Chapter 7
Findings and Suggestions
Findings of the study:

The Findings of the Impact of the Practices of Employees' Personal Development on Employees’ Job Satisfaction in travel and tourism agencies of India

In travel and tourism agencies of India, a significant impact of the practices of employees' personal development on Employees' job satisfaction, has been found. It has been proved that Employees' Empowerment has a significant impact on Co-Workers Interactions with .329 value of beta and .000 probability value. Employees' Empowerment found also to have a significant impact on Job Advancement and Growth Opportunities with beta value .208 and .006 probability value, and on Employees' Achievement with .299 beta value and .000 probability value. The impact of Employees' Empowerment on Co-Workers Interactions is more significant in comparison with its impact on the other two dimensions.

Internal Communication found to have a significant impact on Co-Workers Interactions, Job Advancement and Growth Opportunities, and on Employees' Achievement with beta values of .240, .138 .332, and probability values of .000, .045, and .000 respectively. It is noticeable that the impact of Internal Communication on Employees' Achievement found to be the highest in comparison with its impact on the other two dimensions.

The impact of Work-Life Balance on Co-Workers Interactions, Job Advancement and Growth Opportunities, and on Employees' Achievement, found to be significant but its impact on Job Advancement and Growth Opportunities is the highest with .487 beta value and .000 probability value.

Notice: $\Sigma$ The impact of W.L.B on (INTE) + The impact of W.L.B on (Grow) + the impact of W.L.B on (ACHI) = 0.992 which is the greatest value in comparison to $\Sigma$ the impact of (EMPO) and to $\Sigma$ the impact of (COMM).

The Findings of the Impact of the Practices of Employees' Personal Development on Employees’ Job Satisfaction in travel and tourism agencies of Yemen:
Overall, the impact of the practices of employees' personal development on Employees' job satisfaction in travel and tourism agencies of Yemen, has been found to be significant. It has been observed that Employees' Empowerment has no significant impact on Co-Workers Interactions as the probability value is .051 which is more than 0.05 and has no significant impact on Job Advancement and Growth Opportunities with .152 probability value which is also greater than 0.05, but has a significant impact on Employees' Achievement with .208 beta value and .027 probability value.

Internal Communication found to have a significant impact on Co-Workers Interactions, Job Advancement and Growth Opportunities, and on Employees' Achievement with beta values of .300, .236 .182, and probability values of .001, .006, and .028 respectively. It is noticeable that the impact of Internal Communication on Co-Workers Interactions in Travel and tourism agencies of Yemen found to be the highest in comparison with its impact on the other two dimensions.

The impact of Work-Life Balance on Co-Workers Interactions, found to be insignificant with .135 beta value and 0.199 probability value (significant value), whereas the impact of (W.L.B) on Job Advancement and Growth Opportunities, and on employees’ Achievement, found to be significant, but its impact on Employees' Achievement is the higher with .352 beta value and .000 probability value.

Notice: Σ The impact of W.L.B on (INTE) + The impact of W.L.B on (Grow) + the impact of W.L.B on (ACHI) = 0.829 which is the greatest value in comparison to Σ the impact of (EMPO) and to Σ the impact of (COMM).

The findings of the difference between Travel and Tourism Agencies of India and Yemen with respect to the practices of employees' personal development and employees’ Job Satisfaction:

With respect to the practices of employees' personal development, the main findings are:

Employees' Empowerment:

The overall level of Employees' Empowerment practices has been found to be average in travel and tourism agencies of India, whereas found below average in Yemen. Employees' Empowerment includes five categories as per the statements of the questionnaire which are: training & learning, motivation, participation, and employees’ autonomy and self- confidence, successively.
The practices of Employees' Empowerment through training & learning found to be better in India especially that are related to offering adequate mentoring program at the workplace and encouraging employees to acquire skills and experiences from their peers, but regarding sponsoring personal development courses at HRD institutions and organizing personal development courses at workplace on regular basis, there is a large scope for improving it in India and also in Yemen.

It has been seen that the practices of employee’s motivation are in low status in both the countries; the management of travel and tourism agencies doesn’t promote the employees and grant them financial incentives fairly and doesn’t grant the distinctive employees incentive tours abroad well as such practices found to be below average in both the countries, based on the perceptions and responses of the employees.

