A COMPARATIVE STUDY OF MANAGEMENT FUNCTIONS IN SELECTED TRAVEL AND TOURISM AGENCIES IN YEMEN AND INDIA

ABSTRACT

THESIS

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ABSTRACT

Today, we are at the threshold of a new era. It is an era of travel and tourism and era in which the growth of leisure travel around the world is expected to swell to dramatic proportions. As a result of increasing leisure time and international tourist demand, travel and tourism agencies in Yemen and India are facing environmental challenges. All the new or old tour planners, tour executives or managers in the world, particularly in Yemen and India need to understand different aspects of travel agency management for travel professional to match the present as well as the future requirements. For these reasons the study of management functions in selected travel and tourism agencies in Yemen and India provides clear and discrete ideas of classifying different activities that managers carry out and the techniques they use in terms of the functions they perform for the achievement of their agencies objectives.

The present study is divided in to eight chapters. The first chapter in its first part gives an idea about the tourism management including meaning and definitions of tourist and tourism, a brief history of tourism, components of tourism, forms of tourism, tourism as a service, service provision in tourism: A perpetual management challenge and managing tourism business. Its second part gives the details of travel agency and tour operation including concepts of travel agency, a history of travel agencies, middlemen in the tourism industry, the business of travel agency, opening and designing of travel agency, organization and working of travel agency, functions of travel agency and management of travel agency. Second chapter presents the management functions in different aspects. Chapter three gives details of the tourism in both countries Yemen and India. Chapter four explains the information technology in travel agencies. Chapter five presents the review of literature. Chapter sex has described the research problems and methods used in this work. Chapter seven presents the major findings of results and test of hypotheses and last chapter divided in to four sections. In section one conclusions have been summarized the results and testing the hypotheses, Section two deals with
detailed suggestions to overcome the problems of management functions practices that have been faced by travel and tourism agencies in Yemen and India. Section three presents the future directions of the research and last section highlights the limitations of the study.

Review of literature

A general dearth of publications on travel agencies can be noted when reviewing the travel and tourism literature. This is not to say that nothing has been published on travel agencies but considering the different aspects of travel agencies such as:

1. Importance of travel agencies as a source of information.
2. Role of travel agencies in distribution channel and promotion of tourism
4. Functions of travel agencies.
5. Travel agencies’ marketing.
6. Travel agencies’ productivity, efficiency, locations and advertising strategies.
7. Travel agents’ role in family decision making.
8. Information technology use in travel agencies.
9. Travel agency management.
10. Management training and the travel agent

Also, many aspects of travel agencies have been included in the review of literature. Such literature has been devoted to present all the previous works related to the travel agencies. The information related to the above mentioned topics are collected from 1978 up to 2008 using doctoral thesises, text and reference books, dissertations and reports, articles appeared in academic journals and research papers. Those studies failed to provide an explicit framework in which to assess the management functions practices in T&T agencies either in the world or in Yemen and India.

In India, only one study has been made by Akhter (1988) which focused on the finding out the application of general management functions through case study in four travel agencies, only that part which deal in inbound tourism.
The present study entitled "A comparative study of management functions in selected travel and tourism agencies in Yemen and India" has tasted a large sample size of Travel and Tourism agencies either in Yemen or India in order to compare the application of management functions in those selected agencies to know either a significance difference between them or no and give a suggestions to solve the problems which have been resulted from the application of management functions practices.

**Objectives of the Study**

The objectives of the study can be discussed under two headings:

1. Broad objectives
2. Specific objectives

**1. Broad Objectives**

The broad objectives for which the study has been undertaken is to investigate the applications of general management functions in selected travel and tourism agencies in Yemen and India which specialize in inbound tourism and to evolve a suitable management structure for that part of industry.

**2. Specific Objectives**

Specific objectives of the study can be discussed under the following headings:

a. To investigate the planning procedure
b. To investigate the organizing procedure
c. To investigate the staffing procedure
d. To investigate the directing procedure
e. To investigate the controlling procedure

**a. Planning Procedures**

The objectives were to investigate that:

1. In what form the travel agencies express their goals?
2. What types of plans the travel agencies utilize?
3. What is the time horizon of the plans and planning?
4. Are the plans flexible?
5. What methods, techniques and tools are used usually in planning and
decision making?
6. To what extent employees participate in planning?
7. Is there a possibility of receiving distorted information for planning
purposes?
8. To what extent the travel agencies apply scientific methods to deal with
causation and futurity problems?
9. What is the rate of innovation in travel agencies in a given period of
time?
10. Do the travel agencies find it an easy to introduce a change in travel
agencies or difficult one?

b. Organizing Procedures

The objectives were to investigate that:
1. What is the size of travel agencies?
2. To what extent are the travel agencies centralized or decentralized?
3. To what extent division of labor is exercised or specialization is used in
the travel agencies?
4. What is the number of departments and grouping of activities?
5. What is the degree of span of control?
6. To what extent the travel agencies use generalist and specialist staff?
7. To what extent the travel agencies use functional authority?
8. Is there any confusion and friction over the use of authority and
responsibility relationship? What is the degree, if there is any?
9. Do the travel agencies use committee and group for decision making?
10. What is the nature of travel agencies structure?
11. To what extent organizational structure is flexible with regard to
adopting changing conditions?

c. Staffing Procedure

The objectives were to investigate that:
1. What are the methods used in recruitment the personnel?
2. What are the criteria used in selecting and promoting the personnel?
3. What are the techniques used in appraising the personnel?
4. In what manner the job is described?
5. What are the levels of compensation?
6. To what extent time is given in training the personnel?
7. To what extent informally employees are trained?
8. What are the policies and procedures of lay off and dismissal of personnel?
9. Do the travel agencies feel it easy or difficult in dealing with personnel?
10. Is it easy or difficult to obtain and maintain the personnel with desired skills and abilities?

d. Directing Procedures

The objectives were to investigate that:

1. To what extent the management of travel agencies is authoritative or participative?
2. What are the techniques used to motivate the personnel?
3. What kind of supervisory techniques are used?
4. What kind of communication techniques are used in directing and motivating the personnel?
5. To what degree and extent the communication is ineffective among all types of personnel?
6. Do the travel agencies find it at an easy or difficult in motivating personnel to perform efficiently and effectively irrespective of monetary and non-monetary incentives?
7. To what extent individuals and group identify their interest with the survival of their agencies?
8. To what extent there is cooperation and trust among the employees, or distrust and conflict?
9. What is the degree of frustration, absenteeism and turnover among personnel?
10. To what degree and extent do the employees waste time and what are the reasons behind that?
e. Controlling Procedures

The objectives were to investigate that:

1. What types of control standards are used in different areas in the organization, i.e.
   - Production
   - Marketing
   - Finance
   - Personnel

2. What is the nature and structure of information feedback system used for control purposes?

3. What is the time period usually given for corrective measures?

4. What is the degree of control over the personnel?

5. To what extent the control system is effective to conform to the plans?

Hypotheses of the Study

Five null-hypotheses were proposed to determine the comparative study of management functions in selected travel and tourism agencies in Yemen and India and several sub-null hypotheses have emerged from those actual hypotheses; according to each statement of the objectives. These hypotheses are as follows:

H01: There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of planning procedures.

H02: There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of organizing procedures.

H03: There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of staffing procedures.

H04: There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of directing procedures.

H05: There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of controlling procedures.
Nature of the Questionnaire

The questionnaire was divided into six sections. The firm specific data is collected first so that a realistic foundation was created for participants before attempting more speculative questions. The other sections include planning procedure, organizing procedure, staffing procedure, directing procedure and controlling procedure. Questions were asked including multiple variables and others were given an alternative answers and the respondents were required to choose the appropriate variables and alternative answers according to their situations.

Sampling Procedures

Yemen Sample

The number of T&T agencies in Yemen is about 578. Those agencies are working in three major areas. Some of them are dealing with only ticketing, others are dealing with outbound tourism for the religious purpose only (Hajj and Omrah) and 35 of them are dealing with inbound tourism. In addition to, it has been found that few of inbound travel and tourism agencies in Yemen are also dealing with outbound and domestic tourism. Moreover, all inbound tourism agencies are located in the Capital. secretariat in Yemen. It was often the location where many national travel companies had their headquarters. Thus, according to the objective of the study; the decision was taken to select those agencies which deal in inbound tourism from Capital. secretariat and also approved by the ministry of tourism (Yemen). A sample size of 35 was targeted, and 30 usable questionnaires were obtained, this is what (Economist 1997 as cited in Brotherton 2008) suggested that a minimum ‘realized’ sample size of 30 is required for statistical analysis. The researcher himself visited those selected agencies to distribute the questionnaires during December and January 2008/2009.

Indian Sample

The number of recognized T&T agencies in India is about 734, of which 406 are located in Delhi, the capital of India. The activities of travel and
tourism agencies in India which are approved by the department of tourism are widely in comparison with Yemen. The main activities of those agencies are:

• Inbound tourism
• Outbound tourism
• Domestic tourism

The decision also, was taken to select inbound T&T agencies which are located in Delhi. It was also the location where many national travel companies had their headquarters. The questionnaires was distributed throw the email, courier and by hand delivered to all agencies in Delhi which are approved by the department of tourism during the period of March and April 2009. Some of them returned messages through the email explained that they are working on outbound tourism and others are working either on domestic tourism or ticketing. Thirty five questionnaires were returned from those agencies which deal in inbound tourism, of which 30 were valid. Thus, the same samples in Yemen were followed in India.

**Data Collection**

The data has been calculated using questionnaire based on the adopted model suggested by Farmer and Richman (1965) and the selection questions have been asked from the managers of those selected travel and tourism agencies in Yemen and India which deal in inbound tourism.

**Methodology of Data Analysis**

The data calculated has been compared with the model which is taken as the basis of the study. Each of the tests as far as possible, in each function has been checked on the basis of the model. This has been done in analysis the questionnaires of the responding agencies in Yemen and India.

In the second part of chapter seven which deal with a comparative analysis of management functions and testing the hypotheses between them, many techniques have been used to know weather the null hypotheses can be rejected, that there are a significance difference between them or accepted, that there are no significance difference between them. Such techniques are Tables, Figures and Z – test has been used along with the following formula:
\[ Z = \frac{(P_1 - P_2)}{\text{S.E.}} \]

\[ \text{S.E.} (P_1 - P_2) = \sqrt{p(1-p)[(1/n_1) + (1/n_2)]} \]

\[ P = \frac{(n_1p_1 + n_2p_2)}{(n_1 + n_2)} \]

Where \( P_1 \) is the sample proportion in sample 1 (Yemen), \( P_2 \) is the sample proportion in sample 2 (India), \( n_1 \) is the size of sample 1 (Yemen), and \( n_2 \) is the size of sample 2 (India).

The test is based upon 1.96 S.E. (0.05% level of significance) (Gupta, 2008; Elhance, 2005).

**Summary of the Results**

The salient points that emerge from the investigations made on the application of general management functions in inbound T&T agencies in Yemen and India can be summarized below:

1 - The majority of the responding agencies in Yemen express their primary goals in term of promotion of travel and tourism, profitability and maximizing market share. This is may be due to the recentness of the tourism sector in Yemen, of which they need more cooperation between the private sector representing by the T&T agencies in Yemen and public sector representing by the ministry of tourism and tourism promotion board. Moreover, inbound T&T agencies in Yemen are not only partner with international companies, but additionally promote and assess the market. They take part in international trade fairs such as Madrid, Istanbul, Milan etc., organizing by the ministry of tourism under various rules and regulations. Whereas the responding agencies in India express their primary goals in term of good will, profitability and competitive edge. This is due to the rapidly growing of the T&T agencies in India since its independence in 1947. As a result of that each of them tries to introduce the best, in order to survive in the market.

2 - Most of inbound T&T agencies in Yemen engage with short term planning and few of them engage with long term planning. Whereas in India the majority of inbound T&T agencies engage with short term and long term planning, together.
3 - The median long term planning is 3 years in the responding agencies in Yemen. Whereas in the responding agencies in India; the median long term planning is 5 years.

4 - The responsible for the effective long term planning in the responding agencies in Yemen is the manager. Whereas in the responding agencies in India; the responsible for the effective long term planning is specific planning department and all employees with equal percentage.

5 - The most common reasons for not having long term planning in the responding agencies in Yemen are ‘the business environment is too unpredictable’, ‘it is hard to obtain trustworthy data’, ‘the travel agency is too small’ and ‘the boss has a mental plan and written plan is not needed’. Whereas in the responding agencies in India, the most common reasons for not having long term planning are ‘it is too difficult to coordinate the planning process’, ‘lack of time for planning’, planning is not appropriate for the travel agency’ and ‘the business environment is too unpredictable.

6 - Most of the responding agencies in Yemen utilize operation plans reflecting the day-to-day tasks. Whereas, the responding agencies in India utilize three kinds of plans; operation plans, tactical plans and strategic plans.

7 - The majority of the responding agencies in Yemen take programmed decisions in their operations. Whereas in the responding agencies in India; both programmed and non programmed decisions are taken in their operations.

8 - Operation plans are more flexible in the responding agencies in Yemen, whereas tactical plans are more flexible in the responding agencies in India.

9 - The most common technique used in planning process among the responding agencies in Yemen is satisficing method “to attain a satisfactory level of performance”. Whereas in the responding agencies in India, optimizing method “to attain the highest level of achievements” is the most common technique used in planning process.

10 - The majority of the responding agencies in India receive distorted information for planning purpose, whereas few of the responding agencies in Yemen receive distorted information for planning purpose and both of them
receive those information from outside the organization. Moreover, the impact of those distorted information in the planning process in the responding agencies of Yemen are delay, unexpected out comes and over cost which are scored the highest percentages in their responses. Whereas in the responding agencies in India, the impact of those distorted information in their planning process are unexpected out comes, over cost and mis communication.

11 - The majority (60%) of the responding agencies in India apply scientific methods to deal with causation and futurity problems. While, only 33.33% of the responding agencies in Yemen apply scientific methods to deal with causation and futurity problems.

12 - Both of the responding agencies in Yemen and India prefer the innovation in their operation, but the kinds of innovation are different in both of them, of which the improvement of the quality of an existing service, opening of new markets and introduction of new methods of programs are the most common kinds of innovation in the responding agencies in Yemen. Whereas in the responding agencies in India, introduction of new services, improvement to the quality of an existing service and introduction of new plans of marketing are the most common kinds of their innovation.

13 - Most of the responding agencies in India (66.67%) introduce change with respect to the environment forces. Whereas in the responding agencies in Yemen; only 30% of them introduce change with respect to the environment forces.

14 - The main forces of the environment which the long term planning attempts to identify in the responding agencies in Yemen are economic and political trends and market trends. Technological trends are included in comparatively few plans (6.67%). It is unfortunately that the responding agencies in Yemen are not assessing the opportunities offered by new advances in technology. Whereas in the responding agencies in India; the main forces of the environment which the long term planning attempts to identify are market trend and competitor trends, while economic and political trends are included in comparatively few plan (20%).
15 - The majority (80%) of the responding agencies in Yemen are small size and 20% of them are medium size. Whereas in the responding agencies in India, 53.33% of them are small size, 40% of them are medium size and 6.67% of them are large size.

16 - The size of inbound T&T agencies in Yemen and India reflects the number of departments in both of them. As we are observed that many departments in the responding agencies in India score the highest percentages in comparison with the responding agencies in Yemen such as tour research and planning department, marketing and sales department, destination services department, human resource department and finance and accounts department.

17 - The decision making in both responding agencies in Yemen and India is centralized which is scored the highest percentage in both of them.

18 - Division of labor, specialization and functional authority are used in the responding agencies in India with the highest percentages, whereas in the responding agencies in Yemen generation is used with the highest percentage.

19 - The degree of span of control in the responding agencies in Yemen is narrow, whereas in the responding agencies in India, it is wide.

20 - Most of resending agencies in Yemen mention that there is friction over the use of authority and responsibility relationship. Whereas in the responding agencies in India, only 40% of them mention that there is friction over the use of authority and responsibility relationship.

21 - The degree of friction over the use of authority and responsibility relationship among the responding agencies in Yemen is medium, whereas in the responding agencies in India, it is medium in some of them and low in others.

22 - The majority 60% of the responding agencies in India use committee and group for decision making. Whereas in the responding agencies in Yemen only 20% of them use committee and group for decision making.

23 - The majority 86.67% of the responding agencies in India agree with the flexibility of adopting change conditions, whereas in the responding agencies in Yemen only 63.33% of them agree with the flexibility of adopting change conditions.
24 - The organization structure of the responding agencies in India is formal at percentage of 73.33% and informal at percentage of 26.67%. Whereas in the responding agencies in Yemen, the organization structure is formal at percentage of 60% and informal at percentage of 40%.

25 - The most common methods used in recruiting the personal in the responding agencies in Yemen were references and walk in, while other methods accounted low percentages. Compared with the responding agencies in India all methods accounted the highest percentages except employment agency accounted only 16.67%.

26 - The most common methods used in selecting the personnel in the responding agencies in Yemen are language test, references, interview and trail period, while other methods score low percentages. In comparison with the responding agencies in India, the most common methods used in selecting the personnel are interview, biographical data, skills test, occupational test and trail period, while other methods score low percentages.

27 - The policy in the responding agencies in Yemen in regard to the promotion of their employees is merit, whereas in the responding agencies in India, both merit and seniority are used.

28 - The majority (73.33%) of the responding agencies in India use techniques in appraising the personnel, whereas in the responding agencies in Yemen, only 46.67% of them use techniques in appraising the personnel.

29 - The main techniques used in appraising the personnel in the responding agencies in Yemen are forced distribution; graphic rating and critical incidence. Whereas in the responding agencies in India, the main techniques used are graphic rating, checklist and rank order, while other techniques score low percentages in both agencies.

30 - The description of the job to the employees in the responding agencies in Yemen is verbally. Whereas in the responding agencies in India, it is in two ways verbally and written statements.

31 - The main levels of compensation in the responding agencies in Yemen are regular salary, overtime allowance, conveyance allowance and traveling
allowance, while other levels score low percentages. In comparison with responding agencies in India, the main levels of compensation are regular salary, conveyance allowance, health insurance, traveling allowance, medical allowance, over time allowance and accident allowance, while city compensatory allowance, house rent allowance and life insurance score the low percentages.

32 - The length of training period of newly employees applied by the responding agencies in Yemen and India was 6 month which has been accounted the highest percentage in both of them.

33 - Both of responding agencies in Yemen and India mention that they have policies and procedure of lay off and dismissal of personnel in their agencies and the main procedures used in both of them are verbal and written warnings.

34 - Both of responding agencies in Yemen and India mention that they deal with the employees easily but the responding agencies in Yemen find it difficult to obtain and maintain the personnel with desired skills and abilities, whereas the responding agencies in India find it easily.

35 - The management style in the responding agencies in Yemen is based on authoritative, whereas in the responding agencies in India, the management style is based on both authoritative and participative.

36 - The main techniques used to motivate the personnel in the responding agencies in Yemen are increase in bonus and increase in wages, while other techniques score low percentages. In comparison with the responding agencies in India, the main techniques are increase in wages, participation in decision making, increase in bonus, family tours entertainment and providing free transport, while other techniques like free accommodation abroad and discount in international tickets score the low percentages.

37 - Both of responding agencies in Yemen and India mention that the supervisor maintains face to face contact with the employees.

38 - The communication techniques used in directing and motivating the personnel in the responding agencies in Yemen are verbal communication at percentage of 66.67% and written communication at percentage of 40%.
Whereas in the responding agencies in India, the communication techniques are verbal communication at percentage of 80%, written communication at percentage of 70% and non-verbal communication at percentage of 26.67%.

39 - The majority 86.67% of the responding agencies in India mention that the communication system is effective among all types of personnel. Whereas in the responding agencies in Yemen, only 53.33% of them mention that the communication system is effective among all types of personnel.

40 - The majority (73.67%) of the responding agencies in India mention that it is easy to motivate the personnel to perform efficiently and effectively irrespective of monetary and non-monetary incentives, whereas in the responding agencies in Yemen only 46.67% of them find it easy.

41 – Most of the responding agencies in India 66.67% mention that the individuals identify their interest with the survival of their agencies, whereas 56.67% of the responding agencies in Yemen mention that the individuals identify their interest with the survival of their agencies.

42 - The majority (80%) of the responding agencies in India describe their employees by cooperative and trust. Whereas in the responding agencies in Yemen, exactly 50% of them describe their employees by cooperative and trust, while other agencies describe them by distrusts and conflicts.

43 - The degree of frustration, absenteeism and turn over among the personnel in the responding agencies in Yemen is low at 36.67%, large at 33.33% and medium at 30%, whereas in the responding agencies in India, it is low at 63.67%, medium at 26.67% and large at 10%.

44 - The majority (53.33%) of the responding agencies in Yemen state that the employees waste the time in their agencies. In comparison with the responding agencies in India, only 26.67% of them mention that the employees waste the time. Moreover, the main reason behinds waste the time in the responding agencies in Yemen is low seasons, whereas in the responding agencies in India, the main reason is lack of management control.

45 - The majority (73.33%) of the responding agencies in India design effective and useful control system for its all functional areas, whereas in the responding
agencies in Yemen, only 46.67% of them design effective and useful control system for all functional areas.

46 - The most common standards used for the control purpose in the responding agencies in Yemen are guest satisfaction, number of tourists and quality of services, while other standards score low percentages. In comparison with the responding agencies in India the main standards are number of tourists, turnover, quality of services, guest satisfaction, return on investment, number of nights spent by tourists and tour price, while foreign exchange earnings, labor cost and employee satisfaction scored 43.33%, 40% and 36.67%, respectively.

47 - The nature and structure of information feedback system used for control purpose in the responding agencies in Yemen are foreign travel agents and personal observation, while written reports, statistical reports and oral reports accounted 43.33%, 30% and 23.33%, respectively. In comparison with the responding agencies in India, the nature and structure of information feedback system used for control purpose are written reports, personal observation and statistical reports, while foreign travel agents and oral reports score the same percentage (33.33%).

48 - The time period usually given for corrective measures in the responding agencies in Yemen is depend on the problems at percentage of 43.33%, unlimited time at percentage of 40% and limited time at percentage of 16.67%. Whereas in the responding agencies in India, the time period usually given for corrective measures is depend on the problems at percentage of 46.67%, limited time at percentage of 40% and unlimited time at percentage of 13.33%.

49 - The degree of control in the responding agencies in Yemen is middle at percentage of 53.33%. Whereas in the responding agencies in India; the degree of control is tight at percentage of 60%.

50 - The majority (76.67%) of the responding agencies in India mention that the control system is effective to conform to the plan. Whereas 43.33% of the responding agencies in Yemen say that the control system is effective to conform to the plans.
Summery of the hypotheses

7.2.2 Summary of Testing the Hypotheses

According to the test results of hypotheses refer to chapter 6, most of sub-null hypotheses are rejected that means, there is a significance difference between inbound T&T agencies in Yemen and India in term of management functions practices. On the other hand some of them are accepted that means; there is no significance difference between them. The following table are summarized the major areas where the hypotheses are rejected or accepted.
Table (6.118) major areas where the hypotheses are rejected or accepted

<table>
<thead>
<tr>
<th>Actual hypotheses to be tested (1)</th>
<th>Sub-hypotheses (2)</th>
<th>Variables (3)</th>
<th>Rejected (4)</th>
<th>Accepted (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>H01</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>H01.1 (Q2.1)</td>
<td>1, 2, 4, 5</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>H01.2 (Q2.2)</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
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<tr>
<td>H01.3 (Q2.3)</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
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<tr>
<td>H01.4 (Q2.4)</td>
<td>1, 3, 4, 6, 7</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>H01.5 (Q2.5)</td>
<td>2.5, 10</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H01.6 (Q2.6)</td>
<td>1.2</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>H01.7 (Q2.7)</td>
<td>3</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H01.8 (Q2.8)</td>
<td>1, 2, 3</td>
<td>✓</td>
<td></td>
<td></td>
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<tr>
<td>H01.9 (Q2.9)</td>
<td>(A)</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>H01.10 (Q2.10)</td>
<td>1</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H01.11 (Q2.11)</td>
<td>(A)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>H01.12 (Q2.11) (B)</td>
<td>2</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H01.13 (Q2.11) (C)</td>
<td>1.5</td>
<td>✓</td>
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<tr>
<td>H01.14 (Q2.12)</td>
<td></td>
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<tr>
<td>H01.15 (Q2.13) (A)</td>
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<tr>
<td>H01.16 (Q2.13) (B)</td>
<td>1, 2, 4, 5, 6</td>
<td>✓</td>
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<tr>
<td>H01.17 (Q2.14) (A)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>H01.18 (Q2.14) (B)</td>
<td>1, 3, 4, 5, 6</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
</tbody>
</table>

| H02                               |                   |               |              |              |
| H02.1 (Q3.1)                      | 1, 3, 4, 5, 6, 9  | ✓             |              | ✓            |
| H02.2 (Q3.1)                      | 2, 7, 8           | ✓             |              | ✓            |
| H02.3 (Q3.2)                      | 1, 2, 3           | ✓             |              |              |
| H02.4 (Q3.3)                      | 1, 2, 3           | ✓             |              |              |
| H02.5 (Q3.4)                      | 1                 | ✓             |              |              |
| H02.6 (Q3.5)                      | (A)               |               |              |              |
| H02.7 (Q3.5)                      | (B)               | 1, 2, 3       | ✓             |              |
| H02.8 (Q3.6)                      |                   |               |              |              |
| H02.9 (Q3.7)                      |                   |               |              |              |
| H02.10 (Q3.8)                     | (A)               |               |              |              |
| H02.11 (Q3.9)                     | (B)               | 1, 2, 3, 4, 5 | ✓             |              |
| H02.12 (Q3.10)                    |                   |               |              |              |
| H02.13 (Q3.11)                    |                   |               |              |              |
| H02.14 (Q3.12)                    |                   |               |              |              |
| H02.15 (Q3.13)                    |                   |               |              |              |
| H02.16 (Q3.14)                    | 6                 | ✓             |              |              |

| H03                               |                   |               |              |              |
| H03.1 (Q4.1)                      | 1, 3, 4, 5, 6     | ✓             |              | ✓            |
| H03.2 (Q4.2)                      | 2, 7, 8           | ✓             |              | ✓            |
| H03.3 (Q4.3)                      | 1, 2, 4, 5, 6     | ✓             |              |              |
| H03.4 (Q4.4)                      |                   |               |              |              |
| H03.5 (Q4.5)                      |                   |               |              |              |
| H03.6 (Q4.6)                      | 3, 4, 5, 7, 9, 10 | ✓             |              | ✓            |
| H03.7 (Q4.7)                      | 1                 | ✓             |              |              |
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| H03.9 (Q4.9)                      | 1, 2, 3, 4, 5     | ✓             |              |              |

| H04                               |                   |               |              |              |
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| H04.2 (Q5.2)                      | 2                 | ✓             |              |              |
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| H04.10 (Q5.10) (A)                |                   |               |              |              |
| H04.11 (Q5.10) (B)                |                   | 1, 2, 3, 4, 5 | ✓             |              |

| H05                               |                   |               |              |              |
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| H05.2 (Q6.2)                      | 1, 3, 4, 5, 6, 9  | ✓             |              | ✓            |
| H05.3 (Q6.3)                      | 2, 7, 8           | ✓             |              |              |
| H05.4 (Q6.4)                      | 1                 | ✓             |              |              |
| H05.5 (Q6.5)                      |                   | 2             |              | ✓            |
| H05.6 (Q6.6)                      |                   | 1             |              | ✓            |
Suggestions

The study concludes by making suggestions on how to improve the management functions practices in inbound T&T agencies in Yemen and India. These suggestions are illustrated below:

1 - There are two types of planning considered necessary for inbound travel and tourism agencies in Yemen and India; long term planning and short term planning. Long term planning encompass all the functional areas of the business and involve the analysis of environmental forces, particularly with respect to how the travel agency relates to its competition, marketing trends, economic and political trends, technological trends and so on. The short term planning aimed to sustain the travel agency in its production and distribution of its services to the existing markets.

2 - In order to successful of the planning process in both agencies in Yemen and India, it is important to integrate short term with long term planning. As the Koontz and O'Donnell (1976) said, the importance of integrating the short term and long term planning can hardly be overemphasized and no short term planning should be made unless it contributes to the achievement of the relevant long term planning.

3 - The flexibility in the operation plans is suggested to be avoided as far as possible because it will disturb the whole planning. On the other hand tactical plans and strategic plans should be flexible because they involves a great deal of uncertainty and enhance the competence and flexibility of the travel agency in meeting changes in the environment.

4 - Delegate planning activities to all employees is proposed to empower staff and provide a sense of ownership of the resulting planning document. This is turning increases the likelihood of strategies being accepted and implemented by employees (Marsden, 1998; & Rhodes, 1988).

5 - Inbound T&T agencies in Yemen and India can not work without having both programmed and non programmed decisions, of which programmed decisions are routine and repetitive and are made within the frame work of travel agency policies and rules. Such decisions are made by personnel at lower
levels in the travel agency, whereas non programmed decisions are relevant for solving unique problems in which various alternatives can not be decided in advance. Such decisions are made by the managers at higher levels in the travel agency (Prasad, 2001).

6 – The Inbound T&T agencies in Yemen and India must give more attention to adaptivizing method “to improve the planning process and searching for better solution to problem” in planning process. “It is designed to manage the planning system in such away as to minimize the future need for retrospective planning [and] it is directed towards removing deficiencies produced by past decision (Gupta, 2005:2.67)

7 - It is suggested not believe any information provided by any external agency for long term planning purpose because it is not always a definite information.

8 - It is suggested to apply scientific methods to deal with causation and futurity problems in both inbound T&T agencies in Yemen and India in order to correct decisions about future course of actions.

9 – The Inbound T&T agencies in Yemen and India must be aware about the innovation not only in their research department but in all phases of management, of which development of products and services is actually new innovation today among the T&T agencies.

10 - It is suggested to introduce change in various procedures in Inbound T&T agencies in Yemen and India in order to avoid monotony in a job. It is proposed to create apara professionals in all its functions’ areas (Akhtar, 1990).

11 - The decision making is suggested to be more decentralized because of the nature of the industry which needs very quick decisions.

12 - As far as possible the use of division of labor, specialization and functional authority are desired, which are necessity for inbound T&T agencies.

13 - The degree of span of control is suggested to be wide because the employees who working in the agencies mostly have experience and skills which enable them to work more efficiently without much help of their superior. Moreover, the employees are performing similar functions in the T&T
agencies, in which they required less attention of their superior and span can be wide.

14 - The use of committee and group for decision making is proposed to be avoided among the agencies in Yemen and India due to the nature of industry which has required quick decisions.

15 - As far as possible the flexibility with regard to adopting change conditions is proposed due to the frequent change in market trends, technological trends, competitor trends and so on.

16 - The organizational structure is proposed to be formal so far as the principles of division of labor and efficiency in operation are concerned.

17 - Concerning the recruitment process, it can be stated that the use of newspaper, internet and professional magazines as a recruitment methods should become widespread among the Inbound T&T agencies in Yemen and India because they are considered the most effective means to search potential employees from outside the agency.

18 - The methods of selecting the personal which have been not wide spread among the responding agencies in Yemen and India should be expected to be used more frequently in the future in order to maximize person job fit.

19 - It is suggested to use both seniority and merit in the policy of inbound T&T agencies in Yemen and India in regard to the promotion of employees, in which the policy of seniority can be used in the lower job classes and merit can be used in the higher job classes. The reason behind this arrangement is the amount of influence an employee can rightly be expected to exert in two types of jobs. In the lower jobs, where employee is more restricted and controlled, knowledge factors are more important; in the higher jobs, where the individual can exert a stronger influence on the manner in which job is performed; personality factors are more important (Prasad, 2001).

20 - The techniques of appraising the personal in Inbound T&T agencies in Yemen and India are suggested to use not in exclusive form but in combination of others in order to over come the limitation of each of them.
21 - The description of job to the employees is suggested to be in written statement including tasks, duties and responsibilities.

22 - The levels of compensation are suggested to be widespread among the responding agencies in Yemen and India because they are considered the most significant way to recognize the employee performance.

23 - As far as possible, on the job training method is suggested for training the newly employees in Inbound T&T agencies in Yemen and India, in which the employees, over period of time work on a series of jobs, therefore they learn a variety of skills and are trained under the guidance of highly co-worker. On the other hand, the methods of case study, similar sector trips and visual techniques which have been not widespread among the responding agencies in both side Yemen and India should be expected more frequently in the future in order to provide additional help to individual trainees.

24 - Most of Inbound T&T agencies in Yemen find it difficult to obtain and maintain the personnel with desired skills and abilities; therefore it is suggested to recruit the employees and to develop them according to the requirement of the agency.

25 - The management of Inbound T&T agencies in Yemen and India is suggested to be more participative in order to allow the employees to express their opinions and share their experience to reach the effective decisions.

26 - Motivation plays an important role in converting the employees’ potentialities in to performance, therefore it is suggested to motivate the employees in inbound T&T agencies in Yemen and India using monetary and non monetary incentives in order to identify their interests with the survival of their agencies and to reduce frustration, absenteeism and turn over among the employees.

27 - The supervisor should be less close with his subordinates because less close supervision produces motivation and moral which are essential for high productivity. On the other hand close supervisor causes low moral and motivation because it blocks the gratification needs of his subordinates (Prasad, 2001).
28 - It is suggested to use written communication techniques in directing and motivating the personal in Inbound T&T agencies in Yemen and India because it is more reliable and does not suffer from the danger of being destroyed.

29 - As far as possible the communication system is suggested to be effective among all type of personnel.

30 - In order to avoid waste the time among inbound T&T agencies in Yemen and India it should be improve the management control for employees and adopt new strategies such as adaptation with the market in case of low seasons problems.

31 - It is suggested to design effective and useful control standards for all functional areas of inbound T&T agencies in Yemen and India, including production, marketing, finance and personal.

32 - The control standards which are scored less percentages among the responding agencies in Yemen and India are suggested to be used more frequently in the future not in exclusive form but in compensation of others because ‘organizational standards are yardsticks and benchmarks that place organizational performance in prospective’ (Kaufman, 1989 cited in Rao, 2004).

33 - The inbound T&T agencies in Yemen and India must give attention to the nature of information feedback system for control purpose in order to compare the actual performance with planned performance. Such comparison is possible only when management is applied with adequate and accurate information at the right time.

