all concepts; political, economic, legislative and related governmental laws organizing the business as well as the associations and trade unions and organization’s commitment toward it, is of the influential factors on the job satisfaction that must be taken into account when measuring the level of Employees’ job satisfaction.

Theories/Models of Job Satisfaction

1-Needs Theories:

A-Abraham Maslow Theory

Although this theory is old, it is considered one of the most important needs and motivation theories involved in job satisfaction study in which Maslow divided human needs to five main partitions that should be fulfilled successively or in other word one cannot fulfill any one before that precedes it in order i.e. one cannot neither fulfill love need before physiological need nor fulfill them both simultaneously. This theory, according to Maslow, stands on the ground that satisfying these needs leads to achieve employees’ job satisfaction and it is ordered from urgent needs to the most pressing needs as follows:

-Physiological needs: these needs represent the most basic and essential human needs of life without them life is not possible as: food, drink, shelter, sex. Etc.

Safety needs: after the aforementioned basic needs, one wants to be in a save position to protect self from natural disasters that threaten his/her life, wants his food security be achieved with sufficient and hygienic food and drinks in addition to the human need for job security with permanent work and rewarded earns that are not threatened by anyone.
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-Love needs: social nature of human needs love, friendship, belonging and acceptance from others.

-Esteem need: everyone needs to feel important and valued, that has a role, achievements and social standing and that his/her role, accomplishments and social standing are respected and appreciated by others.

-Self-Actualization needs: every individual has a higher purpose seeks to achieve in life as he/she wants to be a celebrity or a captain or a big businessman and so on of what help in actualizing hem/her- self. Therefore this need and other needs that come before in the ladder of Maslow are closely linked to job satisfaction which might be achieved through satisfying these needs.

**B- Alderfer Theory:**

Alderfer explained that the individual has three basic needs seeks to fulfill are the survival needs, engagement needs, and growth need indicated as in follows:

-Survival needs: these needs are same physiological needs mentioned earlier in Maslow theory.

-Engagement needs: engagement needs represent the social needs of Maslow theory and represent a part of needs of self-esteem in Maslow theory too.

-Growth needs: per capita needs to develop his/her qualifications, efficiency and capabilities and such needs represent part of needs of self-esteem as well as self-actualization needs of Maslow theory.

Alderfer theory is different from Maslow theory in saying that it is not necessary to fulfill employees’ needs successively (as it is shown in Maslow theory of needs) but can satisfy more than a need simultaneously.

**C-David McClelland theory:**

This theory of needs based on identifying human needs affecting the satisfaction. It doesn’t differ from the two previous theories of needs and being studied as one of the most important theories of job satisfaction where McLeod classified human needs to three main sections as follows:
- **Need of achievement**: represents the desire of the individual in the achievement, creativity and distinctiveness through jobs or positions where can highlight its efficacy and capabilities.

- **Need of belonging**: the need of the individual/ staff member to establishing personal and social relations with coworkers.

- **Need of power and influence**: represents the desire of an individual in control and influence on every surrounding thing of people, ideas and events.

2- **Herzberg two factors theory**: in this theory, Herzberg distinguished between two types of factors in relation to the influence on job satisfaction. Motivating factors and hygiene factors that have been indicated by Herzberg as:

- **Motivating factors**: Are those factors that are directly related to satisfaction creation including the responsibility of an individual for work and for others, obtaining others respect and appreciation, opportunities of career advancement and growth, recognition and completion of work of value, and importance for an organization (achievement). All these factors in case of its existing could be motivational forces lead to satisfaction, but in case of its absence, don’t necessarily lead to dissatisfaction.

- **Hygiene factors**: are the protective factors that have indirect influence on job satisfaction, it prevent dissatisfaction and include: working conditions and material revenue, the relationship between staff and supervisors, the relationship between the employee and his colleagues as well as the policies and procedures of the organization in leadership, supervision, communication, status, personal life and job security (*Herzberg et al., 1959; Herzberg, 1966*).

What distinguishes this theory from the previous ones is its reaffirmation the importance of career enrichment through design and redesign of jobs. See the figure no (3.4).
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Figure 3.4: Herzberg Theory of Job Satisfaction

Source: www.worldpressphoto.org/

Figure 3.5: Relation between Maslow and Herzberg Theories

Source: www.whatishumnresource.com
3- Theories of comparison:

-Justice theory: this theory stands on the basis of comparison of an employee between his/her achievement for an organization and what acquires from, this on one hand, and on the other hand, between what other employees do for the intended organization and what they get such as salaries, wages, rewards, promotion and so on. If it became clear that there is justice, the employee will feel satisfied and vice versa.