Employee Empowerment practices through enhancing their participation in strategic and urgent decision making are approximately average in both the countries, which indicates that the managers of travel and tourism agencies in India and Yemen are democratic and autocratic simultaneously depending on situations.

The practices of enhancing employee’s autonomy and self-confidence such as promoting psychological empowerment of employees, soft supervisor’s interactions, as per the perception of the employees, found to be average in travel and tourism agencies of India but the management still have a large scope to promote employees autonomy as it the ultimate purpose of Employees' Empowerment, and hence, to enhance employees self-confidence as it can’t be separated from the personal development of Employees. Thus, employees’ encouragement to set goals for their personal development and adopting cross training programs should be focused on by the management through improvement. In Yemen, level of the practices of Employees' Empowerment through enhancing their autonomy and self-confidence, is low, therefore the travel and tourism agencies of Yemen are requested to grant the employees substantial care with respect to the practices related to improving their sense of autonomy and self-confidence.

**Internal Communication:**

Internal Communication, as per responses of the employees, has been found in average level in the travel and tourism agencies of both the countries approximately.
Internal Communication includes three categories/ sub-dimensions as per the statements of the questionnaire are: elements of communication, means of communication, and methods/level of communication.

It has been found that the status of Internal Communication (through elements of communication) is approximately same in both the countries with an average level. It is observed that the practices of the management of travel and tourism agencies of India are satisfactory with respect to flexibility, accuracy and clarity of information, but the management should work upon familiarizing the employees with the new information related to the agency’s policies and strategies, increasing the level of transparency in exchange information at all levels, and promoting of oral communication. In Yemen, practices of transparency and oral communication found needed of more improvement.

The management’s practice of open mutual meetings with employees for discussing the functioning of the agency as a modern mean of communication is good in travel and tourism agencies of India and satisfactory in that of Yemen, but the use of audiovisual information technology in motivating employees and improving their knowledge base, needs more improvement in both the countries.

Generally, there is a fair scope of improving practices of Internal Communication with respect to methods/levels of communication in travel and tourism agencies of both the countries. Good practices of management of travel and tourism agencies of India have been observed in related to employees’ encouragement to using of internet and social media in contact with the top management, and to walking up to managers’ chambers for work or personal purposes, which depicts the democratic model of management in this regards, but the practices related to manager’s direct contact with employees, employee’s encouragement to literal networking with the other departments, and the management’s response to and relying on employees’ reports and suggestions, are worthy of more improvement. Whereas in Yemen, the practices of employees’ encouragement to using of internet and social media in contact with the top management, employee’s encouragement to walking up to managers’ chambers for work or personal purposes, and the management’s response to employees reports and suggestions, are needed of more improvement.
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Work Life Balance:

It is observed that travel and tourism agencies of India and Yemen don’t practice Employees Personal Development through WLB well; the employees have shown a below average response wise most of the practices of Work Life Balance in both the countries. WLB includes four categories/sub dimensions as per the questionnaire’s statements are: work condition, leaves, soft work arrangements, and family and society friendly practices.

The practices of work life Balance related to work conditions found to be all in acceptable level in travel and tourism agencies of India. In Yemen, the occupational health and safety found fostered by the management in a good level but, management should work upon making work hours compatible with salaries and wages granted to employees.

It has been found that the management’s practices regarding leaves granted to employees of travel and tourism agencies of India, are not perceived well by the employees as their response found to be below average, whereas in Yemen found to be good in related to employees’ sickness leaves and satisfactory with respect to the sickness leaves granted to the employees for care of parent, children and other family members.

WLB through soft work arrangements practices are needed of more improvement in both the countries as the employees are not well satisfied with. The management should not discourage/punish employees for checking in later or checking out early when compelling circumstances, should allow them to use some work belongings for their personal use, and give them authority of telecommuting work when necessary times.

It has been observed that the practices of WLB (family & society friendly practices), found to be below average in travel and tourism agencies of both the countries. Hence, the management should improve its practices related to granting employees suitable health insurance for them and their first level family members, treat female employees suitably regarding pregnancy and infancy, invite employees’ families to parties and other occasions organized by the agency and enable employees to participate in their family and societal occasions with paid vacations.