34 - No specific time is suggested for corrective measures but if there is any problems occur, the time period that is allowed for corrective measures depends on the kinds of problems.

35 - The degree of control in both inbound T&T agencies in Yemen and India should be tight as far as possible in order to insure that agencies are going in the right direction.

36 - As far as possible the control system is suggested to be effective to conform to the plans.
Future Directions

This study offers a number of opportunities for further research. Given the emergent status of inbound T&T agencies, there is more to be done to test the finding reported in the present context, in studies of inbound T&T agencies in other countries. The methodology could be applied not only to inbound T&T agencies, but also to other major areas of operations including inbound, outbound and domestic tourism together. Moreover, the methodology could be applied in other sectors of the tourism industry, including hotel industry and tourist attractions. Another important study can also be made with view to functional areas of management including marketing, finance and personnel in order to improve the T&T agencies on the basis of their major areas of operation (inbound, outbound and domestic tourism). In which the further study can be made on the basis of one major area or all of them together. Also, the future study can be made in the T&T agencies using questionnaire in accompany with interview to reach the best results and to know the reasons behind the shortages in applying management functions practices. Lastly Farmer and Richman have also extended the present study by giving a complete listing of critical elements of the management process to include major policy areas of management.

Limitations of the Study

The generalisability of the research is restricted due to certain reasons and limitations, most of these limitations are:

1 - This study is based on the adapted model suggested by Farmer and Richman and all the management functions were studied according to the model, but one can not say that all the important and relevant details have been covered in the study and the listing of critical elements of the management process which have been given by Farmer and Richman not fully investigated.

2 - The survey includes only inbound travel and tourism agencies in Yemen and India, other activities of travel agencies such as outbound and domestic tourism have not included in this study and could be worth investigating in future research in this area.
3 - Cooperation of the responding agencies is serious problem in a survey-based research. This was so in this study also.

4 - Difficulty in reaching to the responding agencies and then getting back the properly filled in questionnaire.

5 - The size of the sample is an important limitation in this study, of which the research was restricted to the Delhi in India and the Capital. secretariat in Yemen, where many national travel companies had their headquarters in those cities. Further research can be included all cities in Yemen and India.

6 - The limitations of this study especially in India were conducted between March and April in 2009. These months are high seasons for tourism business in India when most of inbound travel and tourism agencies are extremely busy. This lead to less efforts in answering a questionnaire.
A COMPARATIVE STUDY OF MANAGEMENT FUNCTIONS IN SELECTED TRAVEL AND TOURISM AGENCIES IN YEMEN AND INDIA

THESIS
SUBMITTED FOR THE AWARD OF THE DEGREE OF

Doctor of Philosophy

IN

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BY

ABDULRAHMAN MOHAMMED AHMED AL-SUFYANI

Under the Supervision of

PROF. JAVAAD AKHTER
Chairman & Dean

DEPARTMENT OF BUSINESS ADMINISTRATION
FACULTY OF MANAGEMENT STUDIES AND RESEARCH
ALIGARH MUSLIM UNIVERSITY
ALIGARH (INDIA)

2010
Dedicated

To

My Father, To My Late Mother,
Wife and Children
December 24, 2009

CERTIFICATE

This is to certify that **Mr. Abdulrahman Mohammed Ahmed Al-Sufyani**, a candidate for degree of Doctor of Philosophy in Business Administration has completed his thesis entitled **"A Comparative Study of Management Functions in Selected Travel and Tourism Agencies in Yemen and India"**, under my supervision. To the best of my knowledge and belief the research work carried out by him is based on the investigations made, data collection and analyzed by him and it has not been submitted in any other University or Institution for the award of any degree or diploma.

Prof. Javaid Akhter
(Supervisor)
Preface

Today, we are at the threshold of a new era. It is an era of travel and tourism and era in which the growth of leisure travel around the world is expected to swell to dramatic proportions. As a result of increasing leisure time and international tourist demand, travel and tourism agencies in Yemen and India are facing environmental challenges. All the new or old tour planners, tour executives or managers in the world, particularly in Yemen and India need to understand different aspects of travel agency management for travel professional to match the present as well as the future requirements. Fore these reasons the study of management functions in selected travel and tourism agencies in Yemen and India provides clear and discrete ideas of classifying different activities that managers carry out and the techniques they use in terms of the functions they perform for the achievement of their agencies objectives.

The present study is divided in to eight chapters. The first chapter in its first part gives an idea about the tourism management including meaning and definitions of tourist and tourism, a brief history of tourism, components of tourism, forms of tourism, tourism as a service, service provision in tourism: A perpetual management challenge and managing tourism business. Its second part gives the details of travel agency and tour operation including concepts of travel agency, a history of travel agencies, middlemen in the tourism industry, the business of travel agency, opening and designing of travel agency, organization and working of travel agency, functions of travel agency and management of travel agency. Second chapter presents the management functions in different aspects. Chapter three gives details of the tourism in both countries Yemen and India. Chapter four explains the Information Technology in travel agencies in different aspects such as impact of Information Technology on the travel agencies including (Computer Reservation System, Global Distribution System, Organizational Information System, ticketing automation and the internet), influencing of Information Technology on travel agencies, impact of Information Technology for travel agencies, internet use
among travel agencies (opportunities and threats), online travel agencies and
the future direction of travel agencies in view of IT revolution. Chapter five
presents the review of literature. Chapter six has described the research
problems and methods used in this work. Chapter seven presents the major
findings of results and test of hypotheses and last chapter divided in to four
sections. In section one conclusions have been summarized the results and
testing the hypotheses, Section two deals with detailed suggestions to over
come the problems of management functions practices that have been faced by
travel and tourism agencies in Yemen and India. Section three presents the
future directions of the research and last section highlights the limitations of the
study.
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Date: ١١١١٢١٥٢
A.M.U. Aligarh

Abdulrahman Al-Sufyani
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<td>All India Council for Technical Education</td>
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<td>ASTA</td>
<td>American Society of Travel Agents</td>
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<td>AYTTA</td>
<td>Association of Yemen Tourism and Travel Agencies</td>
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<tr>
<td>CAI</td>
<td>Computer - Assisted Instruction</td>
</tr>
<tr>
<td>CRS</td>
<td>Computer Reservation System</td>
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<tr>
<td>DEA</td>
<td>Data Envelopment Analysis</td>
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<tr>
<td>DIHMCT</td>
<td>Delhi Institute of Hotel Management and Capital Technology</td>
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<td>DTTDC</td>
<td>Delhi Tourism and Transportation Development Corporation</td>
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<tr>
<td>ETDN</td>
<td>Electronic Ticket Delivery Network</td>
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<td>FERA</td>
<td>Foreign Exchange Regulation Act</td>
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<td>FFMC</td>
<td>Full - Fledged Money Changers</td>
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<td>FIT</td>
<td>Foreign Independent Tour</td>
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<td>GDC</td>
<td>Global Distribution System</td>
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<td>GSA</td>
<td>General Sales Agent</td>
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<tr>
<td>HRA</td>
<td>Hotel and Restaurant Administration</td>
</tr>
<tr>
<td>HRM</td>
<td>Human Resource Management</td>
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<tr>
<td>IATA</td>
<td>International Air Transportation Association</td>
</tr>
<tr>
<td>IITTM</td>
<td>Indian Institute of Tourism &amp; Travel Management</td>
</tr>
<tr>
<td>ITDC</td>
<td>Indian Tourism Development Cooperation</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>IUCN</td>
<td>International Union for Conservation of Nature</td>
</tr>
<tr>
<td>KSA</td>
<td>Knowledge, Skills and Abilities</td>
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<tr>
<td>NCT</td>
<td>National Capital Territory of Delhi</td>
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<tr>
<td>OIS</td>
<td>Organizational Information System</td>
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<tr>
<td>POSDCORB</td>
<td>Planning, Organizing, Staffing, Directing, Coordinating, Reporting, Budgeting</td>
</tr>
<tr>
<td>SIC</td>
<td>Standard Industrial Classification</td>
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<tr>
<td>STP</td>
<td>Satellite Ticket Printers</td>
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<td>TAA</td>
<td>Travel Agents Association</td>
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<tr>
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<td>Full Form</td>
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<td>T&amp;T</td>
<td>Travel and Tourism</td>
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<td>UNDP</td>
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<td>UNESCO</td>
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<td>VTA</td>
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<td>WTO</td>
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<td>WTTC</td>
<td>World Travel and Tourism Council</td>
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<td>WWW</td>
<td>World Wide Web</td>
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<td>YATA</td>
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CHAPTER ONE

BACKGROUND TO TOURISM
AND
TRAVEL AGENCY MANAGEMENT
1.1 An overview of the chapter

This chapter deals with two parts: the first part deals with tourism management including concepts and definitions of tourist and tourism, a brief history of tourism, components of tourism, forms of tourism, tourism as a service, service provision in tourism: A perpetual management challenge and managing tourism business. The second part deals with travel agency and tour operation including concepts and definitions of travel agency, history of travel agencies, middlemen in the tourism industry, the business of travel agency, opining and designing of travel agency, organization and working of travel agency, functions of travel agency and management of travel agency.

1.2 Tourism Management

1.2.1 Meaning and Definitions of a Tourist

"The origin of the word “Tourist” can be traced from the Latin word “Tornus” meaning a tool for describing a cycle. This word dates back to the year 1292 AD, which speaks of the fascination of man and his urge to discover the unknown, to explore new and strange places and seek the changes of environment and a strong will to undergo new experiences" (Raina & Agarwal, 2004:4).

In fact, many definitions have attempted to define the tourist but all of them describe the tourist in general nature since The committee of statistical experts of the League of nations has defined the tourist as “Any person visiting a country, other than that in which he usually resides, for a period of at least 24 hours such as:

(i) Persons traveling for pleasure, for family reasons, or for health.
(ii) Persons traveling to meetings or in a representative capacity of any kind.
(iii) Persons traveling for business purposes.
(iv) Persons arriving in the course of a sea cruise, even when they stay for less than 24 hours.

According to the committee, the following categories were not to be regarded as tourists:
(i) Persons arriving with or without a contract of work, to take up an occupation or engage in any business activity in the country.

(ii) Persons coming to establish a residence in the country.

(iii) Students and young persons in boarding establishments or schools.

(iv) Residents in a frontier zone and persons domiciled in one country and working in an adjoining country.

(v) Travelers passing through a country without stopping, even if the journey takes more than 24 hours (Akhtar, 1990). In this sense the world tourism organization has been explained the concept of tourists, that can be described in Fig. 1.1
Figure (1.1) World Tourism Organization Classification of Tourists

Notes:
1. Visitors who spend at least one night in the country visited.
2. Foreign air or ship crews docked or in layover and who used the accommodation establishments for the country visited.
3. Visitors who do not spend at least one night in the country visited although they may visit the country during one day or more and return to their ship or train to sleep.
4. Normally included in excursionists, a separate classification of these visitors is nevertheless recommended.
5. Visitors who come and leave the same day.
6. Crews who are not residents of the country visited and who stay in the country for the day.
7. When they travel from their country of origin to the duty station and vice-versa (including household servants and dependants accompanying or joining them).
8. Who do not leave the transit area of the airport or the port. In certain countries, transit may involve a stay of one day or more. In this case, they should be included in the visitor statistics.
9. Main purpose of visit as defined by the Rome conferences (1963).

Subsequent attempts by the United Nations Conference held in 1963. The conference considered an over-all definition of the term “visitor” which for statistical purposes describes: any person visiting a country other than that in which he has his usual place of residence, for any reasons other than following an occupation remunerated from within the country visited. This definition covered:

(i) Tourists, i.e., temporary visitors staying at least 24 hours in the country visited and the purpose of whose journey can be classified under on of the following headings;
   1- Leisure (recreation, holiday, health, study, religion, and sport);
   2- Business, family, mission, meeting.
(ii) Excursionists, i.e., temporary visitors staying less than 24 hours in the Country visited (Bhatia, 2001).

In accordance with the W.T.O.’s definition

“An international tourist is a person who travels to a country than that in which he / she has her / his usual residence but outside her / his usual environment for at least one night but less that one year and the main purpose of whose visit is other than the exercise of activity remunerated from within the country visited” (Raina & Agarwal, 2004).

1.2.2 Tourism Concepts and Definitions

Although tourism is a phenomenon not easy to define, several attempts have been made to define it. Some of these are fairly comprehensive. All these definitions explain tourism in the context of movement. It is precisely the significance of the word tour “which forms the root of the word “Tourism” (Seth, 1999:4).

Tourism is defined by Hunziker and Krapf in the year 1942 as “The totality of the relationship and phenomenon a rising from the travel and stay of strangers, provided the stay does not implay the establishment of a permanent residence and is not connected with a remunerated activity” (Bhatia, 1982:34).

In accordance to J. Javari “tourism is a study of man away from his usual habitat, of the industry which responds to his needs and of the impacts that both
he and the industry have on the host sociocultural, economic and physical environment” (Gartner, 1996:6, 7).

Nash and Smith (1991) as cited in Song (2005) developed this theme to encompass a global perspective by saying “Tourism is a pan - human tourist process that originates with the generation of tourists in some society... continues as these tourist travels to other places where they encounter hosts, and ends [by affecting] the tourists, their hosts, and their home cultures…”.

Essentially, WTO has taken the concept of “Tourism” beyond a stereotype image of “holiday making”. The officially accepted definition in the report is “Tourism comprises the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for Leisure, business and other purposes”. The report distinguishes the following types of Tourism:
1 - Domestic tourism involving residents of a country visiting their own country.
2 - In bound tourism involving non residents visiting a country other than their own.
3 - Out bound Tourism involving residents of a country visiting other countries. These three basic forms of tourism can in turn be combined to derive the following categories of tourism:
1 - Internal tourism which comprises domestic tourism and inbound tourism,
2 - National tourism which comprises domestic tourism and out bound tourism, and
3 - International tourism which comprises inbound and outbound tourism. (Seth, 1999: 7, 8)

1.2.3 A Brief History of Tourism
Travel is old as civilization itself, with the earliest travel resulting from nomadic prehistoric human beings to search for food, avoiding danger and moving to more favorable climates. As humankind’s skills and technologies increased, the motivations for travel changed as people travelled for the
purpose of trade, economic gain, pleasure, sightseeing and religious conviction (Gee & Fyos-sola, 1997).

The industrial revolution, which lasted from about 1750 to 1850, resulted in profound economic and social changes that lead to the expansion of anew middle class, an increase in leisure time and inexpensive modes of transportation. These changes meant that travel and tourism was no longer the preserve of the wealth elite (Burkart & Medlik, 1981; Butcher, 2003; Gee & Fyos-sola, 1997). This is emphasized by (Khan, 2001) when he said “Industrial development which has brought us real social achievements and progress, improvements in living standards, higher disposable incomes, reduction in working hours of office/business, higher socio - economic development, demographic changes and increased spare hours (more free time) have led to more leisure time”. In addition to introduce new technologies in the 20th century significantly contributed to the development of mass tourism (Gee & Fyos-sola, 1997).

Moreover, one of the more important elements associated with the expansion of mass tourism was the innovation of steamships, railways, motor cars and the latest in the line, aeroplanes. A man can have breakfast in London, luncheon in New York and dinner in Tokyo (Seth & Bhat, 1998).

Thus, we can say, the rapid development of tourism as a mass scale was laid at the end of the nineteenth century especially after the Second World War. Recently, travel and tourism has emerged as a dominant than 8.5% of total world trade and growing at the rate of 6.5% annually. Studies carried out by a world tourism organization (WTO) and the world travel and tourism council (WTTC) indicate that international tourist traffic, which was recorded at 14.4 million in 1948, 25 million in 1950, 515 in 1985 (Chand, 2000). Subsequently, according to the (UNWTO World Tourism Barometer, 2008), the international tourist arrivals through the world registered 534 million in 1995, 570 million in 1996, 494 million in 1997, 611 million in 1998, 634 million in 1999, 682 million in 2000, 682 million in 2001, 702 million in 2002, 691 million in 2003, 761 million in 2004, 803 million in 2005 and 846 million in 2006.
1.2.4 Components of Tourism

Tourism is a complex phenomenon. Understanding the meaning and the nature of this phenomenon and its various components is very essential. In order to understand tourism systematically, it is necessary to know the various components which together make tourism happen. Three of these are considered to be basic:

(a) Transport
(b) Attractions/Local
(c) Accommodation

(a) Transport

A tourist, in order to get to his destination, has to travel, and, therefore, some mode of transport is necessary to make possible this travel. This mode of transport may be a motor car, a coach, an aero plane a ship or a train which enables a traveler to reach his pre-determined destination.

Gee and Fayos-sola (1997:45) pointed out that “transportation lies at the heart of the tourist industry. It is the link between home, destination, accommodation, attraction, and all other locales of the tourist trip. Its efficiency, comfort, and safety determine, to a large extent, the quality of the tourism experience. In many cases, its cost comprises the largest portion of a tourist’s total expenses”.

(b) Locale

The local or attractions are frequently described the holiday destination and what it offers to the tourist. Urry (1990) cited in Benckendorff (2004:7) suggested that “attractions are the places and people which are the objects of the gaze of tourists”. The holiday destination may offer natural attractions like sunshine, natural beauty, sporting facilities, etc. The locale, with its attractions and amenities are playing a major roll in motivating the tourists to go to the particular place and be considered very basic to tourism.

Peter (1969) as cited in Bhatia (2001) has classified the various attractions having significance in tourism into five categories as shown in the Table1.1
### Table (1.1) Peter’s Inventory of Tourist Attractions

<table>
<thead>
<tr>
<th></th>
<th>Cultural</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Sites and areas of archaeological interest; Historical buildings and monuments; places of historical significance; Museums; Modern culture; political and educational institutions; Religious institutions.</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Traditions</td>
<td>National festivals; Arts; and handicraft Music; Folklore; Native life and customs.</td>
</tr>
<tr>
<td>3</td>
<td>Scenic</td>
<td>National parks; Wildlife; Flora and fauna; Beach resorts; Mountain resorts.</td>
</tr>
<tr>
<td>4</td>
<td>Entertainment</td>
<td>Participation and viewing sports; Amusement and recreation parks; Zone and oceanariums; Cinemas and theatres; Night Life; Cuisine.</td>
</tr>
<tr>
<td>5</td>
<td>Other attractions</td>
<td>Climate; health resorts or spas; Unique attractions not available elsewhere*</td>
</tr>
</tbody>
</table>


In the opinion of Ropenson (1979) as cited in Raina and Agarwal (2004), the attractions of tourism are geographical in their character. According to him, he has categories tourism attraction on the basis of geographical factors as described bellow,

1. **Accessibility and Location**
2. **Space**
3. **Scenery**
   - (i) Land reforms e.g. mountains, canyon, coral reefs, cliffs etc.
   - (ii) Water e.g. rivers, lakes, waterfalls, geysers, and glaciers - the sea.
   - (iii) Vegetation e.g. forests, grasslands, moor, deserts, etc.
4. **Climate** - Sunshine, clouds, temperature conditions, rain and snow.
5. **Animal life** -
   - (i) Wildlife e.g. birds, game reservation and zoo.
   - (ii) Hunting and fishing.
6 - Settlement features -
(i) Towns, cities and villages.
(ii) Historical remains and monuments.
(iii) Archaeological remains.
7 - Tradition, folklore, arts and crafts etc.

c) Accommodation

"Accommodations or lodging facilities and their related services are where tourists stay overnight during their travels" (Gee & Fayos-sola, 1997:14). It is the most important part of the Tourist service needed at the destination. In this since (Bhatia, 2001:395) highlighted that “Accommodation is a very important part of the tourism infrastructure and the expansion of tourism inevitably brings about the development of accommodation”. There are a wide variety of types of accommodations which meet the demands of various segments, including hotels and similar establishments, and supplementary accommodation. In this since, the accommodation sector comprises the largest element of tourist expenditure during a trip as mentioned by (Page, 2007). Bhatia (2002:171) added that “tourist accommodation, which caters to both domestic and international tourists, is an important input which flows into the overall tourist system. It forms an important feature of the total tourist image of the country. Country which provides adequate accommodation facilities suitably tailored to the requirements of the tourist markets fulfils one of the basic conditions of tourism development”.

1.2.5 Forms of Tourism
1.2.5.1 Domestic Tourism

The tourist activity of residents of a country within their own country which does not cross national boundaries is described as domestic or internal tourism (Burkart & Medlik, 1981). On the light of this, people find it easy to do so because there were neither language services as a medium of communication nor document problems. Moreover, domestic tourism does not involve use of the foreign currency because the currency which is used in every
day life continues to be the media of exchange. However it may be a substitute for international tourism and therefore results in saving of the foreign currency.

1.2.5.2 International Tourism

Tourism has emerged as one of the most important industries in the worldwide. It has multifarious advantages to the national economy in terms of foreign exchange earnings, employments generation, balance of payments and international understanding.

Thus, international tourism can be defined as “a kind of tourism wherein people travel to a country other than that in which they normally live and which forms separate national unit within its political and economic system” (Negi, 1996:61). It involves preparation of several documents such as passport, visa, health documents, etc. and the barriers of currency exchange, language are also to be faced by the international tourist. Practically, international tourism has two types i.e. inbound tourism and out bound tourism.

Inbound tourism is defined as “tourism activities of non-residents within the economic territory of a country of reference” (Maliugina, 2006:1). This type of tourism has direct impact on the economy of host country, in terms of foreign exchange earnings, employment generation, balance of payments, destination development and infrastructure development.

Outbound tourism may be defined as “when the people of a country visit the other countries for various purposes such as leisure, business, education, pilgrimage, political conferences and conventions etc.” Chand and Kamra (2002:125).

1.2.5.3 Intra-Regional and Inter-Regional Tourism

Intra-regional tourism refers to that tourist traffic flows to the countries within the same region of the globe, and forms an important international tourism. It is relatively more significant in more fully grown regions (Europe, America) as compared to less develop regions (Africa, South Asia). Thus, increased itra-regional travel has significant implications for mode of transport and related infrastructure development, which are varies between different regions and from one country to another. Furthermore, inter-regional tourism
considered one of the faces of domestic tourism. Thus, it concentrates on integrated development and equitable distribution of income (Chand & Kamra, 2002).

1.2.5.4 Mass Tourism

The concept of mass tourism emerged with the increasing leisure time, industrial development, transportation revolution, cultural education and standards of living. Burkart and Medlik (1974:42) pointed out that “mass tourism refers to the participation of large numbers of people in tourism, a general characteristic of developed countries in the twentieth century. In this sense the term is used in contrast to the limited participation of people in some specialist forms of tourist activity, such as yachting, or in contrast to the situation in developing countries or in countries with extreme inequalities of income and wealth or, indeed, to the limited extent of tourist activity everywhere until a few decades ago. Mass tourism is essentially a quantitative notion, based on the proportion of the population participating in tourism or on the volume of tourist activity”.

1.2.6 Tourism as A service

Service industries can be defined as “those organizations and businesses which (regardless of ownership, profit or non-profit orientation) produce, deliver and are inextricably bound up with the consumption process of generally intangible products; where the consumer (whether individual or business) is a central and fundamental part of the demand terms” (Puri & Jain, 1994:1). In according to US Government’s Standard Industrial Classification (SIC) as cited in Akhtar (1990:1) the definition of service establishments are “Establishments primarily engaged in providing a wide variety of services for individuals, business and government establishments, and other organizations like hotels and other lodging places, establishments providing personal, business, repair and amusement services, health, legal and engineering and other professional services, educational institution, membership of organization and other miscellaneous services are included”. Looking at the definitions above one observes that tourism business fits included in them very well.
Akhtar (1990:14) added that “companies engaged in tourism business provide a wide variety of service like air ticketing, hotel booking, arranging transports and guides, selling package tours and arranging visa, etc.”. Moreover, Raina and Agarwal (2004:19) pointed out that “Tourism basically is an infrastructure based service product”. The overall process involves in tourism industry like accommodation, transportation and entertainment is service.

Recently, tourism is considered the largest industry in the world and one of the fastest-growing, accounting for over one-third of the value of total world-wide services trade (Puri & Jain, 1994). Tourism is a very complex industry because of its multifaceted activities which together produce the tourism products and various sub-sectors that are themselves complete industries (Bhatia, 1982). Those products creates numerous vital consideration which needs to be understood if a travel agency/company wants to be successful and it can not ignore the main/unique features of tourism products, apart from other products by the marketing management of tourism (Chand, 2000).

Thus, tourism as a service industry is based upon four main components like Intangibility, Inseparability, Heterogeneity and Perish ability (Raina & Agarwal, 2004). Middleton and Clarke (2001) offered a clear idea about these components, which can be summarized below:

**Inseparability:** this means that the act of production and consumption is simultaneous. The performance of the service requires the active participation of the producer and the consumer together and the production and consumption take place on the premises, or in the equipment (such as aircraft or hire cars) of the producer, and not in the consumer’s home environment. In addition to most of the staff of service companies have some consumer contact and are seen by the customer to be an inseparable aspect of the service product. Two other characteristics that flow from inseparability are heterogeneity or variability and intangibility. **Heterogeneity** means that every service performance is unique to each customer. **Intangibility** is an important characteristic of some, mostly the more expensive service products, in the sense that most services cannot easily
be measured, touched or evaluated at the point of sale before performance. It follows that many service products are ‘ideas’ in the minds of prospective buyers. **Perishability** means that service production is typically fixed in time and space and has a fixed capacity on any day. This means that if service capacity or products are not sold on a particular day, the potential revenue they represent is lost and cannot be recovered.

### 1.2.7 Service Provision in Tourism: A perpetual management challenge?

“Service provision can be conceptualized as a system in which elements of the product are created and assembled and delivered to the customer. Whilst parts of the service are visible to the consumer, the manner of delivery is what will entail exposure to the tourist and will impact upon the company’s reputation as a service provider” (Page, 2007:316).

As we mentioned earlier, the characteristic of tourism services are Intangibility, Inseparability, Heterogeneity and Perishability. The unique characteristics of tourism services make them more difficult to evaluate than good and more work is needed on the process by which customers evaluate services and their quality.

Nelson (1974) cited in Leblance (1992:11) proposed two categories of properties that customers use in their evaluative process: search qualities and experience qualities. Search qualities, such as color, price, and smell, are attributes the customer can determine prior to purchase. Experience qualities, such as courtesy, wearability, and purchase satisfaction, can only be detected during and after purchase. Cardozo (1965) Oliver (1977, 1980) as cited in Whipple and Thach (1988:16) stated that satisfaction is an effective state which is a function of both expectation and performance. Each individual determines and evaluates features of a product prior to use, and the meeting or exceeding of expectation is a major determinant of satisfaction. Page (2007:316) added that “the tourist’s satisfaction with the service delivered in tourism will focus upon two critical elements: the technical and the functional quality of the service. The technical quality relates to the measurable elements, such as whether an airline seat of a certain quality was provided and delivered.
In contrast, the functional element relates to the impression one wants a client to receive: an overall impression that is more holistic and gauges satisfaction with what was consumed, whilst the analysis of functional quality is more intangible. For tourism managers, seeking to achieve consistent levels of service in tourism will be measured by tourist satisfaction. This is a complex phenomenon since satisfaction is linked to a consumer’s emotions and level of expectation of the service being consumed. This is partly dependent upon three interrelated factors: the level of equity in the service provided, whether expectations were met, and perception of the actual performance”. Moreover, Levitt (1981) as cited in Whipple and Thach (1988:16) pointed out that “the most important thing to know about intangible products is that customers usually don’t know what they’re getting into until they don’t get it. Only then do they become aware of what they bargained for, only on dissatisfaction do they dwell. Satisfaction is, as it should be, mute. Its existence is affirmed only by its absence”.

In a customer contact tourism services, managers need to be aware of the most commonly measured elements that determine service quality. These elements are reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding, and knowing the customer, and tangibles (Parasuraman, Zeithaml, & Berry, 1988). Furthermore, in some sectors of the tourism industry defined standards of service and provision may exist to meet visitor expectations. Three key elements are associated with the staffing of tourism enterprises, based on the SERVQUAL model (Page, 2007). These elements are:

1 - the responsiveness of staff - their willingness to help promptly (rather than ignore customers and leave them waiting, as many call centers now do with direct sales and the telephone waiting systems)

2 - the assurance of staff-their ability to evoke images of trust and confidence associated with the company’s offerings (as opposed to those staff who bemoan the problems of service delivery and weak elements in the system that have contributed to service failure)
3 - staff empathy—their ability to provide tourists with individual attention and commitment to the service they are providing (as opposed to more disaffected staff who do not have a stake in the business they are working for which may reflect poor levels of pay and motivation along with the use of casual staff).

1.2.8 Managing Tourism Businesses

Tourism like any other business largely operates for profit. To achieve this profit objective, it needs management to get things done through others. Page (2007: 305, 306) pointed out that “management occurs in a formal sense in organizations, and in most cases, management is about harnessing the organization’s resources (especially people, as its most valuable asset) to create services, outcomes or products in line with what the tourist requires as a consumer practical terms tourism management involves harnessing the power over resources (i.e. people, finance technology and the organization) to bring some degree of order to the tasks that must be undertaken for the organization to function and achieve its objectives. This will require a manager (or teams of managers) to link with employees to undertake managerial tasks, which comprises managerial work”. In other words, the management of tourism business needs professionally trained manpower. In this sense Rowe, Smith and Borein (2002) stated that many employers from travel and tourism organizations will specify the type of personal qualities which are necessary to succeed in effective customer service situations. These qualities may include characteristics like: politeness, calmness, patience, flexibility, good organizational skills, a smart appearance, clarity of speech, ability to work effectively within a team and good levels of literacy and numeracy. Moreover, Page (2007) added that the business of tourism is often organized internally into specialized functions such as sales, human resource management, accounts and finance. This horizontal form of organization provides a structure for employees. Companies are also organized vertically into a hierarchy, and are characterized by different levels of power, authority, responsibility and status within tourism organizations, managers are grouped by level which can be seen in the figure 1.2
1.3 Travel Agency and Tour Operation

1.3.1 Concept of Travel Agency

Travel agency is one of the most important organizations in the tourism industry which plays a significant role in the private tourism sector, as Bhatia (2002:196) said “travel agency business mostly functions in the private sector. The role of the private sector in organization of travel is therefore very crucial. In most countries, which are in any manner concerned with the tourist industry, the private sector plays a very important role. The private sector’s role is not limited merely in selling the tourism product but often also in producing it as many individuals, companies and corporations are involved in promoting, developing and financing tourism. Travel agency is one such organization in the private sector which plays a key and crucial role in the entire process of developing and promotion tourism”. A prospective travel agency is one which provides a wide variety of service like air ticketing, hotel booking, arranging transports and guides, selling package tours and arranging visa, etc.

According to Jain (2002:3), travel agency can be defined as “a service organization which explains the tour to the tourists, makes necessary
arrangements for the tour in a short time, take them to the maximum number of places involving minimum expenses and give the tourists their money’s worth. It makes elaborate arrangements in every sphere to make the tour successful and highly satisfactory”. In the opinion of Akhtar (1990:58) “Any commercial establishment that deals in travel and tourism can be called as travel agency. Dealing in travel and tourism, means that the establishment must assist the person intending to travel in respect of the travel formalities like arranging a passport, visa, foreign currency and other requirements for him. The establishment also must guide him in selecting the best tour programme (itinerary)”.

From the view point of management, travel agency management may be defined “as that process by which travel agency creates, directs, maintains and operates a purposive organization through systematic, coordinated and cooperative human efforts” (Negi, 1997:29).

1.3.2 A history of Travel Agencies

The travel agency business does not have a long history. It goes back to June 1841, when Thomas Cook walked fifteen miles to attend to a meeting at Leicester. On this journey he conceived the idea of hiring to take the fellow members of the meeting too. Accordingly, Thomas Cook organized a trip from Leicester to Southborough carrying 570 passengers on his famous excursion. The arrangements were made on a no-profit basis but soon he realized its commercial potentials and started a full-time Excursion Agency in 1845 and became the first organized travel agent in the world (Jain, 2002). Moreover, Seth (1997:115) pointed out that “in the late seventies of the nineteenth century, Cook arranged a deluxe tour of India with the P&O steam ship line. On arrival in Bombay, the travelers were moved to the spacious compartments of India railways to see the Taj Mahal. Meals were served to the travelers in the train. Cook also arranged travel to the valley of Kashmir. In 1874, he provided another service which was the beginning of the present day travelers cheques. These coupons were called circular notes and were valid at banks, hotels, restaurants and shops. Later, these circular notes came to be known as
“travelers cheques” and were adopted by the American Express Company”. In fact, Thomas Cook and sons had affected a revolution in tourism by the end of the century and Cook’s coupons had created new standardization and advantages to the tourists, as the tourist could demand prices and standards of service and accommodation. It meant comfort and convenience and less need for decision making on the part of individual tourist.

1.3.3 Middlemen in the Tourism Industry

1.3.3.1 Travel Agent

A travel agent is “one who acts on behalf of a principal, i.e., the original provider of tourist services, such as a hotel company, an airline, a tour operator or a shipping company” (Burkart & Medlik, 1989:167). In accordance to the American Society of Travel Agents (ASTA), travel agent can be defined as “An agent is a person who undertakes a job for another person, who is the ‘principle’. The principal in such a relationship not only sets the goals of the job, such as selling tickets, but also may control the means and manner in which the job is done. The relationship between travel agents and all of their suppliers is usually that of ‘agency’. This has many important implications. One of the most important is the rule of law that a person who discloses that he is acting as agent for an identified principal is not liable for the failure of the principal to perform (ASTA Travel Agent Manual, December 1990 cited in Do Souza & Kwee, 1997). Selvam (1989:149, 150) highlighted that “a travel agent is a manufacturer of tourist product; namely, an inclusive package tour. A well conceived and designed package tour covering a wide range of tourist attractions in a chosen destination, at an economical inclusive price, is a real stimulant to prospective tourists. Hence the degree of ingenuity and imagination with which a travel agent goes about the task of arranging a package tour has a telling effect on his business, the satisfaction derived by the tourists and on the development of tourism industry as a whole”. Thus, a travel agent can rightly be called as the only true manufacturer of the tourism product—the inclusive tour packaged, standardized, quality controlled and mass produced (Barkart, 1975).
There are two types of travel agents: Retail and Wholesale (Jha, 1999)

**Retail Travel Agents**

Retail travel agents sell travel services directly to their clients they act as agents for airlines, steamship, railways, hotels, car rental firms etc., and get a commission from them. They may design customer tours for individual clients by assembling in pre-paid and pre-arranged packages, the basic services desired by the potential tourists.