-Expectation Theory of Vroom: the basis of this theory is that the employee achieves job satisfaction when everything provided to him/her by the organization up to the level of its expectations. Thus, this theory, like the theory of justice, remains vulnerable to the criticism that the comparison is based on the point of view of the employee and his/her personal rating that might not be free of bias.

-Job Characteristic Model (JCM):

This model stands on a base of the impact of dimensions or characteristics of the job which are skill variety, task identity, task significance, autonomy and feedback, on psychological states that lead to job satisfaction along with some other potential outcomes. This approach received a criticism because of the direct impact of the job dimensions mentioned above on both personal and work outcomes or in other word it doesn’t measure the direct impact of job characteristics on job satisfaction as the psychological states (meaningfulness of work, responsibility of outcomes, and knowledge of results) are as a mediator variable.

![Figure 3.6: Job Characteristic Model](https://oshwiki.eu/wiki/File:Jobsatisfaction3.png)
-Dispositional theory

The summary of this approach is that individuals have predispositions towards certain levels of job satisfaction and that personality is strongly related to job satisfaction, depending upon indirect and direct studies that measure personality. Indirect studies don’t explicitly measure personality, so it is vulnerable to criticism whereas direct studies do; as it examine the relation between self- esteem, self- efficacy, emotional stability, and locus of control as personality factors from one side and job satisfaction from the other side and showed that there is a significant relation between the two.

Relation of Job Satisfaction to some variables

1. Job Satisfaction and Turnover

Many literatures show that the low level of job satisfaction or case of dissatisfaction, leads to an increased possibility of high rate of employees turnover. Therefore, the organizations should redouble the care of the achievement of job satisfaction for workers, principally when we know that high rate of employees turnover costs an organization heavy costs represented in costs resulting from recruiting of new employment and training. On the other hand, there are indirect costs may represent a greater loss of the intending organization namely the costs resulting from the fragmentation of the working groups facing difficulty in carrying out the fullest work when employees who left the organization are of high competencies and who have constructive and positive relations with work groups and particularly at the senior levels of the organizational structure.

Despite the fact that the relationship between job satisfaction and labor turnover varies from one organization to another, from time to time and according to the difference in movement of the labor market, but, more likely, the satisfied employees have an intention or attitude to stay in their jobs and not to leave the organizations working for, while dissatisfied staff have an intention to leave their organizations. Thus, the inverse relationship between job satisfaction and employees turnover has been clearly indicated. (Organ and Clay 1982).

2. Job Satisfaction and Performance

So far, the relationship between job satisfaction and performance is still controversial issue; that the literature on personnel management and human resources management go to say that job satisfaction, through orientation of human relations, leads to
improved performance, while the human resources development in its modern concept emphasizes that the improved performance, through the optimal utilization of human resources, leads to achievement of job satisfaction. Despite the difference between the two teams, they both confirm that the relationship between job satisfaction and performance has a direct correlation.

The relationship between job satisfaction and performance is weak or modest relationship and there is mediator variable through which only performance leads to job satisfaction which is rewards, depend on the basis of that the general attitudes of human beings, which are impermanent or semi-stable, do not enable us to predict human behavior well, on the other hand, dissatisfied staff members don’t engage to higher levels of performance but to more organizational citizenship behaviors. (Robbins, 1989).

On the other side, (Yousef, 2000) explained that job satisfaction, through organizational commitment, leads to no tardiness, no absenteeism, and no turnover of employee and consequently this will lead to employee performance.

In the same context, (Nimalathasan, 2010), indicated that job satisfaction influences performance as that satisfied employee will double his/her efforts to improve both organizational and employee performance.

In somewhat different context, an empirical study conducted by (Sarwar, 2013), stated that the satisfied employee with rewards leads to job satisfaction and then to job performance. The researcher further stated that job satisfaction encourages employees to be more enthusiastic to work not only at usual times, but at over times too. The relation between job satisfaction and employee performance will be clearer with other variables such as employee satisfaction and organizational commitment as it indicated in figure no (3.7).
Figure 3.7: The relation between Job Satisfaction and Employee Performance

Own elaboration of the researcher

**Job Satisfaction and Customer Satisfaction**: in service organizations, employees’ interaction plays a big role in creating the customer satisfaction and particularly those who work in front line positions, and in travel and tourism industry this role is more likely to be crucial because of the intangibility of travel and tourism services/products and hence difficulty of evaluating or rating its quality where the criteria and parameter of quality is customer satisfaction itself. When a customer/ tourist comes back to his/her origin place, he/she comes back with nothing except the memory, so only job satisfied employee can make the customer satisfied, and high committed employee toward his/her organization can create a repeated and loyal customer.