With respect to Employees' job satisfaction, the level of Employees' job satisfaction in both the countries turned out to be average. The main findings are:
1- Co-Workers interaction:

The level of Employees' job satisfaction (Co-Workers, interaction), has been found acceptable in travel and tourism agencies of both the countries. Employees of travel and tourism agencies of India found well satisfied with the harmony exists among co-workers (no conflict) but, their job satisfaction with the creative cooperation among co-workers and with the friendship and harmonious social and humanitarian relations, found to be average, while with the adequate help received from co-workers to solve urgent/unforeseen problems, one team spirit in the agency and the help offered by co-workers as initiatives by them, employee job satisfaction found to be below average. In Yemen, the employees are well satisfied with the harmony exists among co-workers, the creative cooperation, and with one team spirit prevails in the agency but, with respect to the adequate help received from co-workers to solve urgent/unforeseen problems and with the friendship and harmonious social and humanitarian relations, found to be below average.

2- Job advancement and Growth Opportunities:

The level of Employees' job satisfaction (Job Advancement and Growth Opportunities), has been found average in both the countries approximately. The employees of travel and tourism agencies of India found have a good feel of commitment to their agencies, but the level of their job satisfaction with fairness of promotion and with career path identifying by the management, found to be below average. The employees of travel and tourism agencies of Yemen are not satisfied well with promotion, and despite they feel that they have the potentials which enable them to go up career leader, they feel that career path is not identified by the management well.

3- Employees' Achievement:

Employees' Achievement as a motive of job satisfaction, found at average level approximately, in travel and tourism agencies of both the countries. It is indicated through the responses of the employees in both the countries, that they have a desire of achieving distinctive accomplishments and dedicate to reach to more respected outcomes in good level but, they don’t feel that they are integrated to their agencies well despite the feel of integration is a very important motive of achievement and Employees' job satisfaction.
Conclusion of the study:

The present study mainly aimed at examining the level of the practices of employees' personal development being followed at travel and tourism agencies of India and Yemen and level of employees’ job satisfaction too. The study further aimed at examining the impact of the practices of employees' personal development’ practices on employee’s job satisfaction at travel and tourism agencies of both the countries. Moreover, the researcher aimed at examining the difference between travel and tourism agencies of India and Yemen with respect to the practices of employees' personal development and employees’ job satisfaction.

A questionnaire developed by the researcher comprises 57 statements for the independent and dependent variables: 39 items for the dependent variable with it’s the three dimensions (Employees’ Empowerment 13 item, Internal Communication 13 item, and Work-Life Balance 13 item), and 18 items for the dependent variable with it’s the three dimensions (Co-Workers’ Interactions 6 items, Job Advancement and Growth Opportunities 6 items and employee’s Achievement 6 items).

The descriptive Statistics have been used to examine the level/status of the independent variable (Personal Development of Employees) with its three dimensions (Employees’ Empowerment, Internal Communication, and Work-Life Balance) and the dependent variable Employees’ job satisfaction with its three dimensions (Co-Workers’ Interactions, Job Advancement and Growth Opportunities, and employees’ Achievement), through the mean values, standard deviation and variance of the observations. It has been observed that the overall level of the practices of employees' personal development in travel and tourism agencies of India found to be average whereas in Yemen found to be below average. Employees’ Empowerment and Internal Communication found to be average while, Work-Life Balance found to be below average, in India. In Yemen, employee’s Empowerment and Work-Life Balance found to be below average whereas Internal Communication found to be average approximately. With respect to the level of Job Satisfaction of Employees, it found to be average at both the countries.

The Cronbach alpha has also been applied to test the reliability of the primary data in terms of internal consistency. It is been observed that the data of both the countries is reliable as it found above 0.7. Ordinary Least Squares Regression which works on the
mean values of the respondents’ responses has also been used to examine the impact of Personal Development of Employees on employees’ Job Satisfaction in travel and tourism agencies of both the countries. The results of the analysis have shown that there is a significant impact of each dimension/sub-variable of Personal Development of Employees on each dimension/sub-variable of employee’s Job Satisfaction in India. In Yemen, despite the impact of employees’ Empowerment on Co-worker’s Interactions, the impact of Work-Life Balance on Co-workers’ Interactions, and the impact of employee’s Empowerment on Job Advancement and Growth Opportunities, found to be insignificant, the overall impact of Personal Development of Employees on employees’ Job Satisfaction found to be significant.