**Wholesale Travel Agents**

Wholesale travel agents do not deal directly with the clients. They design tour packages marketed under the agency’s name or they may also take land packages already assembled by a ground operator and then may combine them with air or surface transportation to form new packages. However, some of the travel agents operate both wholesaler and retailer.

**1.3.3.2 Tour Operator**

“A tour operator is one who buys the individual elements in the travel product on his own account and combines them in such a way that he is selling a package of travel, the tour to his clients” (Barkart & Medlik, 1989:167, 168). Some tour operators own buses, hotels or other facilities or these may be obtained from contractors such as hotels, bus companies, restaurants, resorts, attractions, car rental companies or other tour operators. They are like a wholesaler. The tour operators buy a range of tourism services in bulk such as airline seats, hotel beds and coach transfers and package them for subsequent sale directly to the consumers or through a travel agent. Thus, tour operator normally offers a variety of packages which, collectively, are known as a “tour programme”. Packages may be for individuals or groups and may be independent (without escort) or escorted (with escort). Services that may be included in a package by a tour operator include transportation, overnight accommodations, transfers, meals, sightseeing, guide services and/or admissions, and car rental. Tour operators referred to as “ground operators” normally provide services at the destination only and do not package or market transportation to or from the destination. The services provided by such
operators include overnight accommodations, sightseeing, guides and transfers. These are collectively known as “land arrangements”. Ground operators, who specialize in services, are the inbound tour operators (Seth, 1985). Historically, the tour operator has mostly emerged from retail travel agency; however, today we find clear distinction between the tour operator and travel agent. Unlike the travel agent who is retailer of the tourism product, the tour operator plans, organizes and sells tours and makes the necessary arrangements like transport, accommodation, sight seeing, insurance, entertainment and other special interest tours. So far as the organization of the tour operator and travel agent is concerned, we can not deny the similarities as both are headed by the Managing Director (Jha, 1999). Thus, the retail travel agent is just a retailer and the tour operator is a manufacturer of a particular travel product.

There are three types of tour operators as Chand (2000:18, 19) mentioned:

**Inbound Tour Operators**

These are also known as incoming tour operators. Technically, the operators who receive guests, clients/tourists and handle arrangements in the host country are called inbound tour operators.

**Outbound Tour Operators**

Tour operators, who promote tours to foreign destinations, may be business tours or leisure tours are called outbound tour operators.

**Domestic Tour Operators**

Domestic tour operators are those who assemble, combine tourist components into inclusive tours and sell it to the domestic travelers. In general, these tour operators provide travel services within the tourist’s native or home country. The domestic tour operators operate within the boundary of home country and offer package tours to the travelers viz. Domestic inclusive tours or independent tours.

**1.3.4 The Business of Travel Agency**

The travel agencies in the tourism field can be described as the profit-making business firms set up for the purpose of organizing trips. At present, they act either as middlemen between their customers and the firms supplying
the services required (transport companies, hotels, firms offering excursions or entertainment) or as actual tourist entrepreneurs.

Recently the International Institute for the Unification of Private Law (UNIDROIT) drafted a convention on the travel agency contract, in which travel agencies were divided into two main categories:

1- An intermediary Travel Agency
2- An organizing Travel Agency

An intermediary travel agency undertakes as an intermediary to act for another in obtaining either a journey or a sojourn in return for the price of the services. An organizing travel agency undertakes to organize for the public a journey or sojourn comprising a series of services relating to a similar or different nature in return for prearranged price. These two categories are also known as “Tour operator” and “Travel Agent” to distinguish one from the other. Another nomenclature refers to these two categories as wholesale and retail travel agents. Tour operators or wholesalers secure transportation, accommodation, meals, etc., and quote an all inclusive price for the package (Sarkar & Dhar, 1998).

Chand (2000:22) pointed out that “the pattern and structure of travel agencies have changed to meet tough challenges in the international market. Incidentally, the mom and pop organizations of yester years are rapidly evolving into large scale professional travel agencies. Today, Small Scale Agencies are finding the travel industry increasingly complex. Thus, the small and medium scale travel agencies are disappearing or merging or falling instead of rising”.

Basically, the travel agencies are either the general travel agency or the specialized travel agency. The general travel agency is a small organization that deals with all types of travel services. The specialized travel agency is a fairly large operation and specializes in one form of travel services (Jain, 2002).

1.3.5 Opening and Designing of Travel Agency

Opening a travel agency is not an easy task as it requires a high degree of professionalism, specialization and organizational abilities. The first
important step in opening a new travel agency is to select a proper location. The agency manager must choose an area which is appealing and accessible to the types of clientele he wishes to attract. It must be an expanding area or a new suburb with possibilities of growth. It must be convenient to businessmen on route to or returning from work. In addition to, the owner of travel agency must be looked at the competition; preferably there should be less competition in the type of business he wishes to attract. The rent and other utilities should not exceed 10% of the projected budget (Seth & Bhat, 1998).

The size of travel agency determines its functions areas, as it may be large or small in size. Jha (1999) pointed out that the main division or sections in travel agency are sales, research and planning, finance and accounts, destination and services and publicity and public relations. All these divisions play a vital role in the work of travel agency. These departments must be staffed with efficient and effective personnel. There is also a need for greater coordination among various departments in order to accomplish the organizational goals. Further, before starting a travel agency it is important that it is obtained the approval from International Air Transportation Association (IATA) and Travel Agents Association (TAA). In addition, the travel agencies also need certain other approvals which have differed from country to other. However, the approved by IATA is not immediately given. The new travel agency has to function successfully for one year, giving business to airlines. During the first year, the agency does not get the commission, but as soon as it is approved, the commission earned in the past year is paid back (Agarwal, 2005).

1.3.6 Organization and Working of Travel Agency

"An organization is a collective setup to pursue specific missions, goals and purposes by means of a formal structure. It is a rational coordination of the activities for the achievement of some well defined aims through division for the achievement of some well defined aims through division of labor, functions and through a hierarchy of authority and responsibility" (Chand, 2000:43).
The structure of the organization plays a significant part in decision making by providing the channels of communication through which information passes and by describe responsibility for the allocation of resources. Therefore, it provides the framework and an integrating mechanism for the transformation of resources into output (Ashraf, 2003). Chand (2000:43) added that “the organization of travel agency depends upon the size and type of business handled by it. Generally, in a small and medium scale travel agency/tour operator, one will find a simple organization structure being limited in terms of operation, size, division of labor and so forth. Where as in a large scale travel companies, the organization structure is more formal. The organization structure of a travel agency is the formal or quasi-formal network of reporting or controlling relationships and the powers and duties associated with each role in this network. The network of reporting relationships is commonly depicted through an organization chart. But there are many travel agencies, mostly young and small, in which the structure is implicit rather than explicit”. In this sense, a small travel agency depends upon other large travel agencies to prepare and execute tour packages of its clients and it can have tie-ups with other small and large travel agencies, whereas, a large travel agency has its own executives stationed at important tourist spots, which are visited by its clients quite often and it has its own dedicated staff in major cities of the world. But both the types of travel agencies depend upon producers to deliver the entire product and service package to the tourist (Agarwal, 2005). Following is a suggested organization and chart for a large and medium size travel agency.
Figure (1.3) Atypical Organization Structure of a Large Scale Travel Agency

Shareholders
Board of Directors
M.D. President
General Manager
Finance Controller
Chief Executives

Heads of Various Departments

Tour Research and Planning Division

Travel and Tour Division

Marketing and Sales Division

Destination Services Division

Human Resource Development

Finance and Accounts

Transport Department

Conference and Convention Dept.

Deputy Mgr. or Assistant Mgr.

Deputy Mgr.

Deputy Marketing Manager

Deputy Manager

Deputy Manager

Deputy Manager

Deputy Manager

Deputy Manager

Deputy Manager

Deputy Manager

Deputy Manager

Executives

Tour Executives (inbound and outbound)

Sales Mgr.

Assistants

Assistants

Assistants

Assistants

Assistants

Assistants

Assistant

Assistant

Assistant

Assistant

Assistant

Assistant

Assistant

Assistant

Assistant

Assistant

Tour Assist

Tour and Travel Booking Assistants

Advertising Mgr.

PRO

Assistants

1.3.7 Functions of Travel Agency

The travel agency provides complex and varied services to the clients. It has a wide range of functions. In order to deal with the subject of travel agency, the best method of approach is to consider the functions of a travel agency. The functions of a travel agency depend upon the scope of activities and the size of an agency. If the organization is large in size, the range of activities will be more comprehensive. In this case the agency will have specialized departments each having to perform different functions. Some of the major functions of a travel agency as Bhatia (2002:201-205) mentioned, may be classified as follows:

(i) Providing Travel Information

One of the primary functions of a travel agent is to provide necessary information about travel to the tourists. A convenient location is selected where the travel agent answers the questions raised by the potential tourists or others. This is a very specialized job which requires professionalism and expertise. He should be in a position to give up-to-date and accurate information regarding various and general information about travel, etc. A good travel agent is like a personal counselor, who knows all the details about the travel trade and also the needs and interests of the intending traveler. The presentation to the potential customer must be forceful, and exciting variations must continually be devised to help sell services. The knowledge of foreign languages is an essential prerequisite for personnel working in a travel agency. Thus, a travel agent provides information regarding destinations, modes of travel, prices, accommodation, sightseeing, passport, visa, shopping, immigration, health, etc., to the tourists.

(ii) Preparation of Itineraries

The term tourist itinerary is a composition of various elements and designed after detailed study of market. A tourist journey is characterized by an itinerary using various means of transport to link one locality with another. Preparation of different types of itineraries is another important function of a travel agency. Travel agent gives advice to intending travelers on the type of programmes which they select for their holiday or business travel. The study and the realization of the itineraries call for a perfect organization (technical and administrative) as also knowledge of the desires of the public for a holiday and the propensity to receive tourists by the receiving localities.

(iii) Liaison with Providers of Services

Before any form of travel can be sold at the counter to a customer, contracts have to be entered into with the providers of various services. These include transportation companies, hotel proprietors, and the providers of surface transport like motor cars or coaches for transfers to and from hotels and for sightseeing, etc., and also for general servicing requirements. This
important work is carried out by owners or senior employees of agencies concerned.

(iv) Planning and Costing Tours

This job calls for a great deal of initiative and drive. The job calls for travel to those places which are to be included in the itineraries. This is essentially a job for a meticulously minded person and calls for considerable training and ability. Many agencies with the cooperation of airlines and other transportation companies take the opportunity of arranging educational tours for such staff to countries with which they deal. Many large agencies employ people who are authorities on particular countries who will issue separate programmes dealing with specific territories. Separate programmes dealing with holiday offers based on specific forms of transportation, e.g., air, rail, road or sea, may also be prepared. It cannot be refuted that publicity is an important aspect of the programme. A good number of travel agencies have their own publicity departments managed by a team of experts.

(v) Arranging Tickets

Selling tickets to clients using different modes of transport like air, rail and sea is yet another important function of a travel agency. This calls a thorough knowledge of schedules of various modes of transport. Ticketing is not an easy job as the range and diversity of international airfares is very complex and varied. Moreover, changes in international as also in the local air schedules and additions of new flights from time to time makes the job of the travel agent one of constant challenge. An up-to-date knowledge about various schedules of air companies, steamship companies and railways is very essential. Computerized reservation system has in the recent years rather revolutionized the reservation system both for air and rail travel and also booking in a hotel. Many large travel agencies are using this system. This system comprises a computer network that can be used by the travel agent to reserve an air or rail accommodation as also accommodation in a hotel through a wide network; confirmations of reservations are available in a matter of seconds. Linked with the function of ticketing and reservation of
accommodation in a hotel is the settlement of accounts of the clients. Accountancy plays a great part and is one of the important duties to be performed by the travel agency. Dealing with the settlement of accounts in all parts of the world calls for a thorough knowledge of foreign currencies, their cross values and, above all, the intricacies of exchange control regulations, which vary from country to country.

(vi) Provision of Foreign Currencies

Provision of foreign currencies to intending travelers is another specialized activity of a travel agency. Some of the large travel agencies deal exclusively in the provision of foreign currencies, travelers’ cheques, etc. This is an important facility to intending travelers as it saves them a lot of time and energy.

(vii) Insurance Provision

Another important activity of the travel agency is to make suitable arrangements for the insurance of life and baggage of tourists, particularly when traveling. Some of the larger travel agents maintain sizeable shipping and forwarding departments, aimed at assisting the traveler to transport personal effects and baggage to any part of the world with a minimum of inconvenience. The job description of a modern travel agent was summed up in American magazine in the following words:

1 - Preparation of individual pre-planned itineraries, personally escorted tours and group tours and sale of prepared package tours.

2 - Handling of and advising on the many details involved in modern-day travel, e.g., travel and baggage insurance, language study material, travelers’ cheques, foreign currency exchange, documentary requirements (visas and passport) and health requirements (immunization and inoculations).

3 - Possession of professional knowledge and experience, as for instance, schedules of train connections, rates of hotels, their quality, whether rooms have baths, etc. All of this is the information on which the traveler, but for the travel agent, will spend days or weeks of phone calls, letters and personal visits.
4 - Arrangement of reservations for special interest activities such as religious pilgrimages, conventions and business meetings and sports events.

1.3.8 Management of Travel Agency

Management of a travel agency is a process by which a travel agency creates, directs, maintains and operates organization through systematic, coordinated, cooperative human effort. The management process is a complex social activity. Travel agency management is rooted in the interaction of people at work; the manager’s responsibility is to guide, direct, influence and control the action of others in the attainment of planned company objectives. Kelly (1978:34) pointed out that “there are and rightly should be expectations of a manager in any business - he acts and functions differently than others in the same business not because he is termed manager, but because he performs management functions”.

Planning, directing, coordinating and controlling are needed to the travel business activities (Chand, 2000). Presently, each travel agency needs well trained and experience people to achieve the objectives in order to survive and success. According to Negi (2005:49), “the travel agent managers know the importance of management. Agency management should be viewed as an organized set of objectives for coordinating and integrating the use of resources to accomplish the organizational purpose of selling travel”. He added that the managerial activities with their related organizational elements include: planning, operating, coordinating and controlling that can be summarized below:

Planning

Planning is deciding in advance for future course of action. Each travel agency has certain objectives; the means necessary to achieve these objectives can be presented in the form of plans. Plans are developed for activities that may be short-term or long-term. Most agencies see themselves a full-service operation serving the corporate business executives and the vacation traveler, but those with good planning capabilities will calculate how to sell more of
what pays the best and reduce, particularly, those time consuming activities which don’t contribute significantly in the overall profit level.

**Operating**

To implement any planning, there is a requirement to have an agency organization where all travel services are assembled and coordinated for the smooth conduct of travel agency business. It is a responsibility of management to determine the type of agency required to carry out the stated plans. The organization principle defines the number of agents reporting to a single manager. The kind of organization that is developed determines in real measure, whether or not the plans are realized, since the objectives of an enterprise and the plans required to meet these objectives have a direct relation to the characteristics and structure of the organisation. The delegation of authority refers to the right inherent in a managerial position, which can be understood by both manager and agents, i.e., what is to be accomplished, what the subordinate is to report and how the work will be evaluated. In the agency, delegation of authority must be equal to the responsibility so that each individual has sufficient and appropriate authority to perform the work assigned for which the agent is held accountable. The manager may delegate activities; authority assigned by the owner but this delegation does not relieve manager responsibility for how well the activity is performed. The operating management in a travel agency deals with salaries, staffing, training and increasing technology.

**Coordinating**

The third function of management is coordinating the people resource, i.e., motivating, leading, guiding, stimulating, and actuating, and is concerned with the human factor of an organisation. The major function of the management process of each agency is to direct the employees for the attainment of organizational goals. Travel agency management requires leadership and good human relations. Leadership in the travel business depends upon the characteristics of the manager: attitudes, needs and personal characteristics of employees, characteristic of the organization and social and
economic conditions. The leadership role is to influence the behavior of others to work willingly and enthusiastically for achieving predetermined goals. Leadership is a continuity requirement in all travel agencies, and substantial organizational resources are always devoted to developing and maintaining the quality of leadership.

**Controlling**

Controlling, the final management function, refers to managerial activities to make sure the performance of agents and guides the agency toward some predetermined objectives. An agency may keep track of sales on large booking sheets showing a chronological listing of advance sales by the data of departure for an instant review of advance bookings. Another agency after each trip is completed may prepare a product line breakdown report, showing the total trip price, the commission parcel and the cost of the various components of the trip. Monthly summaries show the totals from all completed trips and indicate the real source of business and earnings; this management mechanism records agent sales accurately for the month in the areas of domestic air, international air, hotels, package tours, steamship, FIT's, and agency tours as well as other travel related services.
CHAPTER TWO

THEORETICAL FOCUS

ON

MANAGEMENT FUNCTIONS
2.1- Introduction

The management functions uniquely describe the jobs of managers at all levels of the organization in order to achieve organizational objectives. However, what functions are undertaken by managers in different levels of the organization, Harold Koontz and Cyril O’Donnell (1968) as cited in Kelly (1978) stated in principles of management that “managers perform the same functions regardless of their place in the organizational structure or the type of enterprise in which they are engaged. Acting in their managerial capacity, presidents, department heads, foremen, supervisors, college deans, bishops, and heads of governmental agencies all do the same thing (emphasis added). As managers, they all engage in part in getting things done with and through other people. As managers, each must, at one time or another, carry out the duties characteristic of a manager”

According to Helms (2006:493) “Henri Fayol was the first person to identify elements or functions of management in his classic 1916 book Administration Industrielle et Generale. Fayol was the managing director of a large French coalmining firm and based his book largely on his experiences as a practitioner of management. Fayol defined five functions, or elements of management: planning, organizing, commanding, coordinating, and controlling. Fayol argued that these functions were universal, in the sense that all managers performed them in the course of their jobs, whether the managers worked in business, military, government, religious, or philanthropic undertakings.”

Prasad (2005:79) stated that “the list of management functions varies from author to author with the number of functions varying from three to eight.” Table 2.1 presents the management functions identified by various writers.
<table>
<thead>
<tr>
<th>Authors</th>
<th>Management functions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Henry Fayol</td>
<td>planning, organizing, commanding, coordinating, controlling.</td>
</tr>
<tr>
<td>2. Luther Gulick</td>
<td>POSDCORB: planning, organizing, staffing, directing, coordinating, reporting, budgeting.</td>
</tr>
<tr>
<td>3. Lyndall Urwick</td>
<td>planning, organizing, commanding, coordinating, communicating, forecasting, investigating</td>
</tr>
<tr>
<td>4. Ralph Davis</td>
<td>Planning, organizing, controlling.</td>
</tr>
<tr>
<td>5. E.F.L. Brech</td>
<td>planning, organizing, motivating, coordinating, controlling.</td>
</tr>
<tr>
<td>6. Koontz and O'Donnell</td>
<td>planning, organizing, staffing, leading (directing), controlling.</td>
</tr>
</tbody>
</table>

**Source:** Prasad L.M. (2005)

It will be observed from the various classifications of management functions given above, that the managers are primarily responsible for: (I) planning, (ii) organizing, (iii) staffing, (IV) Directing and (v) controlling. All these functions are interlinked (Brasad & Gulshan, 1988:14).
The Figure 2.1 below shows the interlinking and circular flow of management activities.

Thus, we can say that the classification of management functions under these categories: planning, organizing staffing, directing and controlling is a helpful and realistic tool for analysis and understanding.
2.2 Planning Function

2.2.1 Introduction

Planning is the primary function of management. It involves setting objectives and determining a course of action for achieving these objectives. It is deciding in advance what is to be done in the future, when and where it is to be done, how and by whom it is to be done. In order to achieve these objectives, Subba Rao (2004:7, 8) stated that “Both long-term and short-term plans are necessary to achieve goals [and] it is necessary for the management to adopt certain assumptions or premises with regard to external factors that serve as a background for the planning function”.

2.2.2 Concept of Planning

There are many definitions for the term planning, each person has his/her own ideas concerning the meaning of term planning Among the most common definitions for this term are:

• Planning is deciding in advance what is to be done in future. Plan bridges the gap between where we are and where we want to go (Koontze & O’Donnell, 2001:62).
• Planning is the process of determining how the organization can get where it wants to go (Certo, 2000:126).
• Planning is the process of establishing goals and suitable action for achieving these goals (Stoner & Freeman, 1992:186).
• Planning is a concept of executive action that embodies the skills of anticipating, influencing and controlling the nature and direction of change” (McFarland, 1974:315-316).

2.2.3 Purposes of Planning

The purpose of every plan and all derivative plans is to facilitate the accomplishment of enterprise purpose and objectives. This principle drives from the nature of organized enterprise, which exists for the accomplishment of group purpose through deliberate cooperation. This was emphasized by Goetz when he said:
“Plans alone cannot make an enterprise successful. Action is required; the enterprise must operate. Plans can, however, focus action on purposes. They can forecast which actions will tend toward the ultimate objective, which tend away, which will likely offset one another, and which are merely irrelevant. Managerial planning seeks to achieve a consistent, co-coordinated structure of operations focused on desired ends. Without plans, action must become merely random activity, producing nothing but chaos” (Koontz & O’Donnel, 1976:131).

2.2.4 Types of Planning

2.2.4.1 Strategic Planning

The process of establishing the purpose and future direction of an organization involves the application of strategic planning and management (Soteriou & Roberts, 1998). Numerous definitions of strategic planning are available in the management literature but consensus on the exact meaning has not been achieved. Some recent strategic planning definitions can be summarized below:

Drucker (1974:568) defined strategic planning as, “the planning for an organization’s future that includes setting major overall objectives, the determination of basic approaches to be used in pursuing these objectives and the means to be used in obtaining the necessary resources to be employed”.

Adair (2002:198) emphasized that strategic planning is about determining what is important in the long term for the organization.

Thus, “Strategic planning has a long time frame, often three years or more” (Helms, 2006:494).

2.2.4.2 Tactical planning

Tactical planning to support strategic planning provides a charter as it relates to the future of the enterprise. It is intermediate-range planning that is designed to develop relatively concrete and specific means to implement the strategic plan. Middle-level managers often engage in tactical planning. It often has a one-to three-year time horizon (Helms, 2006:494)
2.2.4. 3 Operational Planning

Operational planning is concerned with the efficient use of the resources already allocated and with the development of a control mechanism to ensure efficient implementation of the action so that organizational objectives are achieved. Operational planning generally assumes the existence of objectives and specifies ways to achieve them. It is short-range planning that is designed to develop specific action steps that support the strategic and tactical plans. It usually has a very short time horizon, from one week to one year (Helms, 2006:494).

2.2.5 Strategic Planning in Small Business

Traditionally, strategic planning research has focused on large corporations and the models, prescriptions and constructs observed might not be relevant to smaller firms such as those commonly found in the travel agency sector. Lindsay and Rue (1980) stated that small firms should be considered as a separate class of business in empirical research. Moreover, Robinson and Pearce (1984) observed that literature in small business planning suffered from the ‘little big business’ syndrome, which resulted from applying concepts related to large firms to small business applications. Recently, Jennings and Beaver (1997) have noted that the management process in small firms was unique and had little or no resemblance to management processes found in larger organizations.

2.3 Organizing Function

2.3.1 Introduction

The organizing function is the management process of identifying and establishing jobs, positions and chain of command. It brings together human and physical resources in an orderly manner and arranges them in a coordinated pattern to achieve the organizational objectives, as Terry and Franklin (1987:194) noted that “The word organizing stems from the word organism, which is an entity with parts so integrated that their relation to each other is governed by their relation to the whole. When a group of two or more persons work together toward a common goal, the relationship and interaction
among them give rise to problems such as who decides what issues, who does what work, and what action should be taken when certain conditions exist. Hence, persons working together effectively, each doing what each can best do, and persons achieving the best possible results are basic in the concept of organizing”.

2.3.2 Concept of Organizing

Organizing can be defined as “the process of identifying and grouping the work to be performed, defining and delegating responsibility and authority, and establishing a pattern of relationships for the purpose of enabling people to work most effectively together in accomplishing objectives” (Allen, 1958:57).

In accordance to Haimann (1990:136), organizing is “the process of defining and grouping the activities of the enterprise and establishing the authority relationships among them. In performing the organizing function, the manager defines, departmentalizes and assigns activities so that they can be most effectively executed”.

2.3.3 The Purpose of Organizing

The purpose of the organizing function is to achieve coordinated effort through the design of a structure of task and authority relationship.

Walker (2005:628) highlighted that, the purpose of organizing is to get a job done efficiently and effectively by completing these tasks:
1 - Divide work to be done into specific jobs and departments.
2 - Assign tasks and responsibilities associated with individual jobs.
3 - Coordinate diverse organizational tasks.
4 - Cluster jobs into units.
5 - Establish relationships among individuals, groups, and departments.
6 - Establish formal lines of authority.
7 - Allocate and deploy organizational resources.

2.3.4 Principles of Organizing Function

Donnelly, Gibson and Ivancevich (1978:96), Mullins (1993:153), and Terry (1997:298) all agree that the organizing function is the process of breaking down tasks into individual assignments and then putting them back
together in units or departments, along with a delegation of authority to the supervisor of the unit or department. Organizing consists of people (staff) whose specialized tasks are coordinated to contribute to the organizational goals. Donnelly, Gibson and Ivancevich (1978:96) pointed out that “the organizing function can be described in terms of dividing tasks, departmentalizing tasks, and delegating authority”. The classical school of management attempted to deal with the complexity of the organizing function by stating certain principles of organisation. These principles can be described bellow:

2.3.4.1 Work Specialization

The term work specialization is used to describe the degree to which tasks in an organization are divided into separate jobs. Robbins and Decenzo (2002:155) stated that “in work specialization, a job is broken down into a number of steps, and each step is completed by a separate individual”. Robbins and Coulter (2002:257) observed that “During the first half of the twentieth century, managers viewed work specialization as an unending source of increased productivity. But today, most of managers see work specialization as an important organizing mechanism but not as a source of ever-increasing productivity.”

2.3.4.2 Departmentalization

The first task in designing an organization structure is the identification of activities and to group them properly. The process of grouping related functions into manageable units to achieve the objectives of the enterprise in the most efficient and effective manner is commonly known as departmentalization. This was emphasized by Terry and Franklin (1987:198) when he said “departmentalization refers to the formal structure of the organization, composed of various departments and managerial positions and their relationships to each other. As an organization grows, its departments grow and more subunits are created, which in turn add more levels of management. This often creates less flexibility, adaptability, and unit of action within the firm. Departmentation is the efficient and effective grouping of jobs
into meaningful work units to coordinate numerous jobs-all for the expeditious accomplishment of the organization’s objectives."

2.3.4.3 Span of Control

Span of control refers to the number of subordinates which should be put under one superior. "Wide spans or a manager who has a relatively large number of immediate subordinates usually results in few organization levels and a “flattening out” of the structure. A small number of organization levels expedites communication, but wide spans are challenging to a manager in as much as the scope of operation is broadened and the opportunity is present to grow and show what can be done. In contrast, narrow spans; expedite more personalized manager-subordinate relationships, perhaps more effective managing of subordinates, and a “tall organization” - i.e. one with relatively many levels” (Terry & Franklin, 1987:207).

The contemporary view of span of control recognizes that many factors influence the appropriate number of employees that a manager can efficiently and effectively manage. These factors encompass the skills and abilities of the manager and the employees and characteristics of the work being done. For instance, the more training and experience employees have the less direct supervision they’ll need. Therefore, managers with will-trained and experienced employees can function quite well with a wider span (Van Fleet, 1983).

2.3.4.4 Chain of Command

The chain of command relationship is viewed as a series of superior and subordinate relationship. Robbins and Coulter (2002:259-260) have their say "fore many years, the chain-of-command concept was a cornerstone of organizational design, today, it has far less importance. But contemporary managers still need to consider its implications when deciding how best to structure their organizations. The chain of command is the continuous line of authority that extends from upper organizational levels to the lowest levels and clarifies who reports to whom”, the chain of command is the formal channel which determines authority, responsibility, and unity of command. Authority
refers to the right inherent in a managerial position. This right puts a manager in a position by which he regulates the behavior of his subordinates to act or not to act in certain ways (Prasad, 2005) and to make decisions which guide the actions of another (Simon, 1977). As managers coordinate and integrate the work of employees, those employees assume an obligation to perform any assigned duties. This obligation or expectation to perform is known as responsibility (Robbins & Coulter, 2002:260). Finally, the unity of command, it states that a subordinate is delegated authority and decision making power from, and communicates with, one superior (Donnelly, Gibson, & Ivancevich, 1978:110). Robbins and Coulter (2002:260) stated that “early management theorists (Fayol, Weber, Taylor, and others) were enamored with the concept of chain of command, authority, responsibility, and unity of command. However, times change and so do the basic tenets of organizational design. These concepts are considerably less relevant today because of information technology and employee empowerment.”

2.3.5 Formal and Informal Organization

2.3.5.1 Formal Organization

It refers to the organizational structure deliberately designed by management to achieve the organizational objectives. It refers to the structure of well-defined roles in a formally organized enterprise. However, describing an organization as formal does not mean that there is nothing inherently inflexible or unduly confining about it. If a manager is to organize well, the structure must furnish an environment in which individual performance, both present and future, contributes most effectively to group goals. Formal organization must be flexible. There should be room for discretion, for advantageous utilization of creative talents, and for recognition of individual likes and capacities in the most formal of organizations. Yet, individual effort in a group situation must be channeled towards group and organization goals (Koontz & Weihrich, 2007:144-145).
2.3.5.2 Informal Organization

It refers to the natural grouping of people on the basis of friendship or some similarity interest which may or may not be related with work. Litterer (1973:12) has viewed that “the informal organization refers to people in group associations at work, but these associations are not specified in the blueprint of the formal organization. The informal organization means natural groupings of people in the work situation”. Whenever people working together in the organization. They develop certain liking and disliking for each other which is not according to what prescribed by the formal organization. This is emphasized by Davis and Newstrom (1985:308) when they said “a network of personal and social relations not established or required by the formal organization but arising spontaneously as people associate with on another”.

2.4 Staffing Function

2.4.1 Introduction

Staffing is that part of management functions which is concerned with employing, developing, compensation and utilizing human resources. Koontz and O’Donnell (1976:451) pointed out that “Although many writers on management theory include staffing as a phase of organizing, the authors have separated it as a major managerial function for a number of reasons. In the first place, the actual manning of organizational roles contemplates approaches and knowledge not usually dealt with in the practicing manager’s concept of organising. A second reason is that managers have too often overlooked the essential nature of their responsibility in this area and have been inclined to regard staffing as something that can be assigned to personnel departments. Third consideration is that there has developed a considerable and important body of knowledge and practice in this area.” Moreover, Brasad and Gulshan (1988:14) added that “no enterprise can succeed unless right men are put on right jobs. Staffing process provides the organization with adequate, competent and qualified personnel at all levels in the organization. The function of staffing comprises the activities of defining the requirements with regard to the people for the job to be done, selecting suitable persons for positions and
training and developing subordinates to accomplish their tasks as effectively as possible. Since successful performance by individuals largely determines success of the organization, staffing function deserves sufficient care and attention of the management. Staffing is continuous process because of the turnover, retirements and new requisitions, on account of expansion.”

2.4.2 Concept of Staffing

In accordance to McFarland (1979:238), “Staffing is the function by which managers build an organization through the recruitment, selection, and development of individuals as capable employees.” However, (Koontz, O’Donnel, & Weihrich, 1984:377) have defined staffing to cover more functions than those included in the above definitions. Their definition of staffing is as follows:

“The managerial function of staffing is defined as filling positions in the organization structure through identifying workforce requirements, inventorying the people available, recruitment, selection, placement, promotion, appraisal, compensation, and training of needed people”. Moreover staffing is defined as “the process involved in identifying, assessing, placing, evaluating and developing individuals at work (Benjamin, 1976:3).

2.4.3 Importance of Staffing

The basic purpose of staffing is to ensure that right types of persons are available at right positions and at right time in the organization. Effective staffing provides the following benefits:

1. It helps in discovering and obtaining competent personnel for various jobs.
2. It makes for higher performance by placing right persons on the right job.
3. It improves job satisfaction and morale of employees through objective assessment and fair compensation for their contributions.
4. It facilitates optimum utilization of human resources.
5. It ensures the continuity and growth of the organization through the development of managers (Gupta, 2007:3.105, 106).
Essentially, it is observed that various authors and practicing managers started using the term Human Resource Management for Staffing. As such we also use the term Human Resource Management for Staffing in this context.

2.4.4 Objectives of Human Resource Management Functions

The functions of HRM increase organizational effectiveness and efficiency in several ways.

1. To create and utilize an able and motivated workforce and, to accomplish basic organizational goals.

2. To establish and maintain sound organizational structure and desirable working relationship among all the members of the organization.

3. To secure the integration of individual and groups within the organization by co-ordination of the individual and group goals with those of the organization.

4. To create facilities and opportunities for individual or group development so as to match it with the growth of the organization.

5. To attain an effective utilization of human resource in the achievement of organizational goals.

6. To identify and satisfy individual and group needs by providing adequate and equitable wages, incentives, employee benefits and social security and measures for challenging work, prestige, recognition, security, status etc.

7. To maintain high employee morale and sound human relations by sustaining and improving the various conditions and facilities.

8. To strengthen and appreciate the human assets continuously by providing training and developmental programmes.

9. To consider and contribute to the minimization of socio-economic evils such as unemployment, under-employment, inequalities in the distribution of income and wealth and to improve the welfare of the society by providing employment opportunities to women and disadvantaged sections of the society etc.

10. To provide an opportunity for expression and voice in management.

11. To provide fair, acceptable and efficient leadership.
12. To provide facilities and conditions of work and creation of favorable atmosphere for maintaining stability of employment (Subba Rao, 2004:151, 152).

2.4.5 Human Resource Management Practices

In this section, the sub-fields of human resource management such as job analysis and design, recruitment, selection, orientation, training, performance appraisal, human resource planning and Career Planning and Development would be described in details.

2.4.5.1 Job Analysis and Design

“Job analysis is a method of for describing jobs and/or the human attributes necessary to perform them” (Spector, 2003:54). The results of a job analysis are used to form job description and job specifications. Job description is a written summary of content and the context of the job. It outlines the tasks, duties, and responsibilities of a job, as well as performance standards of each job. Job specification, on the other hand, is a written statement of the knowledge, skills, and abilities (KSA) and other characteristics (human requirements) that are necessary for performing the job effectively and satisfactorily (Agarwala, 2007:198, 199). Many human resource management activities make use of job analysis. Among them are recruitment, selection and placement, orientation, training, career counseling, performance appraisal, and compensation (Spector, 2003:54).