Job satisfied employee, as mentioned above, are able to make customers loyal and repeated, the repeated customers who visit the intending organization repeatedly or intensively meet familiar faces of friendly and responsive employees who are, because of their high level of job satisfaction and organizational commitment, not willing to leave their organizations and ready to dedicate to satisfy their customers and this is more appreciated by customers. The image of how the job satisfied employee creates customer satisfaction might has become clear now. Reversely, dissatisfied customer might create dissatisfied employee when the first is rude or thoughtless or unreasonably demanding customer (Robbins, 1989).
Job Satisfaction and Organizational Citizenship Behavior (OCB)

When an employee trusts owners, managers and direct supervisors of the organization he/she works for and believes that all intrinsic and extrinsic rewards are granted to employees fairly, that means it has a high degree of organizational citizenship behavior which is influenced by group of factors such as job satisfaction, organizational commitment, and organizational justice.

OCB in its concept doesn’t refer to requirements of formal behavior of an employee that must be fulfilled, but optional voluntary behavior as defined by (Organ, 1988): “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization”. The employee having OCB offers initiatives and voluntary helps to coworkers, provides coworkers with advices that are related to their personal life, participates in committees or work groups to help his/her organization to face some urgent problems, defends the organization, show its splendid positive face and tell each and every positive and nice thing related to his organization.

Organ’s old and origin definition of (OCB) was and is still subjected to many criticisms of the studies which have been wondering whether this behavior is discretionary or not, but he defended his definition justifying that by the time of the old definition when responsibilities and functions were not large as it happens today and added new dimensions of OCB which are (altruism, courtesy, conscientiousness, civic virtue, and sportsmanship).

As aforementioned, job satisfaction is considered one of the influential factors that influence (OCB), but the image of relationship between job satisfaction and (OCB) will be clear when stating that relationship between the two is positive as was proved by a lot of researches and studies and one of such studies is that conducted by: (Ikonne, Chinyere N, 2015) who revealed that job satisfaction has a positive relationship with, directly influences, and enables in predicting (OCB), in his research paper through which he aimed at identifying personnel’s perceptions and opinions wise job satisfaction and (OCB) and to find out the relationship between the two mentioned variables.
(Foote, 2008) aimed at proposing a third dimension that can work as a mediator variable to moderate the relation between job satisfaction and (OCB) and concluded that team commitment moderates the relation between the two and when team commitment increases, (OCB) increases to prove that job satisfaction, through team commitment, influences (OCB).

Thus, some studies show that job satisfaction directly influences (OCB) and some other studies revealed that JS influences OCB through mediator variable as organizational commitment or team commitment. The relation model of the relationship can be shown as in the figure no. (3.8).

![Figure 3.8: The relationship between job satisfaction and organizational citizenship behavior. Own elaboration](image)

**Job Satisfaction and the variables of the Current Study:**

1-Coworkers' interactions:

Coworkers’ interpersonal relations play a vital role in reinforcing communication among employees and strengthening cooperation between employees and management for work benefits and it is one of extrinsic factors of job satisfaction that has been discussed before in Herzberg theory of motivation. Coworkers’ relation might be divided into two groups; the Leader-Member exchanges (LMX) and coworkers exchanges (CWX) as discussed by (Lin, 2011) and the second one (CWX) is only selected as a sub variable of job satisfaction in current study because the relations of employees and managers have been involved in empowerment and internal
communication of the independent variable. The good relationship among coworkers reduces conflict and avoids its bad consequences on the work and this increases the possibility of creative cooperation among workers and enables them to solve work problems particularly that urgent or unforeseen problems. Thus, the spirit of one team becomes prevailed in the departments or work group and then within the intending organization as a whole. Cooperation among coworkers in the formal relations may improve to take the form of informal relations represented in social and humanitarian relations which, when exist, lets the outcomes of coworkers' interactions reach to its best level. The informal relations among employees which take forms of workplace friendships (WF) are more important in tourism and travel industry where employees are required to have friendly relations with tourists who buy intangible services that can be distinguished only by its pure humanitarian touches. (WF) leads to very important outcomes for employees; it helps them to know how to solve problems, how to perform tasks, how to complete work and how to handle issues with their coworkers, subordinates, supervisors and/or clients (Hamilton, 2007). CWX is related to all variables/dimensions of OCB except sportsmanship (Love, 2008), it might also indicate how the leadership in an organization is, or in other word might reflect the image of quality of leadership processes (Graen, 1987). CWX outcomes, moreover, can be represented in capability of the worker in solving unforeseen problems and helping juniors through mentoring them in a workplace (Ali, 2010).