The independent sample t test has been used to check whether there is a significant difference between travel and tourism agencies of India and Yemen with respect to the practices of employees' personal development and Employees' job satisfaction or not. The results of the analysis have indicated that there is a significant difference with respect to Personal Development of Employees whereas there is no significant difference with respect to Employees’ job satisfaction, between travel and tourism agencies of India and Yemen. Thus, the scope of improving the practices of employees' personal development in travel and tourism agencies of both the countries, remain large and principally in Yemen.

**Suggestions of the study:**

It is expected from the findings of the current study to provide valuable guidelines for the managers involved in the practices of employees' personal development in travel and tourism agencies of India and Yemen regarding Employees' Empowerment, internal communication and work life balance practices provided to employees to enhance their autonomy, interpersonal skills, self-esteem, values and potentials, and hence, to help and encourage them of achieving their personal development that enable them to perform their responsibilities of work and personal life alike. Hence, the employees obtain the respect and appreciation of both the employers and the communities and ultimately achieve their self-actualization of the life.

As the second domain of this study is employees’ job satisfaction and as the researcher, through analysis, concluded that there is a significant impact of the practices of employees' personal development on employees’ job satisfaction in travel
and tourism agencies of both the countries, the management should work upon improving the practices of employees' personal development in order to raise the level of Employees' job satisfaction. Since the level of the practices of employees' personal development turned out to be average in India and below average in Yemen, it means that there is a large scope of improving it, furthermore, the management should focus on identifying the areas where there is a noticeable lack of personal development practices and which practices of personal development of employees are impacting employees’ job satisfaction highly, in order to reach to more valuable and applicable guidelines of improvement.

Based on the responses retrieved from the employees and analyzed by the researcher, the current study revealed that there are many areas of lack in practicing personal development of employees and this has been identified in the part of findings with details regarding all the dimensions of personal development of employees. On the other hand, the areas of noticeable impact of personal development of employees on Employees' job satisfaction have also been identified with details in the finding’s part.

Hence, the researcher has offered two categories of suggestions; the first is the specific suggestions based on the analysis of the present study and the second is the general suggestions that can be also used as valuable and applicable guidelines by the managers and those who are responsible for human resource development at travel and tourism agencies of India and Yemen, or in any other organization, in order to improve the level of the practices of personal development of employees and hence, enhancing the level of Employees' job satisfaction.

**Suggestions for Travel and Tourism Agencies of India:**

- To enhance employees’ empowerment in travel and tourism agencies of India, the management is required to pay more consideration towards training and learning and particularly by sponsoring personal development courses for employees in specialized HRD institutions and organizing personal development courses at workplace on regular basis.

- Motivation system should be designed in such a way that encourages the employees to achieve their personal development and management in this regard is required to
grant the employees financial incentives on fair basis and, at least, large sized travel and tourism agencies should grant the distinctive employees incentive tours abroad for better personal development.

-Despite the employees’ participation in urgent and strategic decisions found to be acceptable in travel and tourism agencies of India, managers should more head toward the democratic model of management through fostering participation of employees in decision making with more focus on enhancing employees’ participation in urgent decision making and on holding the consultative meetings with employees before decision making regularly to make them feel more attachment to the agency which is essential for personal development.

-The practices of enhancing employee’s autonomy and self-confidence turned out to be acceptable in travel and tourism agencies of India with respect to promoting psychological empowerment of employees and soft supervisors’ interaction, but the management needs to work upon employees’ encouragement to set goals for their personal development, and adopting cross-training programs to improve the proficiency of employees in areas outside their particular tasks and responsibilities.

-The management of travel and tourism agencies of India should improve the elements of communication through working upon familiarizing employees with the new information related to the agency’s policies and strategies, adopting the principle of transparency in exchange of information at all the levels (for its importance in increasing employees’ job security) and promoting of oral communication as an administrative philosophy.

-The audiovisual information technology as a modern mean of internal communication such as films, slides, tapes, T.V, projectors etc. should be more and regularly used by the management of travel and tourism agencies of India; for its importance in motivating employees and expanding their knowledge base.