In addition, information obtained from job analysis can be used in designing jobs. Job design is basically structuring the work of an organization. It involves continuous process of dividing activities, assigning responsibility to groups or individuals, coordinating performance, and specifying the relationships among newly created jobs. The specific work tasks of an individual or group of individuals, question of how the job is to be performed, who is to perform it and where is to be performed are defined within process of job design. The process of job design can be classified as three parts. First, the individual tasks are specified. Then the method of performing each task is
specified. Lastly, individual tasks are combined into specific jobs to be assigned to individuals (Byars & Rue, 1991).

2.4.5.2 Recruitment and Selection

Recruitment is the process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of applicants from which new employees are selected (Weather & Davis, 1996:195). During recruitment process, organizations may use both internal and external sources to fill vacant positions. Internal recruiting is looking for candidates among employees already working in the organization. It involves techniques like job posting. In this method, notices about vacant positions are posted in central locations throughout the organization and employees are given a time to apply these positions. Another method used in internal recruiting is to seek recommendations from present employees regarding friends who might fill vacancies. External recruiting, on the other hand, seeks for candidates from outside the organization. The methods of external recruiting can be listed as follows; media advertisements, campus recruiting, working with employment agencies or executive search firms, using computer databases (Ivancevich, 1992).

After recruiting qualified applicants, the selection process begins. “Selection is the process of differentiating between applicants in order to identify (and hire) those with a greater likelihood of success in a job” (Stone, 1989:173). Thus, a selection process involves a number of steps. The basic idea is to solicit maximum possible information about the candidates to ascertain their suitability for employment. Since the type of information required for various positions may vary, it is possible that selection process may have different steps for various positions. For example, more information is required for the selection of managerial personnel as compared to workers. Similarly; various steps of selection process may be different for various organizations because their selection practices may differ. For example, some organizations conduct selection tests of various types while others may not use these.
However; a standard selection process involves using screening of application forms, selection tests, interview, checking of references, physical examination, approval by appropriate authority and placement (Prasad, 2005:482).

2.4.5.3 Orientation and Employee Training

Orientation is a process of acquainting the new employees with the existing culture and practices of the new organization. It includes the activities of introducing a new employee to the organization and the work unit (Pattanayak, 2005:72). Firms are known to spend a few weeks or even months on orientation programmes. The idea is to make the new employee feel ‘at home’ in the new environment. It is a well-known fact that employees feel anxious on entering an organization. Thy worry about how well they will perform on the new jobs. They feel inadequate when they compare themselves with the more experienced employees, and they are concerned about how well they will get along with their co-workers. Effective orientation programmes reduce the anxiety of new employees by providing them information on the job environment and on supervisors, by introducing them to co-workers, and by encouraging them to ask questions (Aswathappa, 2007:191). After a comprehensive orientation, new employees may not be able to perform satisfactorily, so they have to be trained in the duties they are expected to do. Training is a process that attempts to improve employee performance on a currently held job by providing the employee with the knowledge and skills needed for their present job. It is designed to bring about changes in specific knowledge, skills, attitudes, or behaviour (Agarwala, 2007:357).

The methods of training can be classified into two: on the job training and off the job training. On the job training methods, including job rotation, in which the employee, over a period of time, works on a series of jobs, thereby learning a broad variety of skills; internship, in which job training is combined with related classroom instruction; and apprenticeship, in which the employee is trained under the guidance of a highly skilled coworker. Off the job training takes place outside the workplace but attempts to simulate actual working conditions. This type of training includes vestibule training, in which
employees train on the actual equipment and in a realistic job setting but in a room different from the one in which they will be working. The object is to avoid the on the job pressures that might interfere with the learning process. In behaviorally experienced training some of the methods used in assessment centers-business games, in-basket simulation, problem-centered cases, and so on-are employed so that the trainee can learn the behavior appropriate for the job through role playing. Off the job training may focus on the classroom, with seminars, lectures and films, or it may involve computer-assisted instruction (CAI), which can both reduce the time needed for training and provide more help individual trainees (Dossett & Hulvershorn, 1983; Schwade, 1985; & Heck, 1985 cited in Stoner & Freeman, 1994).

2.4.5.4 Performance appraisal

Performance appraisal refers to all those procedures that are used to evaluate the personality, the performance, and the potential of its group members. Evaluation is different from judgment—the former being concerned with performance, the latter with person. While, evaluation deals with achievement of goals; judgment has an undercurrent of personal attack and is likely to evoke resistance.

Performance appraisal could be informal or formal. Informal performance appraisal is a continuous process of feeding back information to the subordinates about how well they are doing their work in the organisation. The informal appraisal is conducted on a day-to-day basis and formal appraisal occurs usually on a formalized basis involves appraisee and appraiser (Pattanayak, 2005:116).

The results of performance appraisal are used to give feedback to employees about their performance and to develop employee’s performance. The performance of the employees is evaluated by their supervisors, peers or outside sources like customers and employees themselves (Cleveland, Murphy, & Williams, 1989). Moreover, according to Pattanayak (2005:118-119), a performance appraisal system can be developed through a programme comprising the following stages:
• Determine overall approach to performance appraisal.
• Where and how should performance appraisal be introduced?
• Decide who is to be covered?
• Decide on whether the same approach should be adopted at each level.
• Set up project team.
• Define role of human resource department.
• Decide whether to use outside consultants.
• Define performance management processes and documentation.
• Pilot test.
• Plan implementation programme.

2.4.5.5 Human Resource Planning

“Specifically, human resource planning is the process by which an organization ensures that it has the right number and kind of people, at the right place, at the right time, capable of effectively and efficiently completing those tasks that will help the organization achieve its overall objectives” (Decenzo & Robbins 1989 as cited in Prasad, 2005).

Human Resource Planning involves several specific interrelated activities. These activities are:
1. Talent inventory-to assess skills, abilities and potentials of employees and analyze their current use.
2. Human resource forecast-to predict future human resource requirement.
3. Action plan-to enlarge the pool of qualified individuals by selection, recruitment, training, placement, transfer, promotion, development, and compensation.
4. Control and evaluation-to provide feedback and monitoring system to analyze the attainment of human resource goals and objectives (Cascio, 1998 as cited Kaila, 2005:24-25).

2.4.5.6 Career Planning and Development

Career planning and development aims to develop employees’ knowledge, skills, abilities, and experience and match them with the improvement opportunities and strengths that are provided by the organization.
Subba Rao (2004) argued that “individual career planning assumes greater significance with the unparalleled growth of knowledge, educational and training facilities and widespread increase in job opportunities”. Prasad (2005) pointed out that “career planning involves determination of path of upward movement of individuals in the organization. The individuals join the organization at a particular level and make upward progression at various levels in their career. Job analysis provides information about the opportunities in terms of career paths and jobs availability in the organization.

In the light of this information, both individuals and organization make suitable efforts for career planning and development”. The strategist uses the career planning in order:
1. To attract competent persons and retain them in the organization.
2. To develop suitable promotional opportunities.
3. To enable the employees to develop and make them ready to meet the future challenges.
4. To reduce employee dissatisfaction and turnover
5. To improve motivation and morale (Subba Rao, 2004).

2.5 Directing Function

2.5.1 Introduction

Directing means; guiding the activities of the subordinates toward the attainment of organizational objectives. It is an important function of management at any level to direct the people by motivating, commanding, leading and activating. The willing and effective cooperation of employees for the attainment of organizational goals is possible through direction. Tapping the maximum potentialities of the people is possible through motivation and command. Thus direction is an important managerial function in securing employee’s contribution. Coordination deals with the task of blending efforts in order to ensure successful attainment of organizational objectives (Subba Rao, 2004:8).

Directing function of management embraces the following activities:
1. Issuing orders and instructions;
2. Supervising (overseeing) people at work;
3. Motivation, i.e., creating the willingness to work for certain objectives;
4. Communication, i.e., establishing understanding with employees regarding plans and their implementation, and
5. Leadership or influencing the behavior of employees (Gupta, 2007:1.35).

2.5.2 Concept of Directing

Koontz and O'Donnell (1976:536) have defined directing as “the interpersonal aspects of managing by which subordinates are led to understand and contribute effectively and efficiently to the attainment of enterprise objectives”. Haimann (1982:315) defined it as “the process and techniques utilizing in issuing instruction and making certain that operations are carried out as planned”. In accordance to Newman and Warren (1985:542) directing is defined as “Activating deals with the steps a manager takes to get subordinates and others to carry out plants”.

2.5.3 Importance of Directing

Prasad (2005:553) elaborated on the importance of directing by his say “The importance of directing in the organization can be viewed by the fact that every action is initiated through directing. Human beings in the organization handle the physical resources, e.g., money, materials, machinery, etc., to accomplish certain functions by which organizational objectives are achieved. Thus, telling each individual in the organization what he should do, how he should do, and when he should do becomes an important factor for organizational efficiency and effectiveness. Each individual in the organization is related with others and his functioning affects others and, in turn, is affected by others. Thus, in a large organization, the integration of individuals’ efforts becomes a complex problem for management”. Prasad (2005:553) added that the importance of directing function in the organization can be presented as follows:

1. Initiates Actions

Organization is the sum total of human and nonhuman resources. These resources should be handled in a certain way to get the desired results. Through
direction, management conveys and motivates individuals in the organization to function in the desired way to get organizational objectives. Without direction, other managerial activities like planning, organizing and staffing become ineffective.

2. Integrates Employees’ Efforts

Individuals in the organization need not only be efficient, but effective also, in order to achieve the organizational objectives. Their actions are interrelated in such a way that each individual’s performance affects the performance of others in the organization. Therefore, it becomes necessary to integrate individual’s efforts so that organization achieves its objectives in the most efficient manner and this is possible through direction only.

3. Attempts to Get Maximum out of Individuals

In an organization, every individual has some potentiality and capability. Direction provides the way to utilize these capabilities and also it helps in increasing these capabilities which in the absence of proper motivation, leadership, communication—all elements of direction—may not be utilized fully.

4. Facilitates Changes in the Organization

An organization must adapt itself to meet environmental changes. Moreover, there are changes in organization structure and in individuals. In order to incorporate and implement these changes management has to motivate individuals affected by these changes, which is an essential part of direction.

5. Provides Stability and Balance in the Organization

In order to survive and grow in the long run, an organization must maintain balance in its different parts. Effective leadership, communication and motivation, provide stability in the organization and help to insure that its parts work in a harmonious way.

2.5.4 Techniques of Direction

In order to direct the subordinates effectively, managers use several techniques. Some of these techniques are delegation, supervision, orders and instructions.
2.5.4.1 Delegation as a Means of Directing

Delegation of authority implies that a superior entrusts his subordinates with certain rights or powers. He assigns a part of his work to the subordinates and authorizes him to do the work. Delegation is a useful technique of directing. It is a means of sharing authority with a subordinate and providing him an opportunity to learn (Gupta, 2007:4.7).

2.5.4.2 Supervision

Terry and Franklin (2000) as cited in Prasad (2001:555) have defined supervision as “guiding and directing efforts of employees and other resources to accomplish stated work outputs”. In this context, Gupta (2007:4.7) argued that “supervision implies expert overseeing of people at work in order to ensure compliance with established plans and procedures. Every executive has to supervise the work of his subordinates. At the operating level, supervision is the most significant part of manager’s job. The supervisor is in direct touch with the workers. He teaches proper work methods, maintains discipline and work standards and solves workers’ grievances or problems”.

2.5.4.3 Issuing Orders and Instructions

As indicated by Gupta (2007:4.7), “Issuing of orders and instructions are essential to direct the subordinates, so that they may work efficiently and effectively for the realization of predetermined objectives. The giving of orders and instructions to subordinates is one of the main elements of direction and no manager can get things done without them. Generally, the term order, instruction, directive and command are used interchangeably in management literature. An order, directive or command is a means of initiating, modifying or stopping an activity. It is a primary tool of directing by means of which activities are started, altered, guided and terminated”.

2.5.5 General Aspects of Directing

In order to direct human effort toward enterprise objectives, managers soon realize that they should think in terms of the issues related to orientation, communication, motivation, and leadership.
2.5.5.1 Orientation

The term orientation is used in the sense of providing information necessary for intelligent action. Starting with the introduction of all new employees to their physical and human environment, it more importantly includes the briefing of employees on both immediate and continuing enterprise activities. Obviously, the more one knows about one’s work and its environment, the more intelligently one can work. It is up to the superior manager to determine what information is essential for good performance and how and by whom it will be transmitted (Koontz & O'Donnell, 1976:551). There are many purposes of the orientation process. Among them are reducing the anxiety of new employee, reducing employee turnover, saving time of supervisors or co-workers, developing realistic job expectations, developing positive attitudes toward organization, and improving job satisfaction (Ivancevich, 1992).

2.5.5.2 Communication

Communication is considered as a function of modern management, and communicating with employees is the most important aspect of the function. Employee performance, which is vital to the success of any enterprise, is importantly affected by how well employees can identify their goals with those of the company. From the manager’s perspective, helping them to do so is a central objective of effective employee communications (Brymer, 1984 as cited in Themduangkhae, 2002). Moreover, Gupta (2007:4.52) elaborated that “Communication is very important in management because the success of an enterprise depends upon how effectively its employees understand on another. Most of the problems of business can be attributed to poor communication between management and labor. Communication is perhaps the number one problem of management today. Communication may be defined as an exchange of facts, ideas, opinions or emotions to create mutual understanding. Communication is generally understood as spoken or written words. But in reality it is more than that. It is the sum-total of directly or indirectly, consciously or unconsciously transmitted words, attitudes, gestures, actions or
feelings”. Communication may be formal (planned and administered by the employer) or informal.

It generally falls into three types: downward communication, upward communication, and lateral communication (Wheelhouse, 1989 as cited in Themduangkhae, 2002).

1. Downward communication refers to information traveling from higher levels of the organization to lower levels. Channels of communication chiefly used by managers for downward communication include memoranda, policy manuals, employee handbooks, newsletters, magazines, annual employee reports, and paycheck stuffers, table tents for the employee cafeteria, posters, and bulletin boards. Each item issued should have a specific purpose. Write clearly and concisely, using language appropriate for the audience. Keep words to a minimum, sentences simple, and paragraphs short. A policy statement will have more force if it is worded in the active voice instead of the passive voice.

2. Upward communication refers to information traveling from lower levels of the organization to higher levels. The greatest changes in employee communication in recent years have probably come in the area of upward communication. Managers must be aware that listening to their employees implies taking their input seriously and, when appropriate, acting on it. Management must be willing not only to listen, but also to provide the time and resources to set up the necessary changes. Managers often assume that they know what employees want and that employees will feel comfortable coming in and talking to them. This will not happen if they do not change their basic style. Managers should encourage more frankness from their employees and make themselves more accessible. They need to show a willingness to hear, support, and reward ideas which are new, even unusual. Upward communication includes open-door policies, exit interviews, suggestion or communication boxes, speak-up meetings, attitude surveys, and employee committees.
3. Lateral communication refers to information traveling among all sectors of a company. Effective lateral communication is an essential element of the teamwork for which every manager is responsible to serve and satisfy guests.

2.5.5.3 Motivation

"Motivation is the complex forces starting and keeping a person at work in an organization. Motivation is something that moves the person to action, and continues him in the course of action already initiated (Dubin, 1974:53). Koontz and O'Donnell (1976:561) defined motivation as “it is a general term applying to the entire class of drives, desires, needs, wishes, and similar forces. Singh (2005:7) highlighted that “Motivation is the action that impels or urges an individual to assume an attitude generally favorable toward his work leading him to perform satisfactorily. It concerns the study of urges, drives, impulses, preferences, aspirations etc., of people at work, who, if satisfied, tend to promote and maintain high morale. Motivating a worker is to create a need and desire on the part of a worker to better his present performance. Motivation is an important function which a manager has to perform for getting things done from the people. Successful manager makes appropriate use of motivation to enthuse the personnel to work harmoniously for the attainment of established goals”. Jerald and Robert (1997) as cited in Themduangkhae (2002) argued that motivation is the set of processes that arouse, direct, and maintain human behavior toward attaining some goal. Singh (2005:8) added that the role of motivation is to develop and intensify the desire in every member of the organization to work effectively and efficiently in his position. There are certain forces inside the person inspiring him to continue work, which may be called as drives, wishes, instincts or tension states. Motivation also gains momentum when it embraces leadership and direction that can elicit the fullest cooperation of the teams vital to the organisation. Moreover, motivation can be either negative or positive, punishments, fear of loss of job or methods where people work in fear will produce minimum motivation to get along safely. Whereas positive motivation makes people willing to do their work in the best way they can and improve their performance.
2.5.5.4 Leadership

Leadership provides direction, guidance, restores confidence and makes the way easy for achieving the objectives. Every society, organization, institution, country and the world require leaders to lead the people towards achievement of their common goals.

In business and industrial organization managers play the role of leader and acquire leadership of subordinates, employees and workers working under them and are instrumental in guiding their efforts towards the achievement of organizational goals. Managers work under the framework of rules and regulations and employees can be controlled automatically, they also work, still they need a leader who inspires them, directs them in their work (Ashraf, 2003:154).

Thus, leadership is the process of influencing the behavior of others to work willingly and enthusiastically for achieving predetermined goals.

Koontz and O'Donnell (1976: 587) defined leadership as “influence, the art or process of influencing people so that they will strive willingly toward the achievement of group goals”. In the opinion of Donnelly and Ivancevich (1978:252), “Leadership is a process whereby one individual exerts influence over others”. In accordance to Terry (1988:412), “Leadership is essentially a continuous process of influencing behavior. A leader breathes life into the group and motivates it towards goals. The lukewarm desires for achievement are transformed into a burning passion for accomplishment”.

The above definitions bring certain features of leadership which are summarized bellow:

1. Leadership is the continuous process of influencing the behavior of others.
2. Leadership is a working relationship between the leader and his followers (individuals and/or groups) which arises out of their functioning for common goals.
3. Leadership directs the people to achieve some common goal or goals.
4. Leadership is meant for a particular situation.
5. Leadership is a social interaction between the leader and his followers.
6. Leadership is a psychological process of influencing behavior and multi-dimensional in character.

2.6 Controlling Function

2.6.1 Introduction

It is the essential duty of managers to make sure that all the activities are going as they were determined in the plan and through the channels which have been established. Gandhi (2004:102-103) highlighted that Controlling function of management involves:

- Establishing standards of performance;
- Measuring current performance;
- Comparing this performance to the established standards; and
- Taking corrective actions if deviations are detected.

He added that there are many controls that organizations use. Preparation and analysis of periodic financial standards, budgeting, the internal audit, establishment of standard costs and the comparison of the actual costs with the standard costs, quality control, and performance appraisal of employees are all examples of management controls.

2.6.2 Definition of Controlling

Control is the process which eliminates chaos and provides consistency in an organization in order for goals to be attained, it is absolutely essential of effective management (Luthans, 1976:143). In accordance to Stoner and Freeman (1994:600), control is “the process of ensuring that actual activities conform to planned activities”. Moreover, Terry and Franklin (2000:422) have also used the term controlling and have defined it as “controlling is determining what is being accomplished—that is evaluating the performance and, if necessary, applying corrective measures so that the performance takes place according to plans”.

2.6.3 Importance of Controlling

As we mentioned above, Koontz and O’Donnell described the basic management functions as “planning, organizing, staffing, directing, and controlling”. Although other management theorists vary in their descriptions of
these functions, all of them agree that controlling is considered one of the basic management functions. This is emphasized by Meckler (1979:8) when he said “Control is closely related to the other management functions. On the one hand, in order to perform management control, effective planning, organizing and staffing are needed, as are careful supervision and direction. On the other hand, management control principles are used in performing all management function - in administrative, organization, and manpower control, and in controlling the progress of business toward meeting planning objectives”. Moreover, Gupta (2007:5.4) pointed out that in business organizations, the need for control arises due to several factors. First, it is difficult to establish fully accurate standards of performance in large and complex organizations. An executive needs all kinds of timely information which are not always available. Control is required to judge the accuracy of standards. Secondly; there are several temptations in business. Employees are entrusted with large sums of money and valuable resources. In the lack of control employees may yield to these temptations. An efficient control system helps to minimize dishonest behavior on the part of employees. Thirdly, in the lack of control employees may become lax in their efforts and their performance may be below normal.

2.6.4 Designing Control Systems

There are generally three different approaches to designing control systems. These are market, bureaucratic, and clan controls (Robbins & Decenzo, 2002:413, 414).

2.6.4.1 Market Control

Emphasizes the use of external market mechanisms, controls are built around such criteria as price competition or market share. Organizations using a market control approach usually have clearly specified and distinct products and services and considerable competition. Under these considerations, the various divisions of the organization are typically turned into profit centers and evaluated by the percentage of total corporate profits each generates.
2.6.4.2 Bureaucratic Control

A control approach that emphasized authority and release on administrative rules, regulations, procedures, and policies. This type of control depends on standardization of activities, well-defined job descriptions to direct employee work behavior, and other administrative mechanism—such as budgets—to ensure that organizational members exhibit appropriate work behaviors and meet established performance standards.

2.6.4.3 Clan Control

Clan control is an approach to designing control systems in which employee behaviors are regulated by the shared values, norms, traditions, rituals, beliefs, and other aspects of the organization's culture. Clan control depends on the individual and the group (the clan) to identify appropriate and expected work-related behaviors and performance measures. Clan control is typically found in organizations in which teams are widely used and technologies change often.

2.6.5 Types of Control

The traditional approach to control is to compare the actual performance with the standards established to take corrective measures if there are deviations. This reactive measure is not sufficient to control a strategy that takes a long period for implementation and to produce results (Ashraf, 2003:182). The uncertain future environment makes continuous evaluation of the planning premise and strategy implementation necessary. Thus, there are two broad types of control:

2.6.5.1 Strategic control
2.6.5.2 Operation control

2.6.5.1 Strategic control

Wright, Kroll and Parnell (1996:244-245) stated that “strategic control consists of determining the extent to which the organization’s strategies are successful in attaining its goals and objectives. If the goals and objectives are not being reached as planned, then the intent of control is to modify the organization’s strategies and/or implementation so that the organization’s
capability to accomplish its goals will be improved’. They added that, strategic control process consists of several steps. First, top management must decide what elements of the environment and of the organization need to be monitored, evaluated, and controlled. Then, standards must be established with which the actual performance of the organization can be compared. These first two steps will be strongly influenced by the organization’s mission, goals, and objectives, which direct management attention to certain organizational and environmental elements and to the relative importance of particular standards. Next, management must measure or evaluate the company’s actual performance.

These evaluations will generally be both quantitative and qualitative and qualitative. The performance evaluations will then be compared with the previously established standards. If performance is in line with the standards or exceeds them, then no corrective action is necessary. However, if performance falls below the standards, then management must take remedial action. (These steps are described in Figure 2.2).

Figure (2.2) Steps involved in Strategic Control

2.6.5.2 Operation control

Operation control deals with monitoring and evaluating the operations to ensure that organizational issues and operations function in the right direction. Operation control focuses on various routine aspects of the production, marketing, human resources and financial issues in the company. It is concerned with action or performance of the company in the direction decided in advance. Moreover, it deals with the allocation and utilization of various organizational resources like materials, spare parts, human resources, machinery, financial resources, etc. (Subba Rao, 2004:191). Table (2.2) indicates the difference between strategic and operational control.

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Strategic Control</th>
<th>Operation Control</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Basic question</td>
<td>“Are we moving in the right” direction”?</td>
<td>“how are we performing”</td>
</tr>
<tr>
<td>2. Aim</td>
<td>Proactive, continuous questioning of the basic direction of strategy</td>
<td>Allocation and use of organizational resources</td>
</tr>
<tr>
<td>3. Main concern</td>
<td>‘steering’ the organisation’s future direction</td>
<td>Action control</td>
</tr>
<tr>
<td>4. Focus</td>
<td>External environment</td>
<td>Internal environment</td>
</tr>
<tr>
<td>5. Time horizon</td>
<td>Long term</td>
<td>Short term</td>
</tr>
<tr>
<td>6. Exercise of Control</td>
<td>Exclusively by top management, may be through lower - level support.</td>
<td>Mainly by executive or middle level management on the direction of the top management</td>
</tr>
<tr>
<td>7. Main techniques</td>
<td>Environmental scanning, information gathering, questioning and review.</td>
<td>Budgets, schedules, and MBC</td>
</tr>
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CHAPTER THREE

TOURISM PROFILE
IN
YEMEN AND INDIA
3.1 An Overview of the Chapter

This chapter is divided into two parts. Part one deals with tourism in Yemen including: brief description of Yemen, scope of tourism, inbound tourism, role of the Government in the development of tourism, role of the Private sector in the development of tourism, travel agency business, legislative aspects of travel and tourism agencies. Part two deals with tourism in India including the same points mentioned above.

3.2 Tourism in Yemen

3.2.1 Brief Description of Yemen

Yemen is situated at the southern end of the Arabian Peninsula; Yemen is bounded in the north by Saudia Arabia, in the east by Oman, in the south by the Gulf of Aden and west by the Red Sea. The territory includes the Islands of Kamaran and Perim in the Red Sea and Soqotra Archipelago in the Gulf of Aden. Yemen is located at the boundary between the Palearctic, Afrotopical and Asia biogeographical zones, resulting in a biodiversity reported to be the highest in the Middle East (IUCN, 1992).

Yemen is characterized by five major land systems (UNDP, 1997):

1- Hot and humid coastal plains, 30-60 km wide, a long the Red Sea and the Gulf of Aden.
2- The Yemen Highlands. A region of volcanic origin with elevations between 1000 and 3600 meters above the Sea level (the letter figure corresponding to the highest point on the Arabian Peninsula, Jebel al-Nabi Shu’ayb), with temperate climate and monsoon rains.
3- The dissected region of the Yemen high plateaux and the Handhramout Mahraa Uplands, with altitudes up to 1000 meters.
4- The Al-Ruba Al-khali desert interior, with hot and dry climate.
5- The island, including Soqotra and surrounding islands with their unique biodiversity in the Arabian Sea, and at least 112 islands in the Red Sea (Lascurain199). The total area of Yemen is almost 5, 55,000 km² without empty quarter Al-Rub Al-Khali (Yemen Tourism Magazine, 2002:13) and total population approximately 23, 822, 783 (July 2009 est.) (www.cia. gov).
3.2.2 Scope of Tourism in Yemen

Yemen has great tourism potentials for its unique diversification of culture and natural attractions. It has an ancient civilization that is preserved in its archeological sites, traditions and architecture. It has been known to the ancient Romans as Arabia Felix. This is what Pridham (1985:227) said “Yemen has some major tourist attractions in its ancient civilizations, its wealth of monuments, its beautiful landscape embracing mountains, valleys, warm mineral springs and long coastlines, and its pleasant climate, as well as its colorful folkloric traditions, distinguished by variety and originality”. Moreover, Al-Farid (2004: 8) pointed out that “Yemen can quite proudly be called the “Jewel of Arabia”. It posses a wide-ranging tourism product that is unique in the region. The foremost attractions for tourists are the historical heritage and the varied topographical features of the country. The former is characterized by a number of significant architectural styles, and the latter by a mixture of science types from the desert that is typical throughout the region to mountain ranges and verdant valleys that are untypical”.

Thus, Yemen is very rich in its culture and natural attractions, which make it a unique tourist destination in the world. These attractions are:

(i) Cultural Attractions

Cultural attractions include history, civilization, archeology, architecture, traditions and customs, popular folklore and handicrafts. In this sense Yemen has witnessed rising superior civilizations like Saba, Awsan, Main, Hadramout and Himhyar since 1,000 BC. (Al-Silwee, 2004). These civilizations have left a lot of archeological sites which spread all over the country.


In addition, the diversity of Yemen in terms of climate and natural places has made every region a distinct cultural identity in its traditions;
customs; folklore, in the form of dances, songs, clothes and festivals related to the agricultural, social and religious activities (Abdullah. 1996).

We can say that culture attractions are one of the most important attractions in Yemen, of which the tourists can still admire the rich culture heritage.

(ii) Natural Attractions

Yemen has a long coastal line that exceeds 2400 km., starting from the Oman border south-westward to Bab Al-Mandab, and then changes its direction northward to the borders of Saudia Arabia. The most important tourist beaches are: Al-Khokha, Al-Salif, Wadi Al-Mulk, Al-Ghadeer shores, Abyan shores, the Island of Soctra, Ras Amran, Bair Ali, Al-Ghail gulf and others. In addition, Yemen is famous for mountain peaks with natural greenery, water springs and clear air. The most famous mountains are Mt. Al-Nabi Shuayb which is considered the highest mountain in the Arabia peninsula 3,666 meters above sea level, and other mountains like Rayma, Ottma, Saber, Radfan, Al-Tawila, AlMahwit, etc., of which the domestic and international tourists can enjoy with the mountain of tourism. Moreover, Yemen is very rich in natural and medical baths, like Al-Sukhna in Dhamar, Damt in Ibb, Al-Hwaimi in Lahj, Tabala in Hadhramou, etc. Further, we should not forget the deserts in Yemen like Ramlt Al-Saba’atain in Mareb, Old Shabwa (Attaq) and Sayun, etc., which is characterized by numerous tourist attractions like hunting, camal safaris, etc. (Ministry of tourism in Yemen).

Moreover, Lascurain (1999) argued that the main natural tourist attractions in Yemen are:

• Perhaps the biggest biodiversity found in the Middle East.
• Over 360 species of wild birds (including 13 endemic and near– endemic to the southern portion of the Arabian Peninsula, plus a further 6 endemic species in Soqotra Island).
• Perhaps the only country in the Arabian Peninsula with the most extensive forest and woodland cover.
• The highest mountains in the Arabian Peninsula (including the highest peak: Jebel Al-Nabi Shu’ayb, rising about 3660 meters above sea level).
• Beautiful and unspoiled beaches, coral reef ecosystems, and many islands in an undisturbed natural state.
• Soqotra Island, a unique feature in the world, with notable endemism especially plant species.
• Extensive undisturbed deserts and dunes.
• Hot springs and other volcanic features.
• Friendliness of civil population
• A relatively good road system.

3.2.3 Inbound Tourism in Yemen

The beginning of inbound tourism to Yemen goes back to the early 1970s and particularly 1972. It started with small groups and then developed increasingly turning Yemen as a tourist place visited by tourists world wide especially European.

The Former American President JIMY CARTER during his 1993 visit to Yemen said “Yemen is an invaluable tourist treasure if a great interest is taken in this industry, its revenue would exceed the petroleum and other economic sources” (Al-Silwee, 2004:88).

IRENA KNEHTL: expressed her views on Yemen as “It has excited the imagination of travelers through the ages scenic beauty, dramatic terrain and friendly people. Yemen has the magic formula that appeals to tourists world wide. The culture and traditions of Yemen offer visitors a complete Arabian experience-unlike any other.” (Yemen Tourism Magazine, 2002:40).

According to the World Tourism Organization Yemen is “a hospitable and attractive tourism destination that is unique in its culture, civilization and diversity of terrain, and in featuring the coastal, sport, marine, and mountainous tourism attractions” (Al-Saqaf, 2005).

Lascurain (1999) during his survey in Yemen said, “Yemen presents a singular mix of natural and culture attractions, which make it a unique tourism destination”.

66
The situation of inbound tourism in Yemen can be viewed by the following points:

(i) **International Tourist Arrivals**

The Table (3.1) and the Figure (3.1) give a profile of international tourist arrivals in Yemen form the year 1998-2007.

**Table (3.1) International Tourist Arrivals in Yemen during Period (1998-2006)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Tourists Arrivals</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1998</td>
<td>87627</td>
<td>-</td>
</tr>
<tr>
<td>1999</td>
<td>58730</td>
<td>-33</td>
</tr>
<tr>
<td>2000</td>
<td>72836</td>
<td>24</td>
</tr>
<tr>
<td>2001</td>
<td>75146</td>
<td>3.2</td>
</tr>
<tr>
<td>2002</td>
<td>98020</td>
<td>30.4</td>
</tr>
<tr>
<td>2003</td>
<td>154667</td>
<td>57.8</td>
</tr>
<tr>
<td>2004</td>
<td>273732</td>
<td>77</td>
</tr>
<tr>
<td>2005</td>
<td>336070</td>
<td>22.8</td>
</tr>
<tr>
<td>2006</td>
<td>382332</td>
<td>13.8</td>
</tr>
<tr>
<td>2007</td>
<td>379390</td>
<td>-0.8</td>
</tr>
</tbody>
</table>

The above noted data shows that the number of tourist arrivals in Yemen registered a sharp decline in 1999 due to the negative impact of Abyan Kidnapping (Word Bank, 2002:42). Followed by a partial recovery in 2000 and 2001 to reach 72836 and 75146 respectively in these two years the tourist arrivals in Yemen were not satisfactory due to the attack on the American war ship “USSCOLE” at Aden Port in summer 2000 has played a dominate role in decreasing the number of tourists visiting the country. Besides, the development taken place after 11th September had also a considerable negative impact on tourism sector in Yemen (Alshybani 2002:6). Again in 2007 the number of tourists arrival to Yemen registered negative impact due to the terrorism attack against Spanish tourists in Marib Governorate in 2 July 2007 (www.yementourism.com). In the years 2002, 2003, 2004, 2005 and 2006 the tourist arrivals grew by 30.4%, 57.8%, 77 %, 22.8%, 13.8% over the previous years in view of the stability that a region witnessed it and the effectively of the Yemeni tourism promotion and publicity. In addition, the opening policy adopted by the Yemeni government has established stabled relations with different parts of the world.
(II) Foreign Exchange Earnings from Tourism

The tourism in Yemen is an important source of foreign exchange earnings. It is the most convenient way of earnings for foreign exchange, when compared with the export of manufactured goods. This is what Al-kamaly (2005) said “tourism in Yemen is considered the second most important sector in terms of the national income following the oil sector”. The Table (3.2) and Figure (3.2) show foreign exchange earnings in Yemen from tourism during a period 1998-2007.