As coworkers’ interactions and friendships make an employee feels a high sense of belonging, love, home identity, and security in the workplace, it would have impact on job satisfaction of employees and in this context, (Taso, 1990) stated that good coordination among employees is a prerequisite for job satisfaction and performance of employees, and as customer perception is significant in service industry which significantly depends upon customer loyalty, employee job satisfaction cannot be overlooked in this regards (Arnet et al, 2002).

2- Job Advancement and Growth opportunity

So similar to each other terms such as career development, career advancement, career growth and also promotion, makes readers somewhat confused because such terms or approaches are complementary sometimes and interchangeable and somewhat different other times, so researcher will discuss in brief career development and promotion before discussing the current variable of the study.
Career development doesn’t focus more on vertical movement of employees in an organization; it focuses on how to enable employees to strengthen their knowledge base and improve their expertise and values rather than upward move through higher class of career ladder, so organization’s management aims at making employees more familiar with its mission, objectives, and culture, adopting open and flexible communication system, treating employees as peers and encouraging the literal movement in order to help employees to achieve career development. In career development employees are motivated by the need of real improving of knowledge and values that can enable them in turn to go up and have upward move through career path.

Promotion includes vertical mobility as advancement but it differs from advancement in that upward mobility in promotion is associated necessarily with increasing in salary and it is only in same company or organization. Moreover, advancement is a broader term than promotion and all promotion can be considered as advancement whereas all advancement instances are not promotion. For more differentiating, the employee who got promoted is a winner but who achieved career development or advancement is a learner.

Job advancement: job advancement is not necessarily formal moving; it focuses on strengthening employees’ values and expertise based on training and learning. When employees feel that they are not able to achieve career advancement, they might leave the company they work for to search for another company where advancement is possible, this means that Job advancement has a relationship with employee retention and whenever job advancement achieved, it helps an organization to retain employees.

Job advancement includes vertical and horizontal movement with focusing on improving knowledge, expertise and values through training, mentoring programs and particularly cross training programs that enable employees to obtain cross functional skills and to improve values and intangible skills of time management, conflict resolution and so on…

Job advancement can be simplified by adopting job advancement programs and considering individual development plan (IDP) that helps employees to achieve their goals in promotion and advancement and a company to reach to its objectives of professional programs. (www.proopinion.com).
Job Growth: besides that job growth includes both vertical and literal mobility, it refers to the potentials for future job advancement and development (Herzberg et al., 1959; Herzberg, 1966).

3-Achievement

When someone has a willing to do something different, unique and matchless, that means he/she is an achievement motivated. The achievement motivated person doesn’t want to have some easy tasks and responsibilities to reach to expected results, but wants to have complicated tasks, loves challenging work in order to exceed the expected results and takes in account the team or group achievement and the success of the entire organization he/she works for. Hence, the difference between achievements motivated individual and failure avoidance motivated individual become clear. An individual’s responsibility has three dimensions represented in the event itself, rules and regulations that regulate this event and let someone aware of tasks he/she has to perform and goals has to achieve, and self-images that individuals have in certain situations. (Schlenker, et al.1994) and as employees are bound by rules, regulations and laws, they also bound by virtue of their identity, by the self-images that they have about events and prescriptions.

Moreover, the individual who is motivated by the desire of achievement can be recognized by what he/she demonstrates of willing to work for long hours because he/she wants to reach to more respected outcomes and to exceed the expected results, invests in the intending organization because of the high degree of commitment, recommends work for other and sacrifice all activities that don’t belong to work and responsibilities for work (London,1983), he also can be recognized by his/her willing to do challenging work and whatever leads to ultimate outcomes (Scott, Moore & Micelli, 1997).

The justification beyond selecting this factor: The researcher selected this variable because it is one of the most important intrinsic factors of job satisfaction discussed in Herzberg theory that have direct influence on job satisfaction besides some studies that investigated impact/relation of achievement on/with job satisfaction as: (Bayt.com,2015) that pinpointed ,through survey of 5774 respondents, that
achievement sense is the most important factors of job satisfaction in Lebanon with percentage of 84% of respondents. Similarly, (Raza et al, 2015) concluded that achievement is significantly related to job satisfaction, in their study aimed at investigating the effect of some motivational factors on JS. (Beekhan, 2012), also proved the relationship between achievement and job satisfaction.
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