-The managers should mitigate the formalities of communication channels through direct contact with employees irrespective to the administrative hierarchy when needed, Should encourage employees to literally network with the other departments for knowledge sharing, and response to employee’s reports and suggestions derived from their operational experiments in order to improve the interpersonal skills of the employees and hence, encourage employees to achieve their personal development.
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The practices of work-life balance related to work conditions such as the appropriateness of employees in terms of their number and competencies, the appropriateness of salaries and wages, the comfortable workplace ventilation, areas & surfaces, and occupational health and safety found in an acceptable level, but the management is required to double its efforts to improve such practices for its importance in preventing employees’ work stress and making them feel comfortable and enjoyed.

The employees are not treated well regarding their sickness leaves and the leaves for care of their parents, children and other family member in case of their sickness therefore, the management could cast aside the strictness, strengthen the mutual cooperation among employees and encourage co-workers’ help to bridge the loopholes of employee’s absence in case of sickness and compelling circumstances.

More soft work arrangements practices need to be implemented by the management to enhance employees’ feel of home identity which is inevitable in personal development of employees, so the management should not discourage/punish employees for checking in late or checking out early when compelling circumstances, should allow them to use some work’s belongings or equipment for their personal use, and give them authority of telecommuting some works when necessary times.

Family and society friendly practices are essential in keeping the employees more engaged to their travel and tourism agencies and more assertive to high performance, therefore the management should ensure a good level of family friendly practices through granting employees suitable health insurance for them and their first level family members, treat female employees suitably regarding pregnancy and infancy, invite employees’ families to parties and other occasions organized by the agency and enable employees to participate in their family and societal occasions with paid vacations.

Since Work-Life Balance practices found at below average level approximately and since WLB has been found to have the strongest impact on Employees’ job satisfaction with comparison to the other two dimensions of personal development of employees (employees’ empowerment, internal communication), the management should exclusively focus on improving all practices of Work-Life Balance to improve the level of employee’s job satisfaction.
Suggestions for Travel and Tourism Agencies of Yemen:

- Employees' Empowerment through training and learning practices needs to be focused on by the management of travel and tourism agencies of Yemen by sponsoring personal development courses for employees in specialized HRD institutions and organizing personal development courses at workplace on regular basis.

- The management should pay more attention to employees’ motivation practices through granting the employees financial incentives on fair basis and granting the distinctive employees incentive tours abroad for its significance in Employees' Empowerment in particular and employees personal development in general.

- Employees’ participation in urgent and strategic decisions found to be approximately average in travel and tourism agencies of Yemen, but managers should be more democratic through enhancing participation of employees in decision making and particularly the strategic decisions to make them feel more attached to their agency, which is essential for personal development.

- Since all practices of enhancing employee’s autonomy and self-confidence found at low level in travel and tourism agencies of Yemen, the management should exclusively focus on improving autonomy practices through promoting the psychological empowerment of employees, fostering soft supervisor’s interaction with the employees, employees’ encouragement to set goals for their personal development and adopting cross-training programs to improve the proficiency of employees in areas outside their particular tasks and responsibilities and expand their knowledge base.

- The management of travel and tourism agencies of Yemen should improve all elements of communication related practices with more focus on adopting the principle of transparency in exchange of information at all levels (as it increases employees’ job security) and promoting of oral communication and casting routine aside.

- Despite the open mutual meetings as a modern mean of communication found at an acceptable level in travel and tourism agencies of Yemen, the audiovisual information technology such as films, slides, tapes, T.V, projectors etc. should be more and regularly used by the management to motivate the employees and expand their knowledge base as an antecedent for their personal development.
The managers of travel and tourism agencies of Yemen are required to practice more democracy in relation to internal communication channels through employees’ encouragement to using of internet and social media in contact with the top management, employee’s encouragement to walking up to managers’ chambers for work or personal purposes, and through management’s response to employees reports and suggestions, to improve the interpersonal skills of the employees and hence, encourage employees to achieve their personal development.

The management should pay more consideration towards improving work conditions related practices such as the appropriateness of employees in terms of their number and competencies, the comfortable workplace ventilation, areas & surfaces, and occupational health and safety with more focus on enhancing the appropriateness of salaries and wages to work hours as such practices prevent employees’ work stress and make them feel comfortable and enjoyed.