Table (3.2) Foreign Exchange Earnings in Yemen from Tourism during Period (1998-2007)

<table>
<thead>
<tr>
<th>Year</th>
<th>Foreign Exchange Earnings (US $. In million)</th>
<th>% of change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1998</td>
<td>84</td>
<td>-</td>
</tr>
<tr>
<td>1999</td>
<td>61</td>
<td>-27.4</td>
</tr>
<tr>
<td>2000</td>
<td>76</td>
<td>24.6</td>
</tr>
<tr>
<td>2001</td>
<td>38</td>
<td>-50</td>
</tr>
<tr>
<td>2002</td>
<td>105</td>
<td>176.3</td>
</tr>
<tr>
<td>2003</td>
<td>139</td>
<td>32.4</td>
</tr>
<tr>
<td>2004</td>
<td>214</td>
<td>54</td>
</tr>
<tr>
<td>2005</td>
<td>262</td>
<td>22.4</td>
</tr>
<tr>
<td>2006</td>
<td>309</td>
<td>17.9</td>
</tr>
<tr>
<td>2007</td>
<td>425</td>
<td>37.5</td>
</tr>
</tbody>
</table>

The above noted data shows an average growth rate in foreign exchange earning through tourism during a period (1998-2007) increased by about 32%. In 1998 foreign exchange earning through tourism were 84 US$ Millions followed by decline of -27.4% in 1999 due to the negative impact of Abyan Kidnapping. In 2000 foreign exchange earning grew by 24.6% as compared to 1999. Again the year 2001 was not favorable for tourism industry and the foreign exchange earning in Yemen a came down by -50 % due to the development taken place after 11th September had considerable negative impact on tourism sector in the world general and Yemen especially. In the years 2002, 2003, 2004, 2005, 2006 and 2007 the foreign exchange earning grew by 176.3 %, 32.4 %, 54 %, 22.4 %, 17.9 % and 37.5 % over the previous years.

3.2.4 Role of the Government in the Development of Tourism in Yemen

The main organization involved directly with tourism is the Ministry of Tourism. This public body is the main management within the sector and assisted by Tourism Promotion Board.

According to the Yemen tourism promotion board (www.yementourism.com), the main functions of these bodies are:
(1) Ministry of Tourism

The main functions of the Ministry of Tourism are:

- Preparing the plans and strategies of sustainable tourism for the benefits of the community.
- Preparing and providing necessary legislation and regulation of the activities of various segments such as hotels, travel and tourism agencies, restaurants, guides, etc., which well be applicable to the sustainable tourism.
- Building a meaningful partnership with the other sectors involved in tourism.
- Building a meaningful partnership with the private sector and the investors.
- Developing infrastructure and superstructure facilities in the potential tourism areas.
- Undertaking researches and survey of information pertaining to tourism.
- Marketing and promotion of tourism locally and internationally.
- Directing all the duties and responsibilities of Tourism Police Force in order to safe and protect of the tourists in Yemen more effectively and efficiently.
- Improving the level and output of tourism training.

(2) Tourism Promotion Board

The main functions of this board are as the following:

- Participating in regional and International Tourism Exhibitions
- Advertising in International Satellite TV Channels
- Advertising in International Newspapers and Magazines
- Monitoring Foreign Media
- Advertising in Local Media
- Contracting with Public Relations Firms
- Conducting European Promotion Campaign
- Producing Promotion Materials
- Supporting Tourism Festivals

3.2.5 Role of the Private Sector in the Development of Tourism in Yemen

The private sector in Yemen is made up of travel and tourism agencies, which international operators or individuals contact to organize holidays in the country. These agencies in Yemen are not only partners with international
companies, but additionally promote and assess the market. They take part in international trade fairs such as Madrid, İstanbul, Milan, Berlin, Tokyo, Hong Kong, London, Dubai, Jeddah, Tunis and Algeria. Where they meet their partners and set up agreements. This sector is compact, with a strong leadership and it is formally organized through the Association of Yemen Tourism and Travel Agencies (AYTTA), that coordinates different initiatives of its members (Ucodep and Movimondo 2005).

Also hotel industry in Yemen has played major role in the development of tourism in Yemen, of which the number of hotels increased from 435 in 2003 with 11890 Rooms and 33066 Beds to 1163 hotels in 2007 with 23180 Rooms and 52891 Beds (Statistical Year Book 2003 and 2007, Central Statistical Organization in Yemen).

This industry in Yemen contributes much towards tourism development by:
• Increasing employment opportunities
• Earning foreign exchange
• Balance of payment
• Increasing high standard of living
• Rural development

3.2.6 Travel Agency Business in Yemen

The tourism industry in Yemen has witnessed the most remarkable development during the period 1976-81. This period saw the achievement of many important tourism projects, as well as the development of basic infrastructures such as international and domestic airports, roads, hotels and public administration. Expenditure on tourism marketing and mass media was about 10 million (YR), and 1356 tourism projects were carried out, including hotels of different classes, travel and tourism agencies, parks, restaurants, buffets and workshops for handcrafts—all financed by private sector investment. The government has played a major role in the encouragement of private sector through legislation, including investment law 18. This policy by government
perhaps played a dominant role in attracting such tourism oriented investments (Pridham, 1985).

The travel agency business in Yemen has been started by establishing two agencies called YATA and Universal Group (Alnozily, 2008). These two agencies are now being the best organizations in the field of travel and tourism. Subsequently, other travel and tourism agencies have been established. Today the organized travel agency business is recognized by Ministry of Tourism government of Yemen under various rules and regulations.

According to the (Tourism development plan 2007, Ministry of Tourism in Yemen), the number of travel and tourism agencies in Yemen is about 578. The distributions of these agencies through different governorates in the country are given in (appendix B).

3.2.7 Legislative Aspects of Travel and Tourism Agencies in Yemen

The Government of Yemen was realized the important role played by the travel and tourism agencies in the promotion and development of tourism. With a view of this, the Government has formulated and prepared guidelines under the rule number 40/1999 to control the activities and working of that agencies.

The procedures/rules for the approved travel and tourism agencies by the ministry of tourism were as follows:

1. The office should be located in a suitable place, independent and in the main street and equipped with telephone, fax, e-mail, computer, Photostat and other equipments.
2. The travel agency should be approved by the International Air Transport Association (IATA).
3. The travel agency should have official website.
4. The travel agency should have participated in the promotion of tourism domestically and internationally, take part in international trade fair and pay so much for that participation.
5. The capital of travel agency should not be less than the one as prescribed by the law.
6. The travel agency should offer banking guarantee not stipulated in depositing 3 million (Y.R.) in the name of ministry of tourism or its offices.

7. The minimum office space should be 50sq. in the case of travel and tourism agency, 40sq. in the case of tourism agency and 30sq. in the case of travel agency. Besides the office should be have sufficient space for reception and easy access to toilet facilities.

8. The travel agency should pay tourism fees as prescribed by the law.

3.3 Tourism in India

3.3.1 Brief Description of India

India covers 3,287,263 sq km, which extends from the Himalayas, the world's highest mountains, to the southern tropical rain forests. It is the seventh largest country in the world and the mountains and sea that surround India separate it from other parts of Asia. It has the world's second largest population. Located entirely in the northern hemisphere it is bound by Pakistan, Afghanistan, China, Nepal, Bhutan, Myanmar and Bangladesh. The Arabian Sea, the Indian Ocean and the Bay of Bengal border it's coastline. The mainland has three well-defined geographical regions, the mountain zone of the Himalayas, the Indo - gangetic plain, and the southern peninsula of the Deccan Plateau. The main river systems are the Himalayan Rivers like Ganga and Brahmaputra which are snow-fed; the peninsular rivers like Godavari, Krishna and Mahanadi; and the coastal rivers. The climate of the country varies from region to region. In some places, including the coastal areas, the climate is almost uniform throughout the year. There are quite a few places in the country which have a moderate climate, such as towns in the North of the country or Bangalore in the South. On the other hand most areas are very hot in summer (http://www.asianinfo.org/asianinfo/india/pro-geography.htm). The total population approximately 1,147, 995, 898 (2008 est.) (http://www.infoplease.com/ipa/A0107629.html).

3.3.2 Scope of Tourism in India

India with its unique culture and natural resources make it a tourist paradise. India has an ancient civilization and a history reaching back 400
years. The philosophies and religion that have evolved in India are attractive and intriguing (Raina C. & Raina A., 2005). The discoveries of Harappa civilization in the early part of this century have placed India on the map of early culture comparable with other civilizations. The decline of the civilization and the rise of the Aryans may be considered as the turning point of the Indian history (Negi, 1996). This civilization is preserved in its regional customs, traditional, monuments, religious and architecture.

Historically India has boasted special fascination for rest of the world. In the past age, great people traveled to India primarily to search of knowledge, spiritual solance and also for trade and commerce (Sarkar & Dhar, 1998). “India is full of the treasure of historical building and full of the coffers of old gold and silver coins. There is in the north, the ninth wonder of the world - the Taj Mahal; in the south there are the dravedian temples, especially those of Madurai and there are the world famous frescoes of Ajanta and Ellora” (Sharma, 1996:56).

It has biodiversity and spectacular natural attractions such as snow-clapped mountains, glaciers, geysers, boiling pools, unique glow worm caverns, beautiful lakes, fine beaches and appealing mountains, which exciting wildlife, lovely deserts (Negi, 1996).

Those cultural and natural attractions make India the most attractive tourist destination in the world. In this sense, Seth (1999) pointed out that India offers the following products

1. A rich cultural experience: ancient monuments, art, architecture, dance, music.
2. A unique cuisine: develop over the centuries.
4. Outdoor recreation: trekking and mountaineering in the Himalayas, beach holidays in many sea resorts.
5. Adventure sports: skiing, heli-skiing, river-rafting, rock-climbing, trekking and mountaineering.
6. Photo safari and bird-watching in many wildlife parks and bird sanctuaries.
3.3.3 Inbound Tourism in India

In India, the importance of tourism had been recognized even before the Second World War. Nevertheless, the war largely and adversely affected the tourism and came in the way of tourism promotion activities, the government did every effort in 1945 to promote tourism in India but the development of tourism in proper way was after the establishments of a central tourist organization according to the recommendations made by the Sargent Committee. In the year 1949 an exclusive Tourist Traffic Branch was created. After this a whole time attention was paid to the development of tourism in India (Sharma, 1996).

As a result of that, many people have been talked about India as the best tourist destination for all seasons and all reasons. Some of them are:

**Max Muller** pressed his views about India as “if we were to look over the whole world to find out the country most richly endowed with all the wealth, power and beauty which nature can bestow-in some parts a veritable paradise on Earth-I should point to India. If were asked under what sky the human mind has most fully developed some of its choicest gifts-I should point to India.” (National Tourism Policy 2002, Department of Tourism, ministry of Tourism & Culture, Government of India).

**Mark Twain** has observed that “India is the one country under the sun that is endowed with an imperishable interest for alien prince and alien peasant, for lettered and ignorant, wise and fool, rich and poor, bonded and free and on land that all men desire to have seen and having seen once by even a glimpse would not give that glimpse for the shows of all the globe combined” (Bhati, 1982:287).

In the Chief Ministers’ Conference held on October 30, 2001, the Prime Minister of India, **Shri Atal Bihari Vajpayee** had stated “tourism is a major engine of economic growth in most parts of the world. Several countries have transformed their economies using the tourism potential the fullest... Tourism has great capacity to create large scale employment of diverse kind-from the most specialized to the unskilled and all of us know that
generation of massive productive employment opportunities is What India needs the most” (National Tourism Policy 2002, Department of Tourism, ministry of Tourism & Culture, Government of India).

Jawaharlal Nehru said “We must welcome these friendly visitors from abroad for economic reasons for tourism brings foreign exchange, but even more so because this leads to greater understanding and mutual appreciation. There is nothing that the world needs today than this mutual understanding.” (http://rrtd.nic.in/TOURISM.html). The position of inbound tourism in India can be summarized in the following points:

(i) **International Tourist Arrivals**

The Table (3.3) and the Figure (3.3) give a profile of International tourist arrivals in India form the year 1998-2007.

**Table (3.3) International Tourist Arrivals in India during Period (1998 - 2007)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Tourists Arrivals</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1998</td>
<td>2358629</td>
<td>-</td>
</tr>
<tr>
<td>1999</td>
<td>2481928</td>
<td>5.2</td>
</tr>
<tr>
<td>2000</td>
<td>2649378</td>
<td>6.7</td>
</tr>
<tr>
<td>2001</td>
<td>2537282</td>
<td>-4.2</td>
</tr>
<tr>
<td>2002</td>
<td>2384364</td>
<td>-6.0</td>
</tr>
<tr>
<td>2003</td>
<td>2726214</td>
<td>14.3</td>
</tr>
<tr>
<td>2004</td>
<td>3457477</td>
<td>26.8</td>
</tr>
<tr>
<td>2005</td>
<td>3918610</td>
<td>13.3</td>
</tr>
<tr>
<td>2006</td>
<td>3918610</td>
<td>13.5</td>
</tr>
<tr>
<td>2007</td>
<td>5081504</td>
<td>14.3</td>
</tr>
</tbody>
</table>

*Source: India Tourism Statistics (2007). Government of India, New Delhi*
The above noted data shows an average growth rate in the foreign tourist arrivals in India over a period of (1998-2007) of about 9.3 %. In 1998, the number of foreign tourists who arrived in India was 2358629 and in 2007, the number increased to 5081504 accounting for 115.4 % increase in the influx of tourists to India. There was a growth of 5.2 % in tourist arrivals in 1999 over 1998. Tourist arrivals registered a sharp decline in 2001 and 2002 due to the development taken place after 11th September had considerable negative impact on tourism sector in the world, subsequently developments leading to Afghan War, Indo - Pak border tension and terrorist attack on some places in India (Raina & Agarwal, 2004). In the years 2003, 2004, 2005, 2006 and 2007 the tourist arrivals grew by 14.3 %, 26.8 %, 13.3 %, 13.5 % and 14.3 % over the previous years in view of the efforts have been made by the Government to help the Indian tourism to attract the substation tourists.

(II) Foreign Exchange Earnings from Tourism

Tourism is recognized as an important source of foreign exchange earnings in the economy of India due to its crucial position of balance of payments problem. Foreign exchange due from tourism is earned more conveniently than that from manufactured goods (Sarkar & Dhar, 1998).
The Table (3.4) and the Figure (3.4) show foreign exchange earnings in India from tourism during a period 1998-2007.

**Table (3. 4) Foreign Exchange Earnings in India from Tourism during Period (1997-2007)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Foreign Exchange Earnings (US$ In Million)</th>
<th>% of change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1998</td>
<td>2948</td>
<td>-</td>
</tr>
<tr>
<td>1999</td>
<td>3009</td>
<td>2.1</td>
</tr>
<tr>
<td>2000</td>
<td>3460</td>
<td>15.0</td>
</tr>
<tr>
<td>2001</td>
<td>3198</td>
<td>-7.6</td>
</tr>
<tr>
<td>2002</td>
<td>3103</td>
<td>-3.0</td>
</tr>
<tr>
<td>2003</td>
<td>4463</td>
<td>43.8</td>
</tr>
<tr>
<td>2004</td>
<td>6170</td>
<td>38.2</td>
</tr>
<tr>
<td>2005</td>
<td>7493</td>
<td>21.4</td>
</tr>
<tr>
<td>2006</td>
<td>8634</td>
<td>15.2</td>
</tr>
<tr>
<td>2007</td>
<td>10729</td>
<td>24.3</td>
</tr>
</tbody>
</table>

*Source: India Tourism Statistics (2007). Government of India, New Delhi*

**Figure (3. 4) Foreign Exchange Earnings in India from Tourism during Period (1997-2007)**
The above noted data shows an average growth rate in foreign exchange earning through tourism during a period (1998-2007) increased by about 16.6%. In 1999 foreign exchange earning through tourism were 3009 US. $ Millions and in 2000 increased to 3460 US.$ Millions. There was a growth of 2.1% in 1999 over 1998. In 2000 foreign exchange earning grew by 15.0% as compared to 1999. In 2001 and 2002 there was negative impact in foreign exchange earning from tourism due to the reasons mentioned above. In the years 2003, 2004, 2005, 2006 and 2007 the foreign exchange earning grew by 43.8%, 38.2%, 21.4%, 15.2% and 24.3% over the previous years.

3.3.4 Role of the Government in the Tourism Sector

The main bodies involved in organizing tourism sector in India are Ministry of Tourism, Department of Tourism and Indian Tourism Development Cooperation (ITDC). Those organizations involved directly in planning, regulation, development, promotion and management of tourism. The main functions of each organization can be summarized below:

(1) Ministry of Tourism

According to the Ministry of Tourism, Government of India (www.tourism.gov.in), the Ministry of Tourism is the main body for the formulation of national policies and programmes and for the co-ordination of activities of various Central Government bodies, State Governments/UTs and the Private Sector for the development and promotion of tourism in the country. This Ministry is headed by the Union Minister for Tourism. The functions of the Ministry in this regard mainly consist of the following:

1- All Policy matters, including:
   (i) Development policies
   (ii) Incentives
   (iii) External assistance
   (iv) Manpower development
   (v) Promotion & marketing
   (vi) Investment facilitation
2- Planning.
3 - Co-ordination with other Ministries, departments, State/UT Governments.
4- Regulation.
   (i) Standards
   (ii) Guidelines
5- Infrastructure & product development.
   (i) Central assistance
6- Human resource development.
   (i) Institutions
   (ii) Setting standards and guidelines
7- Publicity & marketing.
   (i) Policy
   (ii) Strategies
   (iii) Co-ordination
   (iv) Supervision
8- Research, analysis, monitoring and evaluation.
9- International co-operation and external assistance.
   (i) International bodies
   (ii) Bilateral agreements
   (iii) External assistance
   (iv) Foreign technical collaboration
10- Legislation and parliamentary work.
11- Establishment matters.
12- Vigilance matters.
13- Implementation of official language policy.
14- Budget co-ordination and related matters.
15- Plan-co-ordination and monitoring.

2 - Department of Tourism

The Government of NCT of Delhi has different departments as the Union Government has different ministries; tourism department is one of them. It has been created under the Government of NCT of Delhi (Allocation of
Business) Rules, 1993

The main functions of this Department are:

1- Promotion of domestic and international Tourism.
2- Development of Tourism related infrastructure.
3- Co-ordination with agencies involved in Tourism industry.
4- Classification of Hotels.
5- Licensing of Tour Operators, Travel Agents etc.
6- To be Administrative Department for
   (i) Delhi Tourism and Transportation Development Corporation Limited
       (DTTDC).
   (ii) Delhi Institute of Hotel Management and Catering Technology (DIHMCT)

3- Indian Tourism Development Cooperation

  Indian Tourism Development Cooperation Limited was established in
  1966. ITDC is a public sector undertaking under the administrative control
  of the Department of Tourism. The cooperation has been the prime mover in
  the progressive development, promotion and expansion of tourism in the country.

  The main functions of this cooperation are:

1- To construct, take over and manage existing hotels and market hotels,
   Beach, Resorts, Travelers' Lodges/Restaurants;
2- To provide transport, entertainment, shopping and conventional services;
3- To produce, distribute, tourist publicity material;
4- To render consultancy-cum-managerial services in India and abroad;
5- To carry on the business as Full - Fledged Money Changers (FFMC),
   restricted money changers etc;
6- To provide innovating, dependable and value for money solutions to the
   needs of tourism development and engineering industry including providing
   consultancy and project implementation
   (http://tourism.indiabizclub.com/info/tourism/itdc).
3.3.5 Role of Private Sector

The role of private sector in the development of tourism is being recognized and private participation in development of tourism is being planned wherever feasible. In Gujarat a special emphasis is given for investments from the NRI sector. Surat Municipal Corporation has initiated its water supply system with private sector participation. Karnataka has already experienced significant private sector participation. Private investors along with the government will implement the Elevated light Rail Transit system in Bangalor. Private sector has also invested in hotels and tourism projects, technology parks, etc. Karnataka is developing world-class infrastructure at the sprawling ruins of hampi and exquisite temple complex at pattadakal. Government of Tamil Nadu has decided to encourage private entrepreneurs to come up with star hotels at all pilgrim or heritage private entrepreneurs to come up with star hotels at all pilgrim or heritage centers. Private sector participation in product development can be witnessed in the states of Gujarat, Tamil Nadu, Orissa etc. In an effort towards licensing infrastructure and product development to private sector, Rajasthan Tourism has licensed about 16 of its units such as hotels, motels, etc. to private sector for management for a period of two years each (Government of India, Ministry of Tourism (MR Division) 2005).

Thus, we can say that, private sector has to consider investment in tourism from a long term perspective, create the required infrastructure facilities and managing them most effectively and efficiency. Such facilities are accommodation, travel and tourism agencies, restaurants, entertainment facilities, shopping complexes, etc.

3.3.6 Travel Agency Business in India

The travel agency business in India is relatively new. At the time of independence, there was hardly any travel agency worth the name in the present day context. The business in organized form started only after independence when a few travel agents in India set up an apex body called Travel Agents Association of India (TAAI), AT Bombay.
Today travel agency business in India is in two sectors-organized and unorganized. The organized sectors are those which are recognized by the Department of Tourism, Government of India and also by TAAL. The travel agencies are subjected to certain regulations imposed by the Department of Tourism, Ministry of Tourism, Government of India and also by Reserve Bank of India in respect of foreign exchange transactions, through Foreign Exchange Regulation Act (FERA) (Akhtar, 1990:28, 29).

By the December 2005 there were 305 travel agents & 429 tour operators in the country approved by the Ministry of Tourism. The state-wise distribution of these units is given in (appendix C).

3.3.7 Legislative Aspect of Travel and Tourism Agencies

In the year 1954, the Government of India was aware of the important role which the travel agents were to play in the development of tourism. It was recognized by the Government that tourists who visit a foreign country often prefer to secure the services of travel agents who assist them in order to make best use of time and money at their disposal. The Government felt that many a time unauthorized persons offer themselves as agents and in return fail to render satisfactory services, and even exploit the ignorance of the tourists for their personal benefit. With a view to control this, the Government evolved a system of granting recognition to travel agents (Bhatia, 1982:275).

The guidelines for recognition as approved travel agencies were as follows:
1- The aims and objectives of the scheme for recognition are to promote travel and tourism in India. This is a voluntary scheme open to all bona fide travel agencies.
2- A travel agency is one which makes arrangements of tickets for travel by air, rail and ship; passports, visas, etc. It may also arrange accommodation, tours, entertainment and other tourism related services.
3- All applications for recognition as a travel agent should be addressed to the Director General of Tourism, Transport Bhawan, parliament street, New Delhi-110001.
4- The following conditions must be fulfilled by the travel agency for the grant of recognition by the Ministry of Tourism:

(i) The application for grant of recognition should be in the prescribed form and submitted in duplicate.

(ii) The travel agency should have a minimum paid up capital (or capital employed) of Rs.5 lakh duly supported by the audited balance sheet and chartered accountant’s certificate.

(iii) The travel agency should be approved by the International Air Transport Association (IATA) or should be a General Sales Agent (GSA) of IATA member airlines.

(iv) The minimum office space should be 250sq.ft. Besides, the office should be located in neat and clean surroundings and equipped with telephone, fax, computer reservation system, etc. The office may be located preferably on the ground floor or first floor if situated in a residential area, with sufficient space for reception and easy access to toilet facilities.

(v) The travel agency should be under the charge of a full-time member who is adequately trained, experienced in matters regarding ticketing, itineraries, transport, accommodation’s facilities, currency, customs regulations, and travel and tourism related services. Besides this, he should also have effective communication skills and knowledge of foreign languages other than English. There should be a minimum of four qualified staff members out of which at least two should have diploma/degree in Travel and Tourism from any recognized university, IITTM or institutions approved by AICTE. The academic qualifications may be relaxed of exceptionally experienced persons in case of airlines, shipping, transport, PR agencies, hotels and other corporate bodies and for those who have worked for three years with IATA/UFTAA agencies.

(vi) The travel agency should have been in operation for a period of one year after IATA approval at the time of filing the application.

(vii) The travel agency should be an income-tax-assesses and should have filed income Tax Return for the current assessment year.
5- Recognition as a travel agency will be granted for three years and renewed thereafter for five years on an application made by travel agency along with the requisite fee.

6- The travel agency is required to pay a non-refundable fee of Rs.2,000 while applying for the recognition. The fee is payable to the pay & Accounts Officer, Ministry of Tourism, in the form of a Bank Draft. Fee for renewal is Rs.1,000 and Rs.500 for head office and each branch office respectively.

7- Recognition will be granted to the head office of the travel agency. Branch offices will be approved along with the head office or subsequently, provided the particulars of the branch offices are submitted to the Ministry of Tourism and accepted by it.

8- The decision of the government in the matter of recognition shall be final. However, the government has discretion to refuse to recognize any firm or withdraw at any time, recognition already granted, with the approval of the competent authority, before such a decision is taken, the necessary show cause notice is invariably issued and the reply considered on merit. Circumstances under which withdrawal is resorted to are brought out.

9- The travel agency granted recognition shall be entitled to such incentives and concessions as may be granted by the Government from time to time and it shall abide by the terms and conditions of recognition as prescribed from time to time.

10- The travel agency should employ only regional guides trained and licensed by the Ministry of Tourism, Government of India and state level guides approved by the state governments (Negi, 2003:18, 19).
CHAPTER FOUR

INFORMATION TECHNOLOGY IN TRAVEL AGENCIES
4.1 Introduction

Information Technology (IT) is increasingly affecting every aspect of our lives. From tourism to leisure IT is having an impact, so much so that the world ‘revolution’ has frequently been applied to describe its effect on society (Robinson, 1994 as cited in Bennett, 1995).

Travel agencies are one of the most important tourism organizations highly dependent on Information Technology in managing their functions. Therefore in this present chapter we are trying to discuss the Information Technology in travel agencies in different aspects such as impact of Information Technology on the travel agencies including (Computer Reservation System, Global Distribution System, Organizational Information System, ticketing automation and the internet), influencing of Information Technology on travel agencies, impact of Information Technology for travel agencies, internet use among travel agencies (opportunities and threats), online travel agencies and the future direction of travel agencies.

4.2 Impacts of Information Technology on the Travel Agencies

Travel agencies are highly dependent on up-to-date, accurate information. Information technology has enabled forward-looking business to respond to the demand for more up-to-date information and tailor-made products. IT has been widely used within travel and tourism agencies for reservation, accounting and inventory management functions. Travel agencies are no strangers to using information technology. The travel industry was among the first industries to use efficient information and communication technologies for professional market participants in the field of administration (Kuom & Oertel, 1999).

4.2.1 Computer Reservation Systems (CRSs)

In the 1960s, the Computer Reservation System (CRS) was usually an internal airline system used for keeping track of the seats sold. In the following years, a number of different systems were developed by individual airlines. For example, TWA introduced PARS; United Air Lines, APOLLO; Delta, DATAS II; and American Air Lines, SABRE. Later, airlines realized that they could use
the CRS to make their fares available to travel intermediaries with increased cost effectiveness. As a result, in the first half of 1970s, airlines tried to gain an advantage over their competitors by creating their own version of a reservation system. The move was based on the expectation that the airline with a more widely adopted CRS would be capable of providing its clients more timely information and thereby increase sales volumes. The CRSs were used as an instrument of operational and strategic management to enable airlines to continuously update their databases in terms of seat availability and fare adjustments. It also increased the speed and the efficiency with which travel agents serviced their customers (WTO, 1995 as cited in Gee & Fayos - Sola, 1997).

In the mid 1980s the CRSs evolved through expansion of geographical coverage and horizontal and vertical integration into Global Distribution Systems (GDSs). GDSs emerged as the backbone of the industry by establishing a global communication standard and a new electronic tourism distribution channel (Buhalis, 1998). The worldwide use of GDSs is supported by Organisational Information Systems (OISs). This is what Raymond and Bergeron (1997) said, global distribution systems (GDS) are used by travel agents for reservations, information search, client management and reporting and organizational information systems (OIS) are used for accounting, reporting, record management and billing. They also mentioned that the use of information technology (IT) by travel agencies over the past 30 years has played a major role in reducing costs between primary providers and retailers and improving service to customers. This technology can also contribute to minimizing transaction costs, lowering uncertainty, sharing market information and aiding in distribution channel efficiency (Tsai, Huang, & Lin, 2005).

4.2.2 Ticketing Automation

Other technological advancements have facilitated the distribution of travel while cutting costs and increasing responsiveness. Satellite ticket printers (STP) now allow travel agents and tour operators to issue tickets directly. The Electronic Ticket Delivery Network (ETDN) is another form of
STP. The difference between them is that the supplier collects a commission for the usage of ETDN, while only a printing fee is received in the case of the STP. Electronic kiosks, which are stand-alone computer terminals found in hotel lobbies, airport terminal, and tourist information offices, now allow travelers to perform a series of different functions such as hotel check-in, purchase of airline tickets, or receipt of information about the destination area. Another development in facilitating the distribution of travel is electronic travel documents, simply referred to as ticketless travel, where the passenger’s personal information exists in an electronic file with the airline. All the passenger is required to do is present personal identification to obtain a boarding pass (Gee, Makens, & Choy, 1997 as cited in Gee, & Fayos-Sola, 1997).

4.2.3 The Internet

The IT revolution was put on a different level with the introduction of the Internet in the early 1990s. Developments on the World Wide Web (WWW), as the fastest growing area on the Internet, instituted a platform for efficient, live and timely transfer of information of products and services (Olsen & Connolly, 2000). Waltz (1999) cited in Alvarez et al. (2007) pointed out that “the internet is a source of information and feedback that can be solid relationships with customers and in that respect, marketing executives recognize that the more information they have on customers through the internet, the more viable individualized supply will be”. The Internet can be used by travel intermediaries and individual travelers alike to research available travel products and prices. It allows individual travelers to reserve and purchase travel products on-line, potentially eliminating the need for a middleman. A continuously larger number of travel-related businesses are turning to the Internet due to the benefits that it can have on customer service delivery and ultimately on sales volume (Gee & Fayos-Sola, 1997).

According to Dogac et al. (2004) as cited in Pease and Rowe (2005) the Internet provides many advantages to players in the tourism industry. Some of these benefits are:
• Enhanced level of collaboration between tourism operators, for example, between travel agencies and service providers;
• Pre-arrangements with respective suppliers no longer necessary;
• Web service discovery will identify alternatives, enabling holiday packages to be constructed;
• Greater negotiation of service to be purchased and customization of services/activities; and
• Generally greater levels of interoperability with internal and external applications.

4.3 Influencing of Information Technology on Travel Agencies

The development of IT indicates that travel and tourism products and services will be at a competitive disadvantage unless they use emergent electronic distribution channels. IT has transformed distribution of travel information to an electronic marketplace (Buhalis, 1998).

Trends in the IT area influence travel and tourism markets in the following ways (Selby, 2000 as cited in Soontiens, 2001):
• Speed—Improved IT enables business to be executed quickly and more efficiently.
• Constant Change—Business practices change continuously and rapidly.
• Formation of Networks—Geographically dispersed companies can meet in electronic market places and knowledge sharing facilities.
• E-commerce—New ways of direct selling and buying online are established.
• Increased importance of Knowledge Sharing—The speed of business and pressure to continually innovate raises the value of differentiated intellectual capital.
• Erosion of distinction between ‘domestic’ and ‘international’ business—Web Sites used by suppliers or customers can readily reach foreign and domestic customers and suppliers.

4.4 Importance of Information Technology for Travel Agencies

“The evolution of technology that has occurred during the current “Information Age” is challenging that traditional business dogma.
Communications technologies have exposed inefficiencies in the hierarchical production model and have also made electronic market co-ordination within production systems significantly more efficient than traditional market co-ordination". (http://hdl.handle.net/10379/102).

The advancement of information technology and more specially the advancement of the internet as an alternative channel for the distribution of tourism service have made the relationship strategy a key competitive element for traditional travel agencies to manage their customer base and survive in the market. It has affected to them by increasing productivity, efficiency and improved services to the customer (Alvarez, Martin, & Casielles, 2007). It will be difficult change their role and act as ‘advisers’ if they do not keep up with information technology. In the opinion of Monente et al. (1998) as cited in Lang, (2000), the new technologies as positive for travel agents offer a huge opportunity to re-engineer their role and to become global travel consultants who offer integrated and high-quality travel solutions. The advancement of information technology and more specially the advancement of the internet as an alternative channel for the distribution of tourism service have made the relationship strategy a key competitive element for traditional travel agencies to manage their customer base and survive in the market. It has affected to them by increasing productivity, efficiency and improved services to the customer (Alvarez, Martin, & Casielles, 2007). Glab (1995) cited in Lang (2000) added that “travel agencies face is how and when they can create a useful, productive presence for themselves on the Internet . . . at a reasonable cost”. In the future, there is no doubt that the Internet can be used as an effective tool for travel agencies and tour operators to develop their business, to market it, to get information and partnerships (Patrica, 2008).

4.5 Internet Use in Travel Agencies (Opportunities and Threats)

Traditionally, the travel industry focused on the travel agency sales channel. Customers used to visit their local travel agencies, and purchase travel tickets or gather vacation information through the agencies. The emergence of the internet and electronic commerce make it change. Customers discovered
that they can search travel destinations and even purchase airline, train, and cruise ship tickets online (Cheung & Lam, 2009). Moreover, the growth of the Internet and the World Wide Web (WWW or Web) has created opportunities for all sectors of the travel industry to interact with customers in a more flexible way (Barnett & Standing, 2000).

According to Standing and Vasudavan (1999), the various aspects of web-based electronic commerce that can be exploited by travel agents can be summarized below.

- Using the internet to build customer relationship-by having customers interact directly with the website.
- Gathering information from customers and potential customers to create customer profiles which can be used in marketing and product development.
- Information partnership-cooperation between organizations to provide a better service to the customer.
- Transactions-selling of products and services.
- Specialized information provision according to the profile the user.
- Information of the products that can be downloaded by the user.

The internet has changed the concept of business by offering convenient and efficient information for distributing retail products/services (Kim, D. et al. 2007).

The significance of the internet as a source of tourist information has been noted in previous studies (Bonn & Furr, 1999). These studies suggested that the Internet could be used to present multilevel, in-depth information to pleasure travelers needing to make high-involvement purchases such as long distance travel plans, rather than having them rely on limited information presented in traditional tools.

In addition, the global nature of the Internet would enable marketing managers to contact international visitors who travel during specific seasons of the year and who participate in specific activities within a destination. The World Tourism Organization declared that the key to Internet success lies in the swift identification of customer needs and the establishment of direct
contact with consumers, offering them comprehensive, personalized and up-to-date information (Vich-I-Martorell, 2003 as cited in Fias, Rodriguez, & Castaneda, 2008). They are able to cover the entire variety of choices of travel, accommodation, transportation and leisure services, holiday packages, prices and availability (Buhalis, 1998).

Sheldon (1997) as cited in Lang (2000) noted that the potentially greatest implication for travel agents if consumers use the Internet and WWW is a decrease in profitability due to the loss of supplier commissions; she also notes that profitability may be increased as a result of consumers researching their own trips and then booking with a travel agent. These knowledgeable consumers not only allow travel agents to maintain their commissions, but also save the agents' substantial time as they do not have to seek information for the consumer.

According to Amdekar and Padmanabhuni (2006), there are many effects of Web services on travel agents. These effects can be summarized as follows:

- They will be able to offer integrated trip service to customers, revolving around multiple Service providers including airlines, cruise ships, car rentals, hotel booking etc.

- The increased role of internet and Web services will further the already evident trend of loose of communications for travel agents.

- Web services will reduce the dependency of travel agents upon GDS for sourcing due to the availability of direct travel services.

- New generation of travel agents able to a trip experience will gain foothold.

- In addition, having direct access to raw travel data means that travel agents are empowered to dynamically target useful and relevant information at appropriate points in the booking process. Increasing the appeal of destination in this way also increases opportunities for cross-selling and up-selling.

The primary role of travel agents is to market and sell products on behalf of principals, i.e., the original providers of tourist services, such as hotel companies, airlines, tour operators or shipping companies. This includes,
providing travel information such as destinations, organizing tour packages, facilitating accommodations, arranging transportation, issuing air tickets, visas and foreign exchange rates (Lam & Zhang, 1999).

The intermediary role of travel agents can be summarized into three groups of activities. First, they pass information between buyers and sellers, thus they act as information brokers. Second, they perform transactions including issuing tickets and receiving and forward many. Third, they give advice to travelers about different products and services. In this sense, the specialist knowledge of travel agencies leads them to perform better than travel websites in terms of the human touch and personal services (Law, Leung, Wong, 2004). Haas (1998) as cited in Lang (2000) pointed out that even though many Internet users go online to find product [or services] information, most users prefer to log off and buy their goods [or services] through traditional channels. Also, the information available on the internet is not complete, confused and misleading due to lack of standardization (Buhalis, 1998).

According to study has been made by Lang (2000), there are many advantages were identified by consumers when using the Internet for make travel arrangements. Such advantages are convenient and instant access, time savings, cost advantage, the ability to compare prices easily, the ability to access detailed or up-to-date information, the availability of more options via the Internet, the ability to earn more frequent-flyer points by booking online, the ability to make contacts with like-minded people in the host country or destination and the avoidance of ‘sales pressure’ when purchasing via the Internet.

On the other hand, The disadvantages of using the Internet for booking travel are perceived lack of a secure payment method, lack of confidence with the technology; need for a personal service and human interface, the ability to make mistakes when there is no one available to verify the booking, cost and time disadvantages, information overload and confusion, the inability to validate a website or business and increased junk email or “spamming”.
Moreover, there is some evidence suggesting that a restructuring is taking place. Business competition for traditional travel agencies has increased as a result of a number of developments. Firstly, Tour operators are increasingly trying to sell directly to their end clients through their web that leads to cut out the profit margin of the travel agencies (Oppermann, 1999). Secondly, the airline industry already took a number of important measures regarding the level of commissions paid to the travel agencies for their services (capping or reducing these commissions- these days zero commission is the norm-represented a strong blow for ticketing agencies that used to rely on the reservation fees charged to airlines). In addition, Airline companies are beginning to market their products directly to the customers through their websites, saving commissions and disintermediation their travel agents (Patricia, 2008). Thirdly, The appearance of new forms of competition, such as virtual travel agencies (VTAs), which lack of physical office but offer customers the same tourism products and services directly through the internet (WWW) (Susskind, et al. 2003 as cited in Alvarez, Martin, & Casielles, 2007).

Furthermore, many Travel and tourism companies have faced problems as a result of marketing their services through the websites, these problems can be summarized in the table below:
### Table (4.1) Problems of Tourism Web Marketing

<table>
<thead>
<tr>
<th>Problem</th>
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<tbody>
<tr>
<td>• Tourism companies' failure to brand consistently online</td>
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<tr>
<td>• Inadequate design expertise resulting in inferior sites and poor-quality information</td>
</tr>
<tr>
<td>• Umbrella brand sites (such as destinations) are threatened by disagreement among members over the content, cost and format of a shared Internet facility; such sites also face stiff competition from other Internet service providers</td>
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<tr>
<td>• Supplier bias towards business travelers and higher-priced products</td>
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<tr>
<td>• Supplier reticence and consumer scepticism</td>
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<tr>
<td>• Information overload and Web complexity for consumers</td>
</tr>
<tr>
<td>• Copyright and legal issues</td>
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<tr>
<td>• Access costs, particularly high telephone charges in Europe</td>
</tr>
<tr>
<td>• Security and privacy concerns</td>
</tr>
<tr>
<td>• Fear of commitment to the electronic unknown by consumers and suppliers</td>
</tr>
</tbody>
</table>


### 4.6 Online Travel Agencies

The emergence of the internet (WWW or Web) has created new competitive advantages in the business of travel agencies. (Morrison, et al. 1999 as cited in Morison, Jing, O'leary, & Cai, 2001) pointed out that “By using the Web and Internet as marketing tools, tourism organizations have gained some distinct advantages in cost reduction, revenue growth, marketing research and database development, and customer retention”. However, Law et al. (2001) said “in order to gain competitiveness, travel agents should position themselves between travel service/product suppliers and customers by offering..."
value added services. If travel agencies on the web would be intelligent agents of consultants to travelers, they could acquire considerable customers’.

Essentially, many travel agencies are beginning to use the internet (WWW) in promotion their activities, which enables the customers to search for appropriate travel arrangements. The use of online travel services nowadays is become the most popular way consumers purchase their travel tickets and other related convenience, resulting in traditional travel agencies being ranked last in customer usage (Kim D., Kim W., & Han, 2007). Net Ratings (2002) reported the top 10 online travel destinations. They were Expedia, Travelocity, Orbitz.com, Southwest Airlines, CheapTickets.com, American Airlines, Yahoo! Travel, Delta, Priceline and AOL Travel.

According to Kim et al. (2007), online travel agencies are defined as agencies for which most of their revenue comes from online sale. Their functions as traditional agencies in that they deliver travel related products/services and provide travel related information and various services to customers. However, in order to successfully replace the role of tradition agencies, online travel agencies will have to strive to provide enhanced websites that are more humanized, uncomplicated, secure and offer more customized services. Moreover, online travel agencies are taking over from traditional travel agencies. They have the advantage of being able to access multiple real-time reservation systems, to group product offerings and to provide preferential pricing through strategic alliances with various online reservation system firms (www.ideagroup.com/downloads/teaching/IT5668.pdf).

According to eMarketer, US online sales of leisure and unmanaged business travel will reach $108 billion in 2008 and is estimated to reach $126.9 billion by 2009. Sales will remain strong out to 2010, although growth rates will steadily decline. Tourism in U.S is mainly domestic and 90 percent of sales are made online. In the meantime, in the European market, online travel sales reached EUR 49.4 billion in 2007. A further increase of about 18% during 2008 to about EUR 58.4 billion may be expected (22.5% of the market). The
European online travel market could increase by another 8.5 bn. EUR or 15% in 2009 to reach EUR 67 bn (Patrica, 2008). In addition, Kim et al. (2007) offered a number of suggestions to improve the online travel agencies which can be summarized below:

- They should develop strategies to assure customers of the security of their websites and online transactions.
- They must establish logical navigation schemes to meet customers' need, rather than designers' conceptions.
- They need to lure potential customers to book their trips with them and additionally purchase more of the services they provide.
- They should multi-stop trips, including both domestic and international destinations.
- They should offer other services such as sports tickets, theaters, and other sightseeing experiences all from one agency.
- They should offer packaged deals because business travelers want to save time in planning their trips.
- They must be candid with customers concerning their ability to provide good service and to find optimal combinations of attributes or factors that suit their images due to the fact that the scope of services provided by online travel agencies differs from those of traditional travel agencies.
- The operators of online travel agencies should monitor their competitive positions regularly and where and when necessary make a change to their position.
- Online travel agencies should concentrate on a small number of attributes or factors when they build brand images or change their positions, and the changes in their positions must garner intentional interests and desires of potential customers.
4.7 Future of Travel Agents in View of IT Revolution

Travel agents throughout the world are now left with no alternative but to figure out what strategies they could follow to sustain their role as middlemen and justify the commission earned.

There are two directions that agents can follow to ensure its survival. The first is to improve their efficiency by repositioning themselves as low cost agents through the Internet, working like clones of the offline agencies to push a hotel’s rooms. The second is to come up with a totally different business model that adds value to a traveler’s traveling experience. Providing travel advice, enhancing customer satisfaction and bundling hotel booking with other related services are just some of the many options travel agents need to consider to fight this trend of disintermediation. To survive, the agents should reintermediate themselves as being able to provide the personal service and support that guest’s need. They must invest in deep learning about their target customers’ preferences to find out what would most satisfy them (Tse, 2003).

The travel agencies is expected to grow in importance, since their greatest ability is “to collate, organize and interpret large amount of data in a way that delivers the best value and the most exciting travel experiences for the customer” (O’Connor, 1999 cited in Ozturan & Roney, 2004).

O’Conner and Frew (2002) pointed out that tourism product are diverse, and are rarely purchased in isolation, and can be combined in a seemingly endless range of permutations and combinations. He has offered a number of suggestions for the future of travel agents which can be summarized bellow:

• They must try their best to identify the preferences of guests in an attempt to minimize the gap between a guest’s expectations and the actual travel experience.
• They must recognize each key customer’s individual preferences and make extraordinary efforts to satisfy these preferences.
• They may need to target difficult to satisfy customers who are willing to pay more for highly customized services.
• They need to look into what had to be done and create the organizational
capacities to deliver on the commitment to personalized service.

- They need to take correct decisions on what services should be offered, what processes are needed, and what staff need to do or learn to make the process work flawlessly.

- They must be a change in the agent’s mind-set from merely selling what they have got to helping guests buy what they want.

In the opinion of Hatton (2004), the future of travel agencies lies in:

- as business people and service-oriented entrepreneurs, taking control and ownership; this means travel agencies standing on their own two feet in an environment and partnership of equals with suppliers.

- Efficient and profitable operation of the business - including payment from suppliers to cover the cost of work performed on their behalf plus a margin for profit.

- Taking a pragmatic and proactive approach to relationships with suppliers and the individual business needs of the industry.

- Maximizing yield through cost control, niche marketing and the application of service fees.

- In-depth knowledge of the product range and its profit potential.

- Retaining customer loyalty in the face of competition.

- Establishing global relationships with both suppliers and other agents.

- Ensuring strong well-funded industry associations and supporting those associations to the maximum.

- Unity-of both purpose and within the industry.

Bitner and Booms (1982) also highlighted that the successful travel agent of the future will need to be sophisticated in:

1. Use of marketing techniques, including analysis of current and potential customer segments and how to communicate with them.

2. Product line analysis-knowing exactly where and how profits are made within the firm’s product line.

3. Use of sophisticated information systems and automated equipment.

4. Knowledge of travel destination and requirements for their market segments.
5. Knowledge of suppliers and how to interact and negotiate successfully with them.

In addition, according to Amadeus (2007:7), travel agencies should be applied one or more of the following strategic options in order to reduce their reliance on airline commission payments. These strategies are:

- Streamlining their operations, controlling staff costs whilst ensuring the customer feels as little impact as possible;
- Expanding or moving into the leisure business where commissions on non-air products remain high (cruise, hotel, etc);
- Specializing in geographic areas or becoming niche players for specific leisure products (e.g. destination weddings, student travel, group travel, cruises only, etc.);
- Establishing a service fee driven business model.

4.8 An Evaluation of Current Position of Travel Agencies' Web - Sites in Yemen and India

As we mentioned above, the rapid growth of information technology with particular the internet and World Wide Web (WWW or Web) has created a competitive advantages and challenge for travel agencies to manage their customer and survive in the market. The impact of these changes and challenges is creating a need for new business strategies, marketing programs and distribution systems. Travel and tourism business must be prepared to market to customers who are familiar with cyber space. Therefore, travel agencies have to develop and maintain Web-sites including on-line selling systems, product search engines, safe payment methods, tourism information, interactive communication tools, membership registration, special prices, customized products, and cyber events/coupons (Park, 2002).

According to Amdekar and Padmanabhuni (2006), “Web services are self-contained business applications that operate over the internet. These applications can be published, located and invoked by other applications over the internet. They are based on strict standard specifications to work together and with other similar kinds of applications. This adherence to strict standards
enables applications in one business to inter-operate easily with other business”. Thus, the designing of the Web-site in scientific methods is essential for successful travel agencies.

The analysis of travel agencies’ web-sites in Yemen and India revealed that many travel agencies are not using the Web in proper way. The main observations on the Web-sites among the travel agencies in Yemen and India are:

1- The information provided by the Web-sites is similar thing among all travel agencies and lack of innovation.
2- Richness of the information.
3- The information provided by the Web-sites is very old and lack of up-to-date.
4- Poor quality contents.
5- Most travel agencies are not providing full information about themselves.
6- There are many colors used in the Web-sites which have the effect of drowning out the images of the visitors.
7- Poor of the sites’ link building programme.
8- Lack of quick search title on the home page.
9- Lack of presentation interesting movies of the holidays and itineraries.
10- The information provided by the Web-sites is not taken different cultures in to consideration.
11- Most travel agencies have not news section on the Web-sites which provide value added to it.

4.9 Suggestions for Improving Web - Sites in Travel Agencies in Yemen and India

In order to overcome the problems mentioned above and improving the websites in travel agencies in Yemen and India, they should be followed the following points:

1- The website should be rich in information contents, so that visitors would like to get back to the website as many times as possible.
2- The website developers should make balance between information provided and different cultures.
3- Set-up and curry out a link building programme.
4- The number and amount of colors used in the site should be reduced.
5- Insert quick search’titel on the homepage research area, including more contents, durations, prices etc.
6- The movies of the holidays and itineraries should be taken in to consideration
   in order to provide the visitors a visually appealing summary of what holiday entails.
7- The website should be linked with other relevant websites.
8- The travel agencies should be provided full information about them self.
9- The website designers should focus on simple and straightforward text rather than too much sell.
10- Incorporate online booking into the site.
11- The news section on the website should be provided in order to offer value added to it.
12- The information provided by the websites should be new and up-to-date.
CHAPTER FIVE

REVIEW OF LITERATURE
4.1 Introduction

A general dearth of publications on travel agencies can be noted when reviewing the travel and tourism literature. This is not to say that nothing has been published on travel agencies but considering the different aspects of travel agencies such as:

(i) Importance of travel agencies as a source of information.
(ii) Role of travel agencies in distribution channel and promotion of tourism
(iii) Service quality in travel agencies.
(iv) Functions of travel agencies.
(v) Travel agencies’ marketing.
(vii) Travel agencies’ productivity, efficiency, locations and advertising strategies.
(vi) Information technology use in travel agencies.
(vii) Travel agency management.
(viii) Management training and the travel agent

Also, many aspects of travel agencies have been included in the review of literature. Such literature has been devoted to present all the previous works related to the travel agencies. The information related to the above mentioned topics are collected from 1978 up to 2008 using doctoral theseses, text and reference books, dissertations and reports, articles appeared in academic journals and research papers. Those studies failed to provide an explicit framework in which to assess the management functions practices in T&T agencies either in the world or in Yemen and India.

In India, only one study has been made by Akhter (1988) which focused on the finding out the application of general management functions through case study in four travel agencies, only that part which deal in inbound tourism. The present study “A comparative study of management functions in selected travel and tourism agencies in Yemen and India” has tasted a large sample size of Travel and Tourism agencies either in Yemen or India in order to compare the application of management functions in those selected agencies to know
either a significance difference between them or no and give a suggestions to solve the problems which have been resulted from the application of management functions practices. The review of those studies is summarized under the following head:

**4.2 Travel Agency Research**

Retail travel agents play a vital role in the tourism distribution system. Their role is to act as the intermediary between destinations and suppliers and consumers. Unlike other retail sectors, travel agents purchase no stock. Instead, they on-sell the products on the basis of a commission (Litvin, 1999 as cited in Mckercher, Packer, Yau, & Lam, 2003).

The importance of travel agencies in the travel distribution system and the changing role of travel agents have been studied in the travel research literature. Bitner and Booms (1981) stated that travel agencies are considered the main facilitators for travelers and travel services suppliers and have become the main gateway for the many services offered by airlines, hotels, tour packagers, cruises, and excursions to travelers.

The role of travel agents has shifted from selling of airline tickets, hotel bookings and the like to that of travel expert and counselor (Bitner & Boom, 1982; Adams, 1984), offer advice and consultancy services for corporations (Chu, 2001; Alamdari, 2002) and sell a variety of travel services and serve as consultants for both pleasure and business travelers (De Souze & Lime, 1997). They perform the labor intensive clerical activities on behalf of suppliers, such as ticket processing, the provision of fares and the provision of consultancy (Dumazel & Humphreys, 1999).

Reilly (1988). Case and Useem (1996) as cited in McKercher et al. (2003) offered a number of comments about travel agents that still apply today. They observe that the nature of the agency business is high volume/low Margin. As such, there is a narrow gap between financial success and failure for most and that lastly, financial decisions drive agency operations.

Now, more so than ever, surviving depends on the ability to process clients efficiently and efficiency. It is for this reason that the travel agencies
prefers to promote products that are “worry and hassle free” (Dube & Reneghan, 2000), significantly that the product is well known and can be booked easily in a cost-effective manner. Further more, many agents prefer to sell packaged tours, for these products are the most time and cost efficient to sell. It is also for this reason that some agents try to direct clients away from independent travel to package tours, especially for short break holidays.

Practically, travel representatives should act as impartial sales representatives or brokers, providing independent information to build customized products in a cost effective manner (McKercher, Packer, Yau, & Lam, 2003). But, by definition, agents act on behalf of specific suppliers (Symes, 2002). As a result, most travel agents are encouraged to sell preferred products. Preferred products include those that offer higher incentives to agents such as commissions, bonuses, familiarization tours, cross promotions and so on. In addition, Agents are also more likely to push holidays of their parent company based on their knowledgeable advice to consumers (Hudson S., Snaith, Millar, & Hudson P., 2001).

To recognizing the role of travel agents as sales and information influence in destination selection behavior, (Roehl, 1990) examined California - based travel agents’ attitudes toward the People’s Republic of China (PRC) after Tiananmen Square. The study found that the majority of the travel agents rejected any travel restrictions or trade penalties against the PRC, and suggested that the US travelers be informed about travel-related risks so that they can be able to take decisions concerning travel to the PRC.

Tour operators and travel agents have been treated as formal sources (Goodall, 1990), formal interpersonal sources (Hsiesh & O’Leary, 1993), external formal sources (Gitelson & Crompton, 1983), commercial sources (Mill & Morrison, 1985) and professional sources (Baloglu, 1997 as cited in Frias, Rodriguez, & Castaneda, 2008).

Travel intermediaries such as tour operators and travel agents can be considered as a formal as well as personal information source due to their promotional and consultative efforts. In that respect, travel agents play a
significant role to formation of induced images of the travelers in the active information search process (Gartner & Bachri, 1994). They have multiple and critical functions in destination marketing efforts: (1) they provide information to potential travelers and (2) develop and promote destination packages. In either case, destination images held by tour operators and travel agents are more likely to influence these vital processes for a tourist destination (Baloglu & Mangaloglu, 2001).

Moreover, travel agencies serve as information providers, performing transactions and give advice for a large share of travelers, particularly in the international context. For example, travel agencies commonly emerge as one of the top three information sources used by tourists (Duke & Persia, 1993; Mihalik, Uysal, & Pan, 1995; Snepenger, Meged, Snelling, & Worrall, 1990). Especially in overseas travel (Duke & Persia, 1993; Mihalik, Uysal, & Pan, 1995) and traveling to destinations not visited previously (Snepenger, Meged, Snelling, & Worrall, 1990).

The results of a study by (Law, Leung, & Wong, 2004) come as no surprise: their results show that tourists still use professional services and advice offered by traditional travel agencies, despite that more information could be found through the Internet and other sources.

As we mentioned earlier that travel agencies are considered a professional source of information, they would possibly be included in the planning of trips characterized as follows: (1) medium-to long-distance trips to destinations in which the travelers cannot draw on previous experience, (2) medium-to long-lasting trips, (3) complex (sightseeing) and international commodity-type of trips (city trips and beach holidays), (4) trips using commercialized types of accommodations, and (5) trips with a comparably short planning horizon (Bieger & Laesser, 2004 as cited in Dolnicar & Laesser, 2007).

Leiper (1995) as cited in Lawton and Page (1997) noted that there are seven roles performed by travel agents for clients, and these are: motivating, informing, booking, purchasing, planning organizing and supporting.
In addition, travel agencies are considered the most important intermediaries in the tourism industry and the business of travel agencies is often the most profitable element. Fore them to achieve this profit objective, they should improve the quality of services offered to the customers in more effectively and efficiently.

However, some studies have also afforded a relatively small reliance on travel agents as information providers (Fodness & Murray, 1997). Others have investigated a range of aspects of travel agencies; such as their service and selection attributes (Kendall & Booms, 1989; Meidan, 1979; Persia & Gitelson, 1993; Ryan & Cliff, 1996, 1997), locations (Roehl & Krauss, 1992; Rutledge & Hunter, 1996), information technology needs and changes (Bennett, 1993; Kroenes, 1997; Richards, 1995), internet marketing strategies used by them (Standing & Vasudavan, 1999), travel agents’ role in family decision making (Michie & Sullivan, 1990), advertising strategies (Laskey, Seaton, & Nicholls, 1994), adaptation to changing requirements by clients and the more effective use of relationship marketing (Bennett, 1993; Goldsmith, Flynn, & Bonn, 1994; Marsh, 1994; Richter, 1996) and their repositioning on the internet (Standing & Barnett, 2001).

Nevertheless, the whole area of travel agencies’ role and importance within the tourism distribution channel system remains largely to be explored (Ritchie, 1996).

In fact, due to the service-massive of travel agencies, agents are often the service that is marketed (Conant, Clark, Burnett, & Zank, 1988) and the quality of counseling provided by travel agents is becoming an important factor when differentiating an agency from its competitors (Hruscka & Mazanec, 1990). Harrell (1977) highlighted that analyzing markets from the customer’s point of view and designing service delivery systems that meet the expectations and needs of customers should be the key objectives for agencies.

The role of travel agents in the service encounter is another important factor to be taken in to consideration, since agents based on their knowledgably are now expected to be professional counselors who must possess an in-depth
knowledge of products and travel destinations and have immediate access to travel information through the use of information systems (Bitner & Booms, 1982).

In this regard, a numbers of empirical studies have focused in service quality in the travel agencies. Those studies have measured service quality by replicating or adapting the SERVQUAL model (Fick & Ritchie, 1991; Lewis, 1987; Saleh & Ryan, 1991).

Solomon et al. (1985) commented that service quality is determined most likely when the customer-personnel interactions take place during the service encounter.

LeBlanc (1992) pointed out that service quality determines the selection of travel agency, particularly in relation to the interaction of travel agents and customers in the service delivery system. He has carried out an exploratory study of customers’ perceptions of service quality in travel agencies in Canada. He administered a questionnaire to 277 customers with 50 variables, which related to different aspects of the travel agencies’ service offerings. In order to measure service quality, the data were directly collected in terms of the perception-expectation difference. The factor analysis resulted in nine dimensions of service quality, namely: physical evidence, competence, corporate image, timeliness, courtesy, competitiveness, responsiveness, confidentiality and accessibility. These factors are similar to those identified by (Parasuraman, Zeithaml, & Berry, 1985, 1988), except for the corporate image dimension.

Lam and Zhang (1999) used and adapted the SERVQUAL instrument to study the service quality of travel agencies in Hong Kong. They used descriptive research to identify and test 26 attributes relevant to the travel industry. Five factors were derived using factor analysis such as reliability, responsiveness and assurance, empathy, resources and corporate image, and tangibility. These factors were taken as service quality dimensions. Regression analysis revealed that the most important service quality dimensions in predicting customers’ overall satisfaction was reliability, followed by
responsiveness and assurance. These two dimensions were considered essential for excellent-service travel agencies. Resources and corporate image was the least influential dimension in predicting customer satisfaction. This result was fundamentally different from (LeBlanc, 1992).

Similarly, Johns et al. (2004) employed SERVQUAL to investigate travel agencies' service quality in Northern Cyprus. The questionnaire was administered to 337 users of travel agencies who had used the service at some time during the previous three months. Their findings showed gap scores were poorer predictors of satisfaction than performance scores.

Also, Ryan and Cliff (1997) cited in Caro and Garcia (2008) employed the SERVQUAL questionnaire to study travel agencies in New Zealand. Although the results support the reliability of the SERVQUAL scale, they showed that only three factors: reassurance, reliability, and tangibles could be replicated out of the five in the original SERVQUAL research (Parasuraman, Zeithaml, & Berry, 1988).

Millan and Esteban (2003) in their study aimed construct and validate a scale which could measure and evaluate the satisfaction of clients who used the service offered by travel agencies. As a result of analysis of relations between the dimensions of scale, factor model of the highest order made up of six basic highly co-related dimensions has been proposed. The six dimensions are: service encounter, empathy, reliability, service environment, efficiency of advice and additional attributes. According to them, the contribution of the model to the management of services of travel agencies is based on the following provisions:

• Define those relevant elements of service that have an important influence on the options of satisfaction in the use of travel agencies' services.
• Establish the representative dimensions of satisfaction with the service and the relation of the relevant variables that measure each one. The variables can be reliably and validly measured in practice by using the proposed scale.
• The model and scale which it sustains, offer a tool with operational and decisive qualities, by means of which travel agencies can evaluate the degree of
satisfaction of their clients and define actions aimed at increasing the added value of their services.

Furthermore, Caro and Garcia (2008) developed a comprehensive model to measure service quality in the travel agency industry based on an extensive literature review and qualitative and empirical research. Their results show that customers’ perceptions of service quality of travel agencies consist of three primary dimensions: personal interaction, physical environment and outcome, which are defined by seven sub dimensions: conduct, expertise, problem solving, equipment, ambient conditions, waiting time and valence. Thus, improving service quality is an important to consider in order retaining the customers (Berry, 1995; Poon, 1993).

Persia and Gitelson (1993) suggested that consumers evaluate travel agency performance based on five general service aspects: information search, technical booking skill, physical quality, corporate quality, and interactive quality.

Some studies have shown that the provision of extra services can be a competitive tool. According to Holloway and Plant (1992), the tourism product can comprise air seat, accommodation at the place to be visited, local transportation, sightseeing, entertainment, meals, shopping and on occasion, certain tangible products such as free flight bags or a complimentary bottle of duty-free spirits to encourage booking. A popular belief is that customers can be satisfied from a competitor if extra services are offered (Persia & Gitelson, 1993).

In respect of marketing management practices in travel agency industry, Harrell (1977) was one of the first to note the growing importance of marketing for travel managers, in order to satisfy the diverse needs of many groups of travelers. He outlined the concepts associated with strategic marketing planning and suggested methods of segmenting the market for travel agency which could be predicated on (1) usage rates-high-volume versus low-volume travelers; (2) destination; (3) mode of travel; (4) the age of the traveler-for example, the youth market, the family market, the retiree market; (5) the income category of
the traveler; (6) business, pleasure, and other markets; (7) hoppy or special interest markets; and (8) regular customers versus walk-in customers. These segments differ from agency to another depending on its goals and the market it serves.

Bitner and Booms (1981) reviewed some of the most common predictions about the travel agencies. These predictions resulting from the total transferring of the industry due to the computerized reservation systems to the consolidation of the industry with larger firms controlling the market by offering specialized services. The authors concluded by suggesting that whatever shape the industry takes in the future, there seems to be general agreement that travel agents will need to concentrate on being good business managers, effective salespeople and expert travel advisors more than ever before.

Conant et al. (1988) administered a questionnaire to 359 largest U.S. travel agencies during the height of the crisis, mid-summer 1986; indicate that promotion strategies played an integral role in overall crisis management. In fact, very few travel agencies have actually established a “functioning” database on their customers which would allow them to maximize their returns through databased marketing.

Petrison et al. (1993) stated that airlines were one of the first among the traditional mass marketers that started to apply databased marketing. The first frequent flier program (FFP) was launched in 1981 in the aftermath of airline deregulation in the United States (Goetz & Sutton, 1997; Pustay, 1992; Verchere, 1993). They were intended to create consumer loyalty by increasing the switching barrier or increasing the costs of switching (i.e., losing benefits). Other travel businesses, such as hotels and car rental agencies, soon followed and launched their own frequent-user programs or went into joint programs with airlines.

Today, most loyalty schemes of airlines, hotels, car rental agencies, credit cards, and other companies are heavily interlinked. Increasingly, airline loyalty schemes are teaming up and not only among those airlines offering
flight sharing (Oppermann, 1999). Chand (2000) noted that travel agencies maintain close ties with the airlines, hotels, car rentals, banks, insurance companies, railways, government, trade associations, foreign tour operators and travel agents, ground operators, cruise companies and tourism educational institutes. That integration enables a travel agency to increase its market share and simultaneously reduce the level of competitive forces. Tribe (1997) as cited in Dale (2000) also suggested that integration can offer the organization more strategic options in terms of market penetration and market and product development.

Hatton (2004) mentioned that travel agencies will still face difficulties in working with suppliers in some areas—but as in the past those difficulties will be overcome. However, what effects can be expected from business-to-business relationships. As evidence from Kent et al. (1987), about 70.5% of retailers purchased travel products from wholesalers in the United Sates. It is true that a mutually beneficial partnership exists between wholesale and retail travel agencies. In this sense, some studies discussed the relationships between suppliers (hotels, resorts, attractions, and airlines) and travel agencies (Alamdari, 2002; Buhalis, 2000; Karamustafa, 2000; March, 1997; Medina - Munoz & Garcia - Falcon, 2000, 2002, 2003). For instance, March (1997) indicated that the Australian travel suppliers are extremely dependent upon the travel buyers.

Karamustafa (2000) also noted that Turkey’s hoteliers depend heavily on package tour operators based overseas and noted that the successful future depends on the willingness and initiative of tour operators to work with the local lodging industry.

Oppermann (1999) discussed the concept of databased marketing by travel agencies and presents the results of a survey of travel agencies in New Zealand. He administered a questionnaire of 200 travel agencies; his Study showed that the travel agencies were involved only to a limited extent in the three identified areas of databased marketing: customer retention, product promotion, and customer creation. Especially in the areas of product promotion
and customer creation, considerable opportunities exist to maximize the returns and effectiveness of the existing databases.

Collins and Wallace (1995) provided an example of a tour operator that used its database for an effective mailing of its brochure. Instead of mailing the brochure to everybody in its database, the firm cleaned the database and selected about 50% of the names, achieving a more than doubling of the response rate for considerable savings both in postage and brochure printing costs. Morris (1994) suggested another application of customer databases, namely, using them in designing new products.

The results derived by Dolnicar and Laesser (2007) revealed that the demand for the inclusion of travel agencies is still very much driven by either the wish to book a package or choice of transport services (mostly air transportation). Transactions with travel agencies mostly result from rather commoditized types of trips and their related activities, such as beach holidays and city trips. Travel agencies are most notably associated with travel to less familiar destinations, resulting from the need for information significantly higher than that required for travel not including a travel agency.

Anholt (1999) examined some of the key marketing issues which face travel and tourism companies as they attempt to build their brands overseas, and to suggest some new approaches to the creative. The author proposes that a more imaginative approach to selecting agencies and media can enable travel and tourism brands to compete with the packaged goods 'super brands' on terms which suit the smaller brands rather better. Tourists can only depend on the reliability evaluation of a travel agency to guarantee security of advance payment. In this regard; Xiao (1998) noted that reliability rating becomes an effective marketing tool for a travel agency in making the traveling public aware of its operation, in attracting potential customers to its products/services, and in establishing favorable word-of-mouth image to guarantee repeat uses of the agency. This study was supported by Bigne et al. (2003), their results showed for the management of travel agencies is that they have to concentrate
on improving the reliability dimension in order to increase the overall quality of their service.

Marsh (1994) stated that many companies have a clear strategy to increase a travel agent's client base, often by discounting. He outlined number of techniques associated with the developing a strategy to increase the retained client base. These techniques are (1) Activity management focuses on effort, not results, to develop ratios of the amount of activity necessary to gain new clients. (2) Relationship management helps build ring fences around clients, protecting them from predators. (3) Staffs need excellent people skills and positive attitude to make clients feel special and work well under pressure. (4) Decisions should be made about the quality of products sold, office presentation and the booking process. (5) Constructing a retention plan ensures that an agent is not in danger of losing a high proportion of existing loyal clients and having them replaced with more fickle, price-sensitive client profile.

In other study by Kokal and Aksu (2007) aimed to identify the performance of travel agencies. It also seeks to identify the travel agencies' efficiency scores, ranks, weaknesses and reduced target input values. They apply data envelopment analysis (DEA) methodology to measure and compare the efficiency scores of the travel agencies. Their result showed that there is no operating efficiency different between the travel agencies group. Their results also showed that the inefficiency problem of some units could be solved by adopting their peers' input usage composition. In fact travel agencies often bear a critical financial impact on a day to-day basis. In this regard; DuVall et al. (1993) applied technique for identifying and measuring the productivity components of efficiently and effectiveness in a small travel agency environment. Their results showed both efficiently and effectiveness was increased and their effects on agency productivity were positive.

According to them, “most agencies operate on a gross margin of about 10% of sales; when total booking fall, the leverage effect drives income down rapidly and small travel agencies often are the hardest hit because of their
relatively high fixed costs in proportion to variable costs”. There are indications that retail travel agents are going through a financially difficult phase which will probably worsen in the coming years if some corrective action is not taken. It is now claimed that 80% of American families don’t use the services of a travel agent when they travel, not for airline tickets, not for hotel rooms and not for rental cars, buses or train (Crean, 1996 as cited in Yaman & Show, 2002).

In addition, airlines, travel wholesalers and consolidators begin to market their products directly to consumers. Some see the threat of disintermediation as a challenge that travel agencies will need to address in the near future (Tapscott, 1996; Kalakota & Whinston, 1996 as cited in Barnett & Standing, 2001).

Recently, the new and expanding pressures of direct internet bookings have begun to offer opportunities and threats for traditional travel agencies. Goldsmith and Litvin (1999) stated that the travel agencies recognize the need for identifying and maintaining their most important customers. Dilts and Prough (2001) offered some strategies which enable travel agents to overcome and manage environment uncertainty due to increasing pressures from supplier, changing technology and changing habits and decisions of customers that have caused the travel industry to become so tumultuous and uncertain. Walle (1996) pointed out that, the Internet provides both suppliers and consumers with a convenient and cheap means of eliminating reliance on travel agents, and if travel agents are to survive they must meet this challenge.

In contrast, Beerli and Martin (2004) cited in Frias (2008) pointed out that the internet has no significance influence on the different factors of the cognitive first-time image and only the travel agency staff proved to have a positive and statistically significant influence on the cognitive factor of sun and sand resources. Buhalis (1998) added that the information available on the internet is not complete, confused and misleading due to lack of standardization.
A number of arguments are put forward to suggest ways in which travel agents can survive and prosper, despite the growing popularity of the internet and self-service travel arrangements. Lowengart and Reichel (1998) in their work indicated that the changing information technology provided opportunities for travel agents to focus on specific markets and specialize in their activities. Buhalis (1998) agreed that travel agents will need to move from being simply booking offices to that of travel managers and advisers. Similarly, Samenfink (1999) cited in Cheyne (2006) argued that travel agents will need to expand their advisory functions and providing details information that is not available on the internet. In addition, most studies indicated that travel agents will continue to adapt their role to meet higher customer expectations and changing consumer requirements (Wardell, 1998; Glab, 1995; Montgomery, 1995; Racette, 1995; Cockerell, 1995; Loban, 1997). In this respect, Oppermann (1998) in his study compared residents’ perception of travel agency service attributes’ importance with travel agents’ belief as to what their customer find important. His study based on the responses from 266 travel agents and 405 New Zealand residents, the study concludes that there is wide gape between residents, perceptions and travel agents’ beliefs. It is argued that travel agents need to be more aware of what their clients actually want in order to remain competitive and to insure their long-term viability. In the future, travel agents will need to focus on providing consumers information and making convenient method of reservations and to stop acting as agents for suppliers and principals (Montgomery, 1995).

Similarly, Loban (1997) argued that travel agents will still to act as counselors/advisors and they will continue to be the primary source of information for many consumers. As ‘counselors’ they must be able to provide useful information specific to the clients’ needs. Therefore, travel agents will require the ability to access and process large amounts of information and to narrow down the choices and match the appropriate information with clients’ preferences (McMahon, 1998; Loban, 1997 as cited in Lang, 2000). They will
also need to offer value-added services (Cockerell, 1995; Racette, 1995; Palmer & McCole, 1999).

On the other hand, Bennett (1993), Blank (1999), Murray (1999) cited in Cheyne et al. (2006) believed that there is considerable potential for travel agents to expand their use of information technology, including the development of their own websites and the use of online bookings, in order to enhance their advisory role.

Going through management practices in travel agencies, a few studies have been made in this field. In one study has been made by Ateljevic (2007) examined “small tourism firms and management practices in New Zealand: The center stage macro region”, his findings suggested that the development and management of small tourism firms are shaped by a number of different factors related to the business owner-manager, nature of the tourism activity, its locality and other aspects of the sector specific business environment.

Athiyaman and Robertson (1995) founded that the strategic planning processes adopted by large Australian tourism firms were of equal sophistication to those employed by manufacturing firms. According to him “strategic planning can provide useful information on the internal and external environment, but it is the task of managers to identify the relevant information, to order it logically and to generate new ideas (strategy)”.

Kelly (1978) discussed different aspects of travel agency management such as the organization of travel agencies, the difference between a manager and a counselor. The difficulty of identifying managerial skills especially with regard to the fact that in many small agencies it is difficult to separate the manager and counselor as the manager must also perform technical duties and described the content of a managerial training program for travel agents. According to him “the emergence of the practice of management skills in a travel agency largely depends on the ability of the industry to state, as succinctly as possible, the work a manager should be doing. For that to come about, it is necessary to make a distinction between the amorphous line which separates the technician from the manager. There are and rightly should be
expectations of a manager in any business-he acts and functions differently than others in the same business not because he is termed manager, but because he performs management functions”.

Gregory (1989) as cited in Ross (1997) written about the central importance of high standards with regard to personal competence, sales ability and ethics for travel agents. He believes that the motivation and training of travel agency staff is crucial in realizing these standards. Gregory has written of his strong belief that money is neither the sole nor dominant motivator in respect of travel agent behavior. Rather Gregory believes that the real motivators for travel agents involve job satisfaction, challenge, recognition from peers and also a sense of achievement. He further suggests that it is management’s role to facilitate a climate of opportunity within organizations so that travel consultants are able to reach their quite often considerable potential. Whilst he clearly does not discount monetary reward completely as a motivator, he believes that its role may easily be misunderstood-to the detriment of many organizations. Finally Gregory makes the important point that adequate and ongoing training is vital in ensuring high quality service in travel agency operations. It is Gregory’s belief that a travel agency’s professional development program ought to involve both formal education and also training. He advocates that educational programs have the capacity to prepare travel agents, particularly the more junior travel agents, by introducing them to both the mechanics of sales and also customer relations. He makes the valuable point that the greater proportion of serious problems encountered in travel agency operations are caused or exacerbated by the incompetent handling of a client’s file or the complaint process. In both cases, the training process, he believes, ought to contain a major focus on what it is that motivates staff such that personal dispositions such as individual integrity, initiative and an orientation to high quality service may be channeled and focused on customer relations and customer Problem-solving.

Negi (1997) in his work focused with the management and operation of travel agency towards specialization and functioning of different departments
in the travel agency and also gave a detail in the operation and functions of
tavel agency, the role of travel agency and tour operation, the services
rendered by them, their rights and responsibilities, their professional status,
grounds for their selection, licensing and their linkage and relationship with
national and international tourism organizations.

Also, Negi (2005) also highlighted that the managers’ responsibility in
tavel agency is to guide, direct, influence and control of others in the
attainment of planned company objectives. He also stressed that an agency
management should be viewed as an organized set of activities for coordinating
and integrating the use of resources to accomplish the organizational purpose
of selling travel. He added that the central forces of management activities with
their related organizational elements include planning; operating, coordinating
and controlling. Negi’s view regarding the management functions in travel
agency can be summarized bellow:

Planning precedes all human endeavors and attempts to anticipate future
contingencies. Travel business planning is away of thinking about corporate
objectives and of determining in advance what to be accomplished and the
objectives of travel agency can be achieved in the form of plans. In
implementing any planning, there is a requirement to have an agency
organization. It is the responsibility of management to determine the type of
agency required to curry out the stated plans. The third function of
management is a term coordinating the people resources i.e., motivating,
leading, guiding, stimulating and activating. Finally, controlling functions in
travel agency refers to managerial activities with measure the performance of
agents and guide the agency toward some predetermined goals.

Chand (2000) in his work presented a comprehensive view and
analytical understanding of travel agency management which the working
people. He further pointed out that the organization of travel agency depends
upon the size and type of business handled by it. Generally, in a small and
medium scale travel agency/tour operator, one will find a simple organization
structure being limited in terms of operation, size, division of labor and so
Where as in a large scale travel companies, the organization structure is more formal. Sound organization structure of a travel agency brings following benefits to the travel business:

1- Develop sound and up to date management practices, systems and strategies.
2- Develop effective leadership.
3- Growth and diversification.
4- Optimum use of ‘Human Asset’.
5- Stimulates creativity.
6- Effective co-ordination between various departments.

He added that “it has been noticed that due to rapid changes in the travel industry, the pattern and structure of travel agency and tour operation business has changed. Thus, management has no choice as between training or no training. The only choice is to select a suitable method of training. Training is a planned process to modify skills, knowledge, and attitude through learning experience. Its main aim is to develop the abilities and competencies of the individual and to satisfy the current and future needs of the agency”.

Seth and Bhat (1998) stated that travel agency business is highly competitive; the management of the agency must have a comprehensive marketing plan to facilitate the sale of its services. He also stressed that in India; only 25% of incoming business is handled by established travel agencies-mostly group. Other visitors make independent arrangements. But they should have a larger share and should be helped by the government to handle more inbound business. The travel agents of India have a good reputation overseas and are known for their efficiency and hospitality.

Negi (1998) pointed out that “a travel agency is a service organization that caters to the complete requirements of tourist such as advice on travel, places to be visited, information on facilities available, the reservations fore the travel, as well as hotel accommodation, sightseeing arrangements, transportation and guides”. He added that the training for travel agents is most important. They must learn how to sell travel. They must study the psychology of tourist thoroughly. They must reorient their functioning to the needs and
requirements of the modern tourist. Furthermore, he pointed out that “there are number of approved travel agencies and tour operators in India. They operate through a network of field offices at important places of tourist interest. Some of these agencies have representative posted in the traffic generating markets. They render a valuable service to the tourist by looking after their total needs and comforts. They segments of the tourist industry. They introduce new ideas, create new tours and render personalized service to the tourists making their stay an enjoyable experience. They generate goodwill for the region as an attractive destination”.

Seth (1997) highlighted that the survival of travel agency needs to own its marketing plan. He offered a number of suggestions for the small travel agency called worldwide travel to develop its own plan. Those suggestions can be summarized bellow:

- The plan must be for one year.
- The goals must be determined for three to five years.
- To sell the product must know clearly what we are selling and where we are selling.

Moreover, he pointed out that in India context, there are tour operators who thrive only on handling and servicing inbound tourist business from overseas. An inbound tour operator gets his approval from the department of tourism if he has been in business for at least one year, has a good office, and has a paid-up capital of at least one hundred thousand rupees in the country. Furthermore, he added that “travel agents specializing in handling inbound foreign tourists often publish their confidential tariffs providing details of services offered and prices for making travel arrangements. Confidential tariffs are mailed or given in person to travel agents in countries from where tour-operators seek tourist business. The tariffs are useful to foreign agents as they can pre-cost their services and offer it to clients in their own countries without making reference to the agent in India”.

Agarwal (2005) described the job of a modern travel agency as:
1- Preparation of individual pre-planned itineraries, personally escorted tours and group tours and sale of pre-paid package tours.

2- Making arrangements for hotels, motels, resort accommodation, meals, car rentals, sightseeing, transfer of passengers and luggage between terminals and hotels, and special features such as music festivals and theater tickets.

3- Handling of and giving advice on the many details involved in modern day travel, e.g., travel and baggage insurance, language study material, traveler’s cheques, foreign currency exchange, documentary requirements (visas and passport) and health requirements.

4- Possession professional knowledge and experience, as for instance, schedules of air and train connections, and rates of hotels and their quality.

5- Arrangement of reservations for special interest activities such as conventions, conferences and business meeting and sports, etc.

He adds that the scope and range of travel agency would depend on the size of an agency. If the travel agency is large in size, the range of activities will be more comprehensive. In this case specialized departments must be occurred to perform different functions.

Khan N. (2001) mentioned that the management of people in travel agency involves guiding human resource in an organization for the attainment of organizational objectives, providing satisfaction to people and to help them to attain a high degree of morale and imbibe a sense of attainment.

Page (2007) said “an agency manager will have to be able to manage a group of staff and will also be engaged in the financial management of accounts and cash flow, the invoicing of clients and the controlling of expenditure in running the business”. He also pointed out that the performance of tour operating business is determined by the skills of the company in buying its product components at a competitive price and reselling at a low price. He adds that tour operators may keep their prices low by:

1- Negotiating low prices from supplier.

2- Reducing profit margins.

3- Cutting their cost structures.
Jain (2002) highlighted that the travel agencies are responsible for increment in travel and a large population would not have traveled without its promotion, advice and services. In this sense, she stressed that the travel agencies need to bring changes in their work to be up to the mark in such a competitive world. Here opinion with regard the changes in the travel agencies' business can be summarized bellow:

- The travel agencies should be equipped with modern communication techniques. This gives immediate link to suppliers and the travel agencies themselves will be able to provide quick and better services to the tourists thereby saving time and energy not only of itself but of the tourist also.
- Travel agencies should be changed their policies from time to time with regard to the environmental challenges. For this, better policy planning and implementation travel agencies must have better coordination with different tourism organizations.

Selvam (1989) stated that due to the business of travel agents is a complex and highly competitive, they adopt several promotional measures like advertisement and sales promotions, appointment of sales representatives, tie-up arrangements with other travel agents, hoteliers, airlines, government organizations, etc. These measures by themselves will not bring in the desired effects unless these are coupled with better and wide range of services, courtesy, punctuality, etc. Referring to the need for better serves he added that "the travel agents would do well if they try to provide services of international standards because the foreign tourists are actually exposed to high class services elsewhere and naturally they would not compromise with anything inferior".

Khan A. (1995) focused on the important role of major travel agencies in India in the promotion of tourism either inside the country or outside. He described that travel agency helps the tourist by providing the information about the destination, where and to see in that country, what are the climatic conditions of different tourist places. It has further helps the tourist in making
the best use of time and money. It is a source of advertisement media for the country.

From the above picture, the literature has not yet provided a well explanation for the study of management functions in travel agencies, except one study has been made by Akhter (1988) as we mentioned earlier. His study focused on the finding out the application of general management functions through case study in four travel agencies in India, only that part which deal on inbound tourism. The present study “A comparative study of management functions in selected travel and tourism agencies in Yemen and India” has tasted a large sample size of travel and Tourism agencies either in Yemen or India in order to compare the application of management functions in those selected agencies to know either a significance difference between them or no and give a suggestions to solve the problems which have resulted from the application of management functions practices.
5.1 Overview of the Chapter

The purpose of this chapter is to explain the research problems and methods employed by the researcher in carrying out this study. In order to collect information about the population of the study in an organized form, a questionnaire was used.

5.2 Problems of the Research

Travel and tourism agencies in Yemen and India have faced difficult times in recent years because of increasing tourist demands, leisure time and internal competition between the agencies. Moreover, all the new or old tour planners, tour executives or managers in the world, particularly in Yemen and India need to understand different aspects of travel agency management for travel professional to match the present as well as the future requirements. Unfortunately, till today, the aspects of managing a high volume of tourist arrival has not attracted the attention of management scientists, while it is generally agreed that increasing tourists’ volume in itself results in savings of costs, increase in efficiency and effectiveness, better services, innovation and the like.

The question of how to manage the travel and tourism agencies in Yemen and India, involved in tourism business as a services oriented organization has not yet been explored. Issues like the structure of the those selected travel and tourism agencies in Yemen and India “only those which deal in inbound tourism” as to how should they plan, organize, staff, direct and control their various activities, need to be understood.

5.3 Significance of the Study

Travel agencies have become an integral part of the world - wide travel, tourism, and tourism transportation industry. The presences of travel agents allow the tourists or business travelers to cut down their worries regarding travel arrangements. As they arrange basic transportation, arrange accommodation and handle and advise on many details of modern travel especially international tourists who largely depend on travel agencies for planning their vacations, yet they are under-researched and poorly understood.
This thesis was designed to assist tourism researchers and travel agency managers in Yemen and India in particular and world-wide in general to think about the practices of travel agency management with particular reference to planning, organizing, staffing, directing and controlling and variables related with it in order to survive and give some suggestions to overcome to those problems which arise from the lack of management professional.

5.4 Objectives of the Study

The objectives of the study can be discussed under two headings:

1- Broad objectives
2 - Specific objectives

1- Broad Objectives

The broad objectives for which the study has been undertaken is to investigate the applications of general management functions in selected travel and tourism agencies in Yemen and India which specialize in inbound tourism and to evolve a suitable management structure for that part of industry.

2- Specific Objectives

Specific objectives of the study can be discussed under the following headings:

a - To investigate the planning procedure
b - To investigate the organizing procedure
c - To investigate the staffing procedure
d - To investigate the directing procedure
e - To investigate the controlling procedure

a - Planning Procedures

The objectives were to investigate that:

1 - In what form the travel agencies express their goals?
2 - What types of plans the travel agencies utilize?
3 - What is the time horizon of the plans and planning?
4 - Are the plans flexible?
5 - What methods, techniques and tools are used usually in planning and decision making?
6 - To what extent employees participate in planning?
7 - Is there a possibility of receiving distorted information for planning purposes?
8 - To what extent the travel agencies apply scientific methods to deal with causation and futurity problems?
9 - What is the rate of innovation in travel agencies in a given period of time?
10 - Do the travel agencies find it an easy to introduce a change in travel agencies or difficult one?

b - Organizing Procedures
The objectives were to investigate that:
1 - What is the size of travel agencies?
2 - To what extent are the travel agencies centralized or decentralized?
3 - To what extent division of labor is exercised or specialization is used in the travel agencies?
4 - What is the number of departments and grouping of activities?
5 - What is the degree of span of control?
6 - To what extent the travel agencies use generalist and specialist staff?
7 - To what extent the travel agencies use functional authority?
8 - Is there any confusion and friction over the use of authority and responsibility relationship? What is the degree, if there is any?
9 - Do the travel agencies use committee and group for decision making?
10 - What is the nature of travel agencies structure?
11 - To what extent organizational structure is flexible with regard to adopting changing conditions?

c - Staffing Procedure
The objectives were to investigate that:
1 - What are the methods used in recruitment the personnel?
2 - What are the criteria used in selecting and promoting the personnel?
3 - What are the techniques used in appraising the personnel?
4 - In what manner the job is described?
5 - What are the levels of compensation?
6 - To what extent time is given in training the personnel?
7 - To what extent informally employees are trained?
8 - What are the policies and procedures of lay off and dismissal of personnel?
9 - Do the travel agencies feel it easy or difficult in dealing with personnel?
10 - Is it easy or difficult to obtain and maintain the personnel with desired skills and abilities?

d - Directing Procedures
The objectives were to investigate that:
1 - To what extent the management of travel agencies is authoritative or participative?
2 - What are the techniques used to motivate the personnel?
3 - What kind of supervisory techniques are used?
4 - What kind of communication techniques are used in directing and motivating the personnel?
5 - To what degree and extent the communication is ineffective among all types of personnel?
6 - Do the travel agencies find it at an easy or difficult in motivating personnel to perform efficiently and effectively irrespective of monetary and non-monetary incentives?
7 - To what extent individuals and group identify their interest with the survival of their agencies?
8 - To what extent there is cooperation and trust among the employees, or distrust and conflict?
9 - What is the degree of frustration, absenteeism and turnover among personnel?
10 - To what degree and extent do the employees waste time and what are the reasons behind that?

e - Controlling Procedures
The objectives were to investigate that:
1 - What types of control standards are used in different areas in the organization, i.e.
- Production
- Marketing
- Finance
- Personnel

2 - What is the nature and structure of information feedback system used for control purposes?
3 - What is the time period usually given for corrective measures?
4 - What is the degree of control over the personnel?
5 - To what extent the control system is effective to conform to the plans?

5.5 Hypotheses of the Study

Five null hypotheses were proposed to determine the comparative study of management functions in selected travel and tourism agencies in Yemen and India and several sub-null hypotheses have emerged from those actual hypotheses; according to each statement of the objectives. These hypotheses are as follows:

**H01: There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of planning procedures.**

H01.1 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of expressing their goals.

H01.2 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of short term and long term planning.

H01.3 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of planning horizon.

H01.4 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of planning responsibility.

H01.5 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of the reasons for not having long term planning.

H01.6 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of types of plans.
H01.7 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of kinds of decisions.

H01.8 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of existence flexible plans.

H01.9 There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of flexibility of plans.

H01.10 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of methods, techniques and tools used in planning process.

H01.11 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of receiving distorted information for planning purpose.

H01.12 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of receiving distorted information either from inside or outside the organization.

H01.13 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of impact of distorted information on the planning process.

H01.14 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of applying scientific methods to deal with causation and futurity problems.

H01.15 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of innovation.

H01.16 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of kinds of innovation.

H01.17 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of introduce change with respect of the environment forces.

H01.18 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of environmental forces which the long term planning attempts to identify.
H02: There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of organizing procedures.

H02.1 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of number of departments.

H02.2 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of the size.

H02.3 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of kinds of decision.

H02.4 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of division of labor.

H02.5 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of specialization.

H02.6 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of generalization.

H02.7 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of functional authority.

H02.8 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of degree of span of control.

H02.9 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of friction over the use of authority and responsibility relationship.

H02.10 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of degree of friction.

H02.11 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of using committee and group for decision making.

H02.12 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of flexibility with regard to adopting change conditions.

H02.13 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of organizational structure.
H03: There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of staffing procedures.

H03.1 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of recruitment methods.

H03.2 - There is no significance differences between inbound travel and tourism agencies in Yemen and India in terms of selection of the employees.

H03.3 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of polices used in regard to the promotion of employees.

H03.4 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of using appraising techniques.

H03.5 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of the techniques used in appraising the personnel.

H03.6 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of job description.

H03.7 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of levels of compensation.

H03.8 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of training period for newly employees.

H03.9 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of training methods.

H03.10 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of using polices and procedures of lay off and dismissal of employees.

H03.11 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of the polices and procedures which are used to lay off and dismissal of employees.

H03.12 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of dealing with employees.
H03.13 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of obtaining and maintaining the personnel with desired skills and abilities.

**H04: There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of directing procedures.**

H04.1 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of style of management.

H04.2 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in term of motivation techniques.

H04.3 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of supervision.

H04.4 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of communication techniques.

H04.5 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of effectiveness of communication system.

H04.6 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of motivation of personnel to perform efficiently and effectively irrespective of monetary and non monetary incentives.

H04.7 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of interesting of individuals and group with the survival of their agencies.

H04.8 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of description of the employees.

H04.9 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of degree of frustration, absenteeism and turnover among the personnel.

H04.10 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of waste the time by the employees.
H04.11 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of the reasons behind waste the time by the employees.

**H05: There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of controlling procedures.**

H05.1 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of design effective and useful control system for all functional areas.

H05.2 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of control standards.

H05.3 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of nature and structure of information feedback system used for control purpose.

H05.4 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of time period usually given for corrective measures.

H05.5 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of degree of control.

H05.6 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of effectiveness of control system to conform to the plans.

**5.6 Reliability Procedures**

In order to build up a reliable research, the questionnaire was tried out on a number of travel agencies in India prior to the final administration of the questionnaire. This try out on the simple, chosen randomly from among the responding agencies of the study, was done to fulfill the following goals:

1- To see how much time the administration of questionnaire would take in final round.

2- To check how clear the instructions, the questions and the statements of the questionnaire were.
3. To see whether some words or phrases were unclear or unknown to the respondents so as to cause understanding problems.

This is what Seliger and Shohamy (1990) as cited in Al-Quyadi (2000:102) said “trying out field-testing the questionnaire before using it in the real study is also important in order to obtain information about the relevancy and clarity of the questions, the format, and the amount of time required to answer the questions, so that the questions can be revised if necessary”.

5.7 Validation

As second step to the try out of the questionnaire on the sample, it was exposed to the judges’ method. The judges who were given the questionnaire were from department of business administration and department of tourism in Aligarh Muslim University, Aligar, India. They were all university academic staff members, some of them holding the academic title of professor and others holding the academic title of associate professor and assistant professor. Not only this, but most of them have had long experience in management studies and tourism administration at the universities level. This was done for the purpose of checking face and, most importantly, content validity.

5.8 Nature of the Questionnaire

The questionnaire was divided into six sections. The firm specific data is collected first so that a realistic foundation was created for participants before attempting more speculative questions. The other sections include planning procedure, organizing procedure, staffing procedure, directing procedure and controlling procedure. Questions were asked including multiple variables and others were given an alternative answers and the respondents were required to choose the appropriate variables and alternative answers according to their situations. In order to make the questionnaire acceptable to the responding agencies in Yemen and India, specific efforts have been made in the following areas:

• The questionnaire was designed in two languages, in Arabic for inbound travel and tourism agencies in Yemen and in English for inbound travel and tourism agencies in India (given in appendices E and G).
• The questionnaire was developed in simple language to lead the responding agencies to finish the questions quickly and avoid misunderstanding.
• The cover latter of questionnaire was included here to dispel any doubt about the questionnaire (Given in appendices D and F).

5.9 Sampling Procedures

5.9.1 Yemen Sample

As we mentioned in chapter three, the number of T&T agencies in Yemen is about 578. Those agencies are working in three major areas. Some of them are dealing with only ticketing, others are dealing with outbound tourism for the religious purpose only (Hajj and Omrah) and 35 of them are dealing with inbound tourism (as the information obtained from Tourism Ministry in Yemen).

In addition to, it has been found that a few of inbound travel and tourism agencies in Yemen are also dealing with outbound and domestic tourism.

Moreover, all inbound tourism agencies are located in the Capital. secretariat in Yemen. It was often the location where many national travel companies had their headquarters. Thus, according to the objective of the study; the decision was taken to select those agencies which deal in inbound tourism from Capital. secretariat and also approved by the ministry of tourism (Yemen). A sample size of 35 was targeted, and 30 usable questionnaires were obtained, this is what (Economist 1997 as cited in Brotherton 2008) suggested that a minimum ‘realized’ sample size of 30 is required for statistical analysis. The researcher himself visited those selected agencies to distribute the questionnaires during December and January 2008/2009.

5.9.2 Indian Sample

As we mentioned also in chapter three, the number of recognized T&T agencies in India is about 734, of which 406 are located in Delhi, the capital of India. The activities of travel and tourism agencies in India which are approved by the department of tourism are widely in comparison with Yemen. The main activities of those agencies are:
• Inbound tourism
• Outbound tourism
• Domestic tourism

Some of them are working in one area and others are working in two or three areas. The decision was taken to select inbound T&T agencies which are located in Delhi. It was also the location where many national travel companies had their headquarters. The questionnaires was distributed throw the email, courier and by hand delivered to all agencies in Delhi which are approved by the department of tourism during the period of March and April 2009. Some of them returned messages through the email explained that, they are working on outbound tourism and others are working either on domestic tourism or ticketing. Thirty five questionnaires were returned from those agencies which deal in inbound tourism, of which 30 were valid. Thus, the same samples in Yemen were followed in India.

5.10 Data Collection

The data has been calculated using questionnaire based on the adopted model suggested by Farmer and Richman (1965), (given in appendix A) and the selection questions have been asked from the managers of those selected travel and tourism agencies in Yemen and India which deal in inbound tourism. According to Ahuja (2001:193,194) The purpose of using the questionnaire as a tool when: (i) very large samples are desired, (ii) costs have to be kept low, (iii) the target groups who are likely to have high response rates are specialized, (iv) easy of administration is necessary, and (v) moderate rate is considered satisfactory.

5.11 Methodology of Data Analysis

The data calculated has been compared with the model which is taken as the basis of the study. Each of the tests as far as possible, in each function has been checked on the basis of the model. This has been done in analysis the questionnaire of the responding agencies in Yemen and India. In comparative analysis and testing the hypotheses between them, many techniques have been done in operating the survey such as Microsoft excel in drawing the Tables and
Figures. To know whether a significance difference between them or not, Z-test has been used along with the following formula:

\[ Z = \frac{(P_1 - P_2)}{S.E.} \]

\[ S.E. (P_1 - P_2) = \sqrt{p(1-p)(1/n_1 + 1/n_2)} \]

\[ P = \frac{(n_1 p_1 + n_2 p_2)}{(n_1 + n_2)} \]
CHAPTER SEVEN

RESULTS, FINDING AND TESTING THE HYPOTHESES
6.1 An Overview of the Chapter

This chapter presents the analysis of data collection by the questionnaire from selected inbound T&T agencies in Yemen and India, using Tables, Figures and Z-test for operating the survey. The research results are presented in two parts. The first part deals with the questionnaire analysis of inbound T&T agencies in Yemen and India and the second part deals with the comparative analysis between them to know whether the null hypotheses can be rejected, that there are a significance difference between them or accepted, that there are no significance difference between them so far as the management functions are concerned, of which Z-test is used to test the difference between the proportions of the responding agencies in Yemen and India. The test is based upon 1.96 S.E. (0.05% level of significance) (Gupta, 2008; Elhance, 2005). For this analysis we calculate the pooled sample proportion \( p \) and the standard error of the difference between the proportions [S.E. \( (P_1 - P_2) \)]. Using those measures, we compute the Z-score test statistic (Z).

\[
P = \frac{n_1 p_1 + n_2 p_2}{n_1 + n_2}
\]

\[
S.E. (P_1 - P_2) = \sqrt{p (1 - p) \left[ \frac{1}{n_1} + \frac{1}{n_2} \right]}
\]

\[
Z = \frac{(P_1 - P_2)}{S.E.}
\]

Where \( P_1 \) is the sample proportion in sample 1 (Yemen), \( P_2 \) is the sample proportion in sample 2 (India), \( n_1 \) is the size of sample 1 (Yemen), and \( n_2 \) is the size of sample 2 (India).
6.2 Inbound T&T Agencies in Yemen and India

Section 1: The firms

1.1 - Age of the Firms

The survey of selected inbound travel and tourism agencies in Yemen shows that 30% of them are less than 10 years old; 47% between 10-20 years old; 23% between 20-50 years old and there is no more than 50 years old. Whereas the survey of selected inbound travel and tourism agencies in India shows that 20% is less than 10 years old; 43.33% between 10-20 years old; 30% between 20-50 years old and two companies (6.67%) are more than 50 years. (Figure 6.1)

Figure (6.1) Age of the Firms

1.2 - Major Areas of Operation

Some of inbound travel and tourism agencies in Yemen deal with three major areas. Among the surveyed companies, 53.33% deal with inbound tourism only; 6.67% deal with inbound and domestic tourism; 20% deal with inbound and outbound tourism and 20% deal with three major areas (i.e.) inbound, outbound and domestic tourism. Whereas the majority of inbound T&T agencies in India deal with three major areas, among them 16.67% deal
with inbound tourism only; 36.67% deal with inbound and domestic tourism; 23.33% deal with inbound and outbound tourism and 23.33% deal with three major areas (i.e.) inbound, outbound and domestic tourism (refer to Figure 6.2).

Figure (6.2) Major Areas of Operation

![Bar chart showing major areas of operation for Yemen and India](image)

1.3 - Years of Experience

The survey also shows that 36.67% of inbound T&T agencies in Yemen have 1-10 years experience; 50% have 11-20 years; only 13.3% have more than 20 years experience. Whereas 30% of inbound T&T agencies in India have 1-10 years experience; 30% have 11-20 years and 40% have more than 20 years experience (refer to Figure 6.3).

Figure (6.3) Years of Experience

![Bar chart showing years of experience for Yemen and India](image)
Moreover, the results indicate that some of inbound travel and tourism agencies in Yemen have experience in three major areas (i.e.) inbound, domestic and outbound tourism. The average years of inbound tourism operation is 14.5 compared to other major areas domestic and outbound tourism 11.9 and 12.5 respectively. On the other hand, most of inbound travel and tourism agencies in India have experience in three major areas (i.e.) inbound, outbound and domestic tourism. The average years of operation in inbound tourism is 22.8, in outbound tourism is 21.4 and in domestic tourism is 20.9 (refer in Figure 6.4).

Figure (6. 4) Average Years in Different Areas of Tourism

1.4 - Incoming Business Handled by the Firms

Among the countries which the Yemen’s firms have Inbound operations, European region is the highest frequency formed 86.67%, followed by American 66.67%, Asia 50%, Pacific 36.67%, Middle east 43.33% and Africa 23.33%; of which the Britain is the most frequently mentioned country, followed by French, Germany, Italy and USA. Whereas the countries which the India’s firms have Inbound operations, American region is the highest frequency formed 90%, followed by European 86.67%, Pacific 70%, Asia 60%, Africa 13.33% and Middle East 26.67%; of which the USA is the most
frequently mentioned country, followed by Britain, French, Germany, Canada and Srilanka (refer to Figure 6.5 and 6.6).

Figure (6.5) Incoming BusinessHandled by the Firms According to the Regions

Figure (6.6) Incoming Business Handled by the Firms According to the Countries
1.5 - Size of the Firms

The size of the firms can be measured using the number of employees. According to the number of company employees, the majority (80%) of inbound T&T agencies in Yemen are made up of small firms with less than 80 employees. Medium size firms with more than 80 employees but less than 250 employees account for 20% of the industry. Large firms with more than 250 employees are zero, whereas in inbound T&T agencies in India, 50% of them are made up of small firms with less than about 80 employees. Medium size firms with more than 80 employees but less than 250 employees account for 43.33% of the industry. Large firms with 250 employees or more account 6.67% (refer to Figure 6.7)

Figure (6.7) Size of the Firms
Section 2: Planning Procedure

2.1 - Your travel agency expresses its goals in terms of .......?

Table (6.1) Expressing the Goals in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th></th>
<th>India</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Promotion of travel and tourism</td>
<td>24</td>
<td>80.00</td>
<td>16</td>
<td>53.33</td>
</tr>
<tr>
<td>Goodwill</td>
<td>18</td>
<td>60.00</td>
<td>25</td>
<td>83.33</td>
</tr>
<tr>
<td>Profitability</td>
<td>20</td>
<td>66.67</td>
<td>20</td>
<td>66.67</td>
</tr>
<tr>
<td>Maximizing market share</td>
<td>19</td>
<td>63.33</td>
<td>11</td>
<td>36.67</td>
</tr>
<tr>
<td>Competitive edge</td>
<td>9</td>
<td>30.00</td>
<td>17</td>
<td>56.67</td>
</tr>
</tbody>
</table>

As can be observed from the Table above, the responding agencies in Yemen indicate that their most common goals are promotion of travel and tourism in the percentage of 80%, profitability 66.67%, maximizing market share 63.33%, goodwill 60% and competitive edge 30%. This is perhaps due to the recentness of the tourism sector in Yemen, of which they need more cooperation between the private sector representing by the T&T agencies in Yemen and public sector representing by the ministry of tourism and tourism promotion board. Moreover, the inbound T&T agencies in Yemen are not only partner with international companies, but additionally promote and assess the market. They take part in international trade fairs such as Madrid, Istanbul, Milan etc., organizing by the ministry of tourism under various rules and regulations. While the responding agencies in India indicate that their most common goals are goodwill in the percentage of 83.33%, profitability 66.67%, competitive edge 56.67%, promotion of travel and tourism 53.33% and maximizing market share 36.67%. This is perhaps due to the rapidly growing of the inbound T&T agencies in India since its independence in 1947. As a result of that each of them tries to introduce the best, in order to survive in the market.
2.2 - Is a short term business plan of one year prepared for your travel agency?

Table (6.2) Short Term Planning in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th>India</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Yes</td>
<td>26</td>
<td>86.67</td>
</tr>
<tr>
<td>No</td>
<td>4</td>
<td>13.33</td>
</tr>
</tbody>
</table>

The study identifies that 86.67% of inbound T&T agencies in Yemen engage in short-term planning and 13.33% of them do not. While in inbound T&T agencies in India, the results indicate that 63.33% of them engage in short-term planning and 36.67% do not (refer in the Table above).

2.3 - Is a long term businesses plan of more than one year prepared for your travel agency?

Table (6.3) Long Term Planning in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th>India</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Yes</td>
<td>10</td>
<td>33.33</td>
</tr>
<tr>
<td>No</td>
<td>20</td>
<td>66.67</td>
</tr>
</tbody>
</table>

The study also identifies that 33.3% of inbound T&T agencies in Yemen engage in long-term planning and 66.67% did not. Whereas in inbound T&T agencies in India, the majority (76.67%) of them engage in long-term planning and only 23.33% do not (refer in the Table above). The reasons for not having long term planning in both side will be discussed in question number 2.6.
2.4 - What time period does the long term planning cover?

Table (6.4) Time Period for Long Term Planning in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th></th>
<th>India</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>2 Years</td>
<td>1</td>
<td>3.33</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>3 Years</td>
<td>5</td>
<td>16.67</td>
<td>4</td>
<td>13.33</td>
</tr>
<tr>
<td>4 Years</td>
<td>--</td>
<td>--</td>
<td>5</td>
<td>16.67</td>
</tr>
<tr>
<td>5 Years</td>
<td>2</td>
<td>6.67</td>
<td>9</td>
<td>30.00</td>
</tr>
<tr>
<td>6 Years</td>
<td>2</td>
<td>6.67</td>
<td>2</td>
<td>6.67</td>
</tr>
<tr>
<td>7 Years</td>
<td>--</td>
<td>--</td>
<td>2</td>
<td>6.67</td>
</tr>
<tr>
<td>10 Years</td>
<td>--</td>
<td>--</td>
<td>1</td>
<td>3.33</td>
</tr>
</tbody>
</table>

The responding agencies in Yemen which agreed with the above mentioned question are asked to identify the time period does the long-term planning cover. The median long-term planning is 3 years with the mean being 3.9 years. The minimum planning horizon for long term plan is 2 years and maximum is 6 years. Whereas in the responding agencies in India, the median long-term planning is 5 years with the mean being 4.9 years. The minimum planning horizon for long term plan is 3 years and maximum is 10 years (refer in the Table above).

2.5 - Who is responsible for the effective long term planning of the travel agency?

Table (6.5) Responsibility for Planning in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th></th>
<th>India</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Manager</td>
<td>4</td>
<td>13.33</td>
<td>3</td>
<td>10.00</td>
</tr>
<tr>
<td>Specific planning department</td>
<td>3</td>
<td>10.00</td>
<td>10</td>
<td>33.33</td>
</tr>
<tr>
<td>All employees</td>
<td>3</td>
<td>10.00</td>
<td>10</td>
<td>33.33</td>
</tr>
</tbody>
</table>

In addition, the responding agencies in Yemen which agreed with the long term planning are asked to indicate who is responsible for the effective long term planning in their agencies. The findings indicate that 13.33% of them assign planning responsibility to the manager, 10% have specific planning department and 10% of them delegate planning to all employees. Whereas in the responding agencies in India, the findings indicate that 10% of them assign planning responsibility to the manager, 33.33% have specific planning
department and 33.33 % of them delegate planning to all employees (refer in the Table above).

2.6 - What are the main reasons for not having a formal plan?

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th>India</th>
</tr>
</thead>
<tbody>
<tr>
<td>It is hard to obtain trustworthy data</td>
<td>11</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>36.67</td>
<td>13.33</td>
</tr>
<tr>
<td>It is too difficult to coordinate the planning process</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>20.00</td>
<td>20.00</td>
</tr>
<tr>
<td>It is too expensive to do properly</td>
<td>9</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>30.00</td>
<td>6.67</td>
</tr>
<tr>
<td>Lack of time for planning</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>3.33</td>
<td>3.33</td>
</tr>
<tr>
<td>Lack of commitment from employees</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>3.33</td>
<td>13.33</td>
</tr>
<tr>
<td>Planning is not appropriate for the travel agency</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>3.33</td>
<td>20.00</td>
</tr>
<tr>
<td>The boss has a mental plan or 'mud map and a written plan is not needed</td>
<td>10</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>33.33</td>
<td>10.00</td>
</tr>
<tr>
<td>The business environment is too unpredictable</td>
<td>14</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>46.67</td>
<td>16.67</td>
</tr>
<tr>
<td>The travel agency is too small</td>
<td>11</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>36.67</td>
<td>10.00</td>
</tr>
<tr>
<td>We don't have the skills or expertise for planning</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>6.67</td>
<td>3.33</td>
</tr>
</tbody>
</table>

The responding agencies in Yemen which have not long term planning mention that the most common reason for not having long term planning is: ‘the business environment is too unpredictable’ (46.67%). The second most commonly cited reason is shared between ‘it is hard to obtain trustworthy data’ and ‘the travel agency is too small’ (36.67%). The third most common reason is ‘the boss has a mental plan or ‘mud map’ and a written plan is not needed’ (33.33%). The forth most common reason is ‘it is too expensive to do properly’ (30%). Furthermore, 20% of inbound T&T agencies in Yemen believe that it is too difficult to coordinate the planning process and 6.67% state that they don’t have the skills or expertise for planning and last reason for not having long term planning is also shared between ‘lack of time for planning’ (3.33%); ‘lack of commitment from employees’ (3.33%) and ‘planning is not appropriate for the travel agency’ (3.33%). Whereas in the responding agencies in India, the most common reason for not having long term planning is shared between ‘it is
too difficult to coordinate the planning process’ (20%), ‘lack of time for planning’ (20%) and ‘planning is not appropriate for the travel agency’ (20%). The second most common reason is ‘the business environment is too unpredictable’ (16.67%). The third commonly cited reason is shared between ‘it is hard to obtain trustworthy data’ (13.33%) and ‘lack of commitment from employees’ (13.33%). The forth most commonly cited reason is also shared between ‘the boss has a mental plan or ‘mud map’ and a written plan is not needed’ (10%) and ‘the travel agency is too small’ (10%). The fifth common reason is ‘it is too expensive to do properly’ (6.67%) and last reason for not having long term planning is ‘we don’t have the skills or expertise for planning’ (3.33%) (refer in the Table above).

2.7 - What types of plans the travel agency utilizes?

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen Frequency</th>
<th>Yemen %</th>
<th>India Frequency</th>
<th>India %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic plans (3 years and more)</td>
<td>5</td>
<td>16.67</td>
<td>17</td>
<td>56.67</td>
</tr>
<tr>
<td>Tactical plans (1-3 years)</td>
<td>7</td>
<td>23.33</td>
<td>16</td>
<td>53.33</td>
</tr>
<tr>
<td>Operational plans (one week-one year)</td>
<td>26</td>
<td>86.67</td>
<td>20</td>
<td>66.67</td>
</tr>
</tbody>
</table>

The above Table shows that 86.67% of the responding agencies in Yemen utilize operational plans (one week-one year) in their planning, 23.33% utilize tactical plans (1-3 years) and 16.67 % utilize strategic plans (3 years and more). Whereas 56.67% of the responding agencies in India utilize strategic plans (3 years and more) in their planning, 53.33% of them utilize tactical plans (1-3 years) and 66.67% of them utilize operational plans (one week-one year).

2.8 - What kinds of decisions have you taken in your travel agency?

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen Frequency</th>
<th>Yemen %</th>
<th>India Frequency</th>
<th>India %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programmed decisions</td>
<td>4</td>
<td>13.33</td>
<td>11</td>
<td>36.67</td>
</tr>
<tr>
<td>Non-programmed decisions</td>
<td>11</td>
<td>36.67</td>
<td>4</td>
<td>13.33</td>
</tr>
<tr>
<td>Both</td>
<td>7</td>
<td>23.33</td>
<td>15</td>
<td>50.00</td>
</tr>
</tbody>
</table>
Among the kinds of decisions which are taken in the responding agencies in Yemen, non programmed decisions score the highest percentage 36.67%, followed by both (programmed and non programmed decisions) 23.33% and programmed decisions 13.33%. Whereas in the responding agencies in India, both (programmed and non programmed decisions) score 50%, programmed decisions 36.67% and non programmed decisions score 13.33% (refer in the Table above).

2.9 (A) - Are the plans flexible in your travel agency?

Table (6.9) Possibility of Existence Flexible Plans in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th></th>
<th></th>
<th>India</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>15</td>
<td>50.00</td>
<td></td>
<td>23</td>
<td>76.67</td>
</tr>
<tr>
<td>No</td>
<td>15</td>
<td>50.00</td>
<td></td>
<td>7</td>
<td>23.33</td>
</tr>
</tbody>
</table>

The above Table shows that 50 % of the responding agencies in Yemen agree that the plans in their agencies are flexible and 50 % of them do not agree. Whereas 76.67 % of the responding agencies in India agree that the plans in their agencies are flexible and 23.33 % of them do not agree.

2.9. B - Which of the following plans are flexible?

Table (6.10) Flexibility of Plans in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th></th>
<th></th>
<th>India</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic plans</td>
<td>4</td>
<td>13.33</td>
<td></td>
<td>11</td>
<td>36.67</td>
</tr>
<tr>
<td>Tactical plans</td>
<td>6</td>
<td>20.00</td>
<td></td>
<td>14</td>
<td>46.67</td>
</tr>
<tr>
<td>Operational plans</td>
<td>14</td>
<td>46.67</td>
<td></td>
<td>12</td>
<td>40.00</td>
</tr>
</tbody>
</table>

The responding agencies in Yemen which agreed with the flexibility of plans state that the operational plans are more flexible in the percentage of 46.67 %, followed by tactical plans in percentage of 20 % and strategic plans 13.33 %. Whereas the responding agencies in India state that tactical plans are
more flexible in the percentage of 46.67%, followed by operational plans in the percentage of 40% and strategic plans score 36.67% (see the Table above).

2.10 - What methods, techniques and tools are used in planning process?

Table (6.11) Methods, Techniques and Tools of Planning Process in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th>India</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisficing method “to attain a satisfactory level of performance”</td>
<td>20</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td>66.67%</td>
<td>70.00%</td>
</tr>
<tr>
<td>Optimizing method “to attain the highest level of achievements”</td>
<td>10</td>
<td>23</td>
</tr>
<tr>
<td></td>
<td>33.33%</td>
<td>76.67%</td>
</tr>
<tr>
<td>Adaptivizing method “to improve the planning process and searching for better solution to problem”</td>
<td>8</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td>26.67%</td>
<td>70.00%</td>
</tr>
</tbody>
</table>

The above Table shows that satisficing method “to attain a satisfactory level of performance” (66.67%) is by far the most common method use in planning process among the responding agencies in Yemen. The second most common is optimizing method “to attain the highest level of achievements” (33.33%) and adaptivizing method “to improve the planning process and searching for the better solution to problems” is (26.67%). Whereas the responding agencies in India indicate that optimizing method “to attain the highest level of achievements” is by far the most common method used in planning process with the percentage of 76.67% and 70% of them use satisficing method “to attain a satisfactory level of performance” and adaptivizing method “to improve the planning process and searching for the better solution to problems”.

152
2.11. A - Is there a possibility of receiving distorted information for planning purpose?

Table (6.12) Possibility of Receiving Distorted Information for Planning Purpose in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th></th>
<th>India</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Yes</td>
<td>13</td>
<td>43.33</td>
<td>21</td>
<td>70.00</td>
</tr>
<tr>
<td>No</td>
<td>17</td>
<td>56.67</td>
<td>9</td>
<td>30.00</td>
</tr>
</tbody>
</table>

The above Table shows that 43.33 % of responding agencies in Yemen receive distorted information for planning purpose and 56.67 % of them do not. Whereas 70 % of the responding agencies in India indicate that they receive distorted information for planning purpose and 30 % of them do not.

2.11. B - From where those information you have received?

Table (6.13) Receiving Distorted Information Either From Inside or Outside in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th></th>
<th>India</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>From Inside the organization</td>
<td>6</td>
<td>20.00</td>
<td>6</td>
<td>20.00</td>
</tr>
<tr>
<td>From outside the organization</td>
<td>7</td>
<td>23.33</td>
<td>15</td>
<td>50.00</td>
</tr>
</tbody>
</table>

The responding agencies in Yemen which received distorted information are asked; from where those information they are received?. About (20 %) of them mention that they receive distorted information from inside the organization and 23.33 % of them state that they receive distorted information from outside. Whereas 50 % of the responding agencies in India highlight that they receive distorted information from outside the organization and 20% of them receive distorted information from inside (see the Table above).
2.11.C - What is the impact of those distorted information on the planning process?

Table (6.14) Impact of Distorted Information on the Planning Process in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th></th>
<th>India</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Delay</td>
<td>11</td>
<td>36.67</td>
<td>7</td>
<td>23.33</td>
</tr>
<tr>
<td>Over cost</td>
<td>4</td>
<td>13.33</td>
<td>11</td>
<td>36.67</td>
</tr>
<tr>
<td>Mis communication</td>
<td>3</td>
<td>10.00</td>
<td>10</td>
<td>33.33</td>
</tr>
<tr>
<td>Unexpected outcomes</td>
<td>8</td>
<td>26.67</td>
<td>16</td>
<td>53.33</td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
<td>3.33</td>
<td>3</td>
<td>10.00</td>
</tr>
</tbody>
</table>

Moreover, the responding agencies in Yemen indicate that the impact of those distorted information on the planning process are delay at the percentage of 36.67 %, unexpected outcomes at 26.67 %, over cost at 13.33 %, mis communication at 10 % and 3.33 % mention that other problems are existed.

While the responding agencies in India indicate that the impact of those distorted information on the planning process are unexpected outcomes at the percentage of 53.33 %, over cost at 36.67 %, mis communication at 33.33 %, delay at 23.33 % and 10 % of them state that other problems are existent in their agencies (see the Table above).

2.12 - Is the travel agency applying scientific methods to deal with causation and futurity problems?

Table (6.15) Applying Scientific Methods to Deal with Causation and Futurity Problems in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th></th>
<th>India</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Yes</td>
<td>10</td>
<td>33.33</td>
<td>18</td>
<td>60.00</td>
</tr>
<tr>
<td>No</td>
<td>20</td>
<td>66.67</td>
<td>12</td>
<td>40.00</td>
</tr>
</tbody>
</table>

From the above Table, the findings indicate that 33.33 % of the responding agencies in Yemen apply scientific methods to deal with causation and futurity problems and 66.67 % of them do not. Whereas 60 % of the
responding agencies in India apply scientific methods to deal with causation and futurity problems and 40% of them do not.

2.13 (A) - Do you have innovation in your travel agency?

Table (6.16) The Innovation in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th>India</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Yes</td>
<td>25</td>
<td>83.33</td>
</tr>
<tr>
<td>No</td>
<td>5</td>
<td>16.67</td>
</tr>
</tbody>
</table>

In regard to the innovation among the inbound T&T agencies in Yemen; 83.33% of them highlight that they prefer the innovation and 16.67% of them do not. Whereas 83.33% of the inbound T&T agencies in India indicate that they prefer the innovation and 16.67% of them do not (see the Table above).

2.13 (B) - what are the kinds of innovation?

The responding agencies in Yemen which agreed with the above question indicate that the most common kinds of innovation they prefer are ‘improvement to the quality of an existing service’ (80%), ‘opining of new markets’ (60%), ‘introduction of new services’ (33.33%), ‘introduction of new methods of their programmes’ (26.67%) and ‘introduction of new plans of marketing’ (20%). Whereas the responding agencies in India highlight that the most common kinds of innovation they prefer are ‘introduction of new services’ (76.67%), ‘improvement to the quality of an existing service’ (53.33%), ‘introduction of new plans of marketing’ (50%), ‘introduction of new methods of their programmes’ (43.33%), ‘opining of new markets’ (33.33%) and 10% of them indicate that other kinds of innovation are existent in their agencies (refer to the Table below).
Table (6.17) Kinds of Innovation in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th></th>
<th>India</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Introduction of new services</td>
<td>10</td>
<td>33.33</td>
<td>23</td>
<td>76.67</td>
</tr>
<tr>
<td>Improvement to the quality of an existing service</td>
<td>24</td>
<td>80.00</td>
<td>16</td>
<td>53.33</td>
</tr>
<tr>
<td>Introduction of new method of our programmes</td>
<td>8</td>
<td>26.67</td>
<td>13</td>
<td>43.33</td>
</tr>
<tr>
<td>Introduction of new plans of marketing</td>
<td>6</td>
<td>20.00</td>
<td>15</td>
<td>50.00</td>
</tr>
<tr>
<td>Opining of new markets</td>
<td>18</td>
<td>60.00</td>
<td>10</td>
<td>33.33</td>
</tr>
<tr>
<td>Other</td>
<td>--</td>
<td>--</td>
<td>3</td>
<td>10.00</td>
</tr>
</tbody>
</table>

2.14. A - Does your travel agency find it easy to introduce change with respect to the environment forces?

Tables (6.18) Possibility of Introduce Change with Respect to the Environment Forces in Inbound T&T agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th></th>
<th>India</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Yes</td>
<td>9</td>
<td>30.00</td>
<td>20</td>
<td>66.67</td>
</tr>
<tr>
<td>No</td>
<td>21</td>
<td>70.00</td>
<td>10</td>
<td>33.33</td>
</tr>
</tbody>
</table>

From the Table above, the findings indicate that 30% of the responding agencies in Yemen introduce change with respect to the environment forces and 70% of them find it difficult. While 66.67% of the responding agencies in India introduce change with respect to the environment forces and 33.33% of them find it difficult.

B - Which of the following environmental forces your long term planning attempts to identify?

The questionnaire assessed the presence of five distinct environmental forces: social and culture trends, economic and political trends, technological trends, market trends and competitor trends. As the assessment of the responding agencies in Yemen, economic and political trends and market trends rate highly and are included in 30% of their plans, followed by Social and culture trends 23.33% and competitor trends 26.67%. Technological
trends are including in comparatively few plans. It is unfortunate that 6.67% of the responding agencies in Yemen are not assessing the opportunities offered by new advances in technology. Whereas in the responding agencies in India, market trends and competitor trend rate the top highest frequently of their plans with the percentage of 56.67% and 53.33% respectively, followed by social and culture trends at 50%, technological trends at 46.67% and economic and political trends at 20%. In addition 10% of them state that other environmental forces are existent in their plans (refer to the Table bellow).

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th></th>
<th>India</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Social and culture trends</td>
<td>7</td>
<td>23.33</td>
<td>15</td>
<td>50.00</td>
</tr>
<tr>
<td>Economic and political trends</td>
<td>9</td>
<td>30.00</td>
<td>6</td>
<td>20.00</td>
</tr>
<tr>
<td>Technological trends</td>
<td>2</td>
<td>6.67</td>
<td>14</td>
<td>46.67</td>
</tr>
<tr>
<td>Market trends</td>
<td>9</td>
<td>30.00</td>
<td>17</td>
<td>56.67</td>
</tr>
<tr>
<td>Competitor trends</td>
<td>8</td>
<td>26.67</td>
<td>16</td>
<td>53.33</td>
</tr>
<tr>
<td>Other</td>
<td>--</td>
<td>--</td>
<td>3</td>
<td>10.00</td>
</tr>
</tbody>
</table>

Section 3: Organizing Procedure

3.1 - How many departments are there in your travel agency?

The purpose of this question is to find out specifically the number of departments in T&T agencies in Yemen and India which carry out the activities of inbound tourism. As it is shown in the Table bellow, travel and tour department is the highest frequently form 73.33% of the responding agencies in Yemen, followed by marketing and sales department 60%, destination services department 46.67%, finance and accounts department 63.67% and transport department score 33.33%. Moreover, tour research and planning department and conference and convention department are also scored the same frequency 10%. Whereas in the responding agencies in India, the top highest frequently is travel and tour department, Marketing and sales department and destination
services department which are scored 86.67%, 83.33% and 76.67%, respectively. The second highest frequently (63.33%) is finance and accounts department. Human resource department and transport department score the same frequently (50%). Moreover, tour research and planning department scores 33.33%, conference and convention department scores 20% and 13.33% of them indicate that there are other departments in their agencies. In fact the number of departments depends on the size of the agencies. As it was observed earlier that most of inbound T&T agencies in Yemen are in small size 80% and only 20% medium size, while 50% of inbound T&T agencies in India are small size, 43.33% medium size and 6.67% large size.

Table (6.20) Number of Departments in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th></th>
<th>India</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Tour research and planning department</td>
<td>3</td>
<td>10.00</td>
<td>10</td>
<td>33.33</td>
</tr>
<tr>
<td>Travel and tour department</td>
<td>22</td>
<td>73.33</td>
<td>26</td>
<td>86.67</td>
</tr>
<tr>
<td>Marketing and sales department</td>
<td>18</td>
<td>60.00</td>
<td>25</td>
<td>83.33</td>
</tr>
<tr>
<td>Destination services department</td>
<td>14</td>
<td>46.67</td>
<td>23</td>
<td>76.67</td>
</tr>
<tr>
<td>Human resource department</td>
<td>6</td>
<td>20.00</td>
<td>15</td>
<td>50.00</td>
</tr>
<tr>
<td>Finance and accounts department</td>
<td>11</td>
<td>36.67</td>
<td>19</td>
<td>63.33</td>
</tr>
<tr>
<td>Transport department</td>
<td>10</td>
<td>33.33</td>
<td>15</td>
<td>50.00</td>
</tr>
<tr>
<td>Conference and convention department</td>
<td>3</td>
<td>10.00</td>
<td>6</td>
<td>20.00</td>
</tr>
<tr>
<td>Other</td>
<td>--</td>
<td>--</td>
<td>4</td>
<td>13.33</td>
</tr>
</tbody>
</table>

3.2 - Decision making in your travel agency is?

Table (6.21) Decision Making in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th></th>
<th>India</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Centralized</td>
<td>15</td>
<td>50.00</td>
<td>16</td>
<td>53.33</td>
</tr>
<tr>
<td>Decentralized</td>
<td>3</td>
<td>10.00</td>
<td>5</td>
<td>16.67</td>
</tr>
<tr>
<td>Depends on situation</td>
<td>12</td>
<td>40.00</td>
<td>9</td>
<td>30.00</td>
</tr>
</tbody>
</table>

The results indicate that 50% of the responding agencies in Yemen take centralized decision, 10% of them take decentralized decision and 40% of them state that decision making depends on situations. Whereas in the responding
agencies in India, the results highlight that 53.33% of them take centralized decision, 16.67% take decentralized decision and 30% of them state that decision making in their agencies depends on situations (refer to the Table above).

3.3 - Please answer yes or no to the following statements

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th></th>
<th></th>
<th></th>
<th>India</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>3.3.1 - Division of labor is used in your travel agency</td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>12</td>
<td>40.00</td>
<td>20</td>
<td>66.67</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>18</td>
<td>60.00</td>
<td>10</td>
<td>33.33</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.3.2 - Specialization is used in your travel agency</td>
<td>Yes</td>
<td>13</td>
<td>43.33</td>
<td>21</td>
<td>70.00</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>17</td>
<td>56.67</td>
<td>9</td>
<td>30.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.3.3 - Generalization is used in your travel agency</td>
<td>Yes</td>
<td>18</td>
<td>60.00</td>
<td>9</td>
<td>30.00</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>12</td>
<td>40.00</td>
<td>21</td>
<td>70.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.3.4 - Functional authority is used in your travel agency</td>
<td>Yes</td>
<td>10</td>
<td>33.33</td>
<td>19</td>
<td>63.33</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>20</td>
<td>66.67</td>
<td>11</td>
<td>36.67</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The findings in the Table above demonstrate that 40% of inbound T&T agencies in Yemen prefer to use division of labor and 60% of them do not. Moreover, the descriptive analyses reveal that 43.33% of them state that specialization is used in their agencies and 56.67% do not. Furthermore, 60% of them mention that generalization is used in their agencies and 40% do not. Finally, 33.33% of them state that functional authority is used in their agencies and 66.67% do not. Whereas in the responding agencies in India, the results indicate that 66.67% of them prefer to use division of labor and 33.33% do not. Moreover, 70% of them state that specialization is used in their agencies and 30% do not. Furthermore, 30% of them highlight that generalization is used in their agencies and 70% do not. Finally, 63.33% of them state that functional authority is used in their agencies and 36.67% do not.
3.4 - Degree of span of control in your travel agency is?

Table (6.23) Degree of Span of Control in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th></th>
<th>India</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Narrow</td>
<td>17</td>
<td>56.67</td>
<td>9</td>
<td>30.00</td>
</tr>
<tr>
<td>Wide</td>
<td>13</td>
<td>43.33</td>
<td>21</td>
<td>70.00</td>
</tr>
</tbody>
</table>

The above Table shows that 56.67% of responding agencies in Yemen state that the degree of span of control is narrow and 43.33% of them state that it is wide. This is considered the most challenging to the managers in as much as the scope of operation is broadened and the opportunity is present to grow and show what can be done. Whereas 30% of the responding agencies in India state that the degree of span of control is narrow and 70% of them state that it is wide.

3.5. A - Is their any friction over the use of authority and responsibility relationship?

Table (6.24) Friction over the Use of Authority and Responsibility Relationship in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th></th>
<th>India</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Yes</td>
<td>21</td>
<td>70.00</td>
<td>12</td>
<td>40.00</td>
</tr>
<tr>
<td>No</td>
<td>9</td>
<td>30.00</td>
<td>18</td>
<td>60.00</td>
</tr>
</tbody>
</table>

The findings indicate that 70% of the responding agencies in Yemen state that there is friction over the use of authority and responsibility relationship and 30% of them state that there is no friction. Whereas 60% of the responding agencies in India state that there is no friction over the use of authority and responsibility relationship and 40% of them state that there is friction (refer in the Table above).
3.5. B - What is the degree of friction?

Table (6.25) Degree of Friction over the Use of Authority and Responsibility Relationship in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th></th>
<th>India</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
</tr>
<tr>
<td>High</td>
<td>9</td>
<td>30.00</td>
<td>2</td>
</tr>
<tr>
<td>Medium</td>
<td>12</td>
<td>40.00</td>
<td>5</td>
</tr>
<tr>
<td>Low</td>
<td>--</td>
<td>--</td>
<td>5</td>
</tr>
</tbody>
</table>

Moreover, the results indicate that 30% of the responding agencies in Yemen state that the degree of friction is high and 40% of them state that it is medium. Whereas in the responding agencies in India, the highest frequently of the degree of friction is shared between medium and low with the percentage of 16.67% and 6.67% of them indicate that the degree of friction is high (refer to the Table above).

3.6 - Dose the organization use of committee and group for decision making?

Table (6.26) Committee and Group Use for Decision Making in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th></th>
<th>India</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
</tr>
<tr>
<td>Yes</td>
<td>6</td>
<td>20.00</td>
<td>18</td>
</tr>
<tr>
<td>No</td>
<td>24</td>
<td>80.00</td>
<td>12</td>
</tr>
</tbody>
</table>

The findings in the Table above demonstrate that only 20% of the responding agencies in Yemen prefer to use committee and group for decision making and 80% do not use. Whereas in the responding agencies in India, 60% of them prefer to use committee and group for decision making and 40% of them do not use.
3.7 - Is your travel agency flexible with regard to adopting changing conditions?

In this question we find that 63.33% of the responding agencies in Yemen agree with the flexibility in regard to adopting changing conditions and 36.67% of them do not agree. Whereas 86.67% of the responding agencies in India agree with the flexibility of adopting changing conditions and 13.33% do not agree (refer to the Table below).

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th>India</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Yes</td>
<td>19</td>
<td>63.33</td>
</tr>
<tr>
<td>No</td>
<td>11</td>
<td>36.67</td>
</tr>
</tbody>
</table>

3.8 - The organization structure in your travel agency is....?

The findings in this question indicate that the organizational structure of inbound T&T agencies in Yemen is formal at the percentage of 60% and 40% of them state that it is informal. While the organizational structure of inbound T&T agencies in India is formal at the percentage of 73.33% and informal at the percentage of 26.67% (refer to the Table below).

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th>India</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Formal</td>
<td>18</td>
<td>60.00</td>
</tr>
<tr>
<td>Informal</td>
<td>12</td>
<td>40.00</td>
</tr>
</tbody>
</table>
Section 4: Staffing Procedure

4.1 - What are the methods used in recruitment the personnel in your travel agency?

This question evaluates the methods of recruitment which are applied by the inbound T&T agencies in Yemen and India by means of conducting the frequency analysis. As it is shown in the Table below, the method of references is the most frequently used in personnel recruitment in inbound T&T agencies in Yemen with percentage of 63.33%. The method of walk-ins is the second most frequently used in percentage of 30%, followed by internal recruiting 26.67%. Also, 20%, 16.67%, 13.33%, 10%, 3.33%, 3.33% of the agencies use the methods of newspaper, employee recommendation, professional magazines, internet, employment agency and other methods, respectively. Whereas in inbound T&T agencies in India, the method of newspaper is the most frequently used in personnel recruitment with percentage of 70%. The methods of professional magazines and walk-ins are the second most frequently used at percentages of 60% and 56.67%, respectively, followed by internet 40% and references 33.33%. In addition, 30% of them use the methods of employee recommendation and internal recruiting, together. Moreover, 16.67% of them use employment agency and 10% of them use other methods in recruitment the personnel.

Table (6.29) Methods of Personnel Recruitment in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Frequency</th>
<th>Yemen</th>
<th>%</th>
<th>Frequency</th>
<th>%</th>
<th>India</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walk-ins</td>
<td>9</td>
<td>30.00</td>
<td></td>
<td>17</td>
<td>56.67</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee recommendation</td>
<td>5</td>
<td>16.67</td>
<td></td>
<td>9</td>
<td>30.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Newspaper</td>
<td>6</td>
<td>20.00</td>
<td></td>
<td>21</td>
<td>70.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internet</td>
<td>3</td>
<td>10.00</td>
<td></td>
<td>12</td>
<td>40.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>References</td>
<td>19</td>
<td>63.33</td>
<td></td>
<td>10</td>
<td>33.33</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional magazines</td>
<td>4</td>
<td>13.33</td>
<td></td>
<td>18</td>
<td>60.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal recruiting</td>
<td>8</td>
<td>26.67</td>
<td></td>
<td>9</td>
<td>30.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment agency</td>
<td>1</td>
<td>3.33</td>
<td></td>
<td>5</td>
<td>16.67</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
<td>3.33</td>
<td></td>
<td>3</td>
<td>10.00</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.2 - What are the criteria used in selection the personnel in your travel agency?

In this question the frequency analysis is performed to examine the methods in selection the personnel in inbound T&T agencies in Yemen and India. As it is demonstrated in the Table bellow, the method of language test (76.67%) is the most frequently used in selecting the personnel in inbound T&T agencies in Yemen. The method of references is used in 56.67%, interview is used in 50% and trail period is used in 46.67%. Moreover, it is concluded that 30% of them use the method of personality test, 26.67% use biographical data and 23.33% of them use skills test. Also 20%, 10% and 6.67% of them use the methods of occupational test, checkup and analytical test, respectively. Whereas in inbound T&T agencies in India, the method of interview (80%) is the most frequently used in selecting the personnel. The method of biographical data (56.67%) is the second most frequently used. The third most frequently method is shared between skills test and occupational test and it was used by 53.33% of them. The method of trail period (50%) is the forth most frequently used. The fifth most frequently method is shared between personality test and language test (33.33%), followed by references at 30% and last method is also shared between analytical test and checkup at 13.33%.

Table (6.30) Methods of Personnel Selection in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th></th>
<th>India</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Interview</td>
<td>15</td>
<td>50.00</td>
<td>24</td>
<td>80.00</td>
</tr>
<tr>
<td>References</td>
<td>17</td>
<td>56.67</td>
<td>9</td>
<td>30.00</td>
</tr>
<tr>
<td>Personality test</td>
<td>9</td>
<td>30.00</td>
<td>10</td>
<td>33.33</td>
</tr>
<tr>
<td>Biographical data</td>
<td>8</td>
<td>26.67</td>
<td>17</td>
<td>56.67</td>
</tr>
<tr>
<td>Skills test</td>
<td>7</td>
<td>23.33</td>
<td>16</td>
<td>53.33</td>
</tr>
<tr>
<td>Occupational test</td>
<td>6</td>
<td>20.00</td>
<td>16</td>
<td>53.33</td>
</tr>
<tr>
<td>Language test</td>
<td>23</td>
<td>76.67</td>
<td>10</td>
<td>33.33</td>
</tr>
<tr>
<td>Analytical test</td>
<td>2</td>
<td>6.67</td>
<td>4</td>
<td>13.33</td>
</tr>
<tr>
<td>Trail period</td>
<td>14</td>
<td>46.67</td>
<td>15</td>
<td>50.00</td>
</tr>
<tr>
<td>Checkup</td>
<td>3</td>
<td>10.00</td>
<td>4</td>
<td>13.33</td>
</tr>
</tbody>
</table>

164
4.3 - What is the policy in your travel agency regarding the promotion of employees?

This question evaluates the policies which are used by inbound T&T agencies in Yemen and India in regard to the promotion of employees. As can be observed in inbound T&T agencies in Yemen, the policy of merit is the highest frequently used with the percentage of 63.3%, followed by (both seniority and merit) 23.3% and 13.3% of them use the policy of seniority. Whereas in inbound T&T agencies in India, the policy of (both seniority and merit) is the highest frequently used with the percentage of 60%, followed by merit 30% and 10% of them use the policy of seniority (refer in the Table bellow).

Table (6.31) Policies of Promotion the Employees in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th></th>
<th>%</th>
<th>India</th>
<th></th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seniority</td>
<td>4</td>
<td>13.33</td>
<td></td>
<td>3</td>
<td>10.00</td>
<td></td>
</tr>
<tr>
<td>Merit</td>
<td>19</td>
<td>63.33</td>
<td></td>
<td>9</td>
<td>30.00</td>
<td></td>
</tr>
<tr>
<td>Both</td>
<td>7</td>
<td>23.33</td>
<td></td>
<td>18</td>
<td>60.00</td>
<td></td>
</tr>
</tbody>
</table>

4.4 (A) - Are there