The employees should be treated well regarding their leaves for care of their parents, children and other family member in case of their sickness through strengthening the mutual cooperation among employees and co-workers’ help to bridge the loopholes of employee’s absence in case of sickness of their relatives and compelling circumstances.

Soft work arrangements related practices need to be more improved by the management to make the employees feel of engagement and home identity which is inevitable in personal development of employees, so the management should not discourage/punish employees for checking in late or checking out early when compelling circumstances, should allow them to use some work’s belongings or equipment for their personal use and give them authority of telecommuting some works when necessary times.

The management should ensure a good level of family friendly practices through granting employees suitable health insurance for them and their first level family members, treating female employees suitably regarding pregnancy and infancy, inviting employees’ families to parties and other occasions organized by the agency and enabling employees to participate in their family and societal occasions with paid vacations as family and society friendly practices play a vital role in keeping the employees more engaged and more assertive to high performance in their agencies.
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- The management should put in more efforts in working upon improving the practices of employee’s empowerment and work-life balance which found at below average level with exclusive focus on improving WLB that has been found to have strong impact on Employees' job satisfaction with comparison to the other two dimensions of personal development of employees (employees’ empowerment, internal communication), to improve the level of employee’s job satisfaction.

General Suggestions

- **Suggestions for travel and tourism agencies:**
  - Large sized travel and tourism agencies like Cox and Kings in India and Universal Group in Yemen, should establish non-profitable schools for employee’s children to teach them at nominal fees and be responsible for delivering the students from their houses to the school and vice versa.
  - Large sized travel and tourism agencies should grant the employees cars with soft installments to help them to achieve their work-life balance and hence, improve their personal development and job satisfaction.
  - Travel and tourism agencies should provide service of transportation for employees' families for going shopping and medical care at nominal costs.
  - Entertainment and leisure tourist programs should be organized by the management of travel and tourism agencies for the employees and their families at nominal prices; as such programs contribute to employee’s marital and family satisfactions which are so related to employees’ job satisfaction.

- **Suggestions for other organizations:**
  - The management should cast aside the over formal commitment to rules that kills the soul of creation of employees and should enhance the democratic practices in HRD that encourage employees to achieve their personal development.
  - The management should utilize the steady progress of internet and social media in strengthening the formal and informal communication with employees.
  - In globalization era and in light of the rapid and dramatic developments in almost every aspect of the life, the management is required to encourage employees to unleash their initiatives and creative ideas in such a way that
promotes their personal development, to anticipate the future, prepare for the change and make the change.

➢ To achieve the competitive advantage, the management needs to enhance the psychological empowerment of employees and improve the incentive system for high personally developed employees capable of playing the crucial role in this regards.

➢ The management should pay more attention to the talented employees through adopting talent management to ensure having top performer employees.

➢ To achieve employees’ job satisfaction which is so important in any organization, the development of potentials, values and the intangible skills of employees cannot be overlooked.

➢ The management should encourage employees to literal networking for its importance in expanding their knowledge base, fostering their engagement to their organizations, and impacting their level of job satisfaction.

➢ Female employees need to be provided sufficient and paid leaves during pregnancy and infancy, should be treated humanely in such periods and to be prevented from sexual harassment and strict punishment should be implemented in this regard.

**Directions for Future Research:**

- Since the present study is confined to New Delhi in India and Sana'a in Yemen and since it is empirical in its nature (the results have been derived from the responses and perceptions of the respondents), it should be taken up by using other sampling than convenience sample and with undertaking other main cities and tourist destinations in India and Yemen i.e. Agra, Shimla, Nanital, Kerala, Goa, Hyderabad etc. in India and Aden, Taiz, Hadhramout, Hodeidah, Ibb etc. in Yemen,

- The current study is confined to inbound travel and tourism agencies in both the countries, therefore the other studies should be conducted considering the other types of travel and tour agencies which are outbound and domestic travel and tour agencies.
• The present study can be taken up with use of (0.01) level of significance and 99% confidence interval that might include more accurate and true mean.

• Despite the good compatibility that has been found within and between the variables of the current study, the variables/dimensions don’t claim for their absolute measurement, therefore the future studies can be conducted considering other predictors of personal developments i.e. motivation, non-financial incentives, workplace social interactions, autonomy and other factors of Employees' job satisfaction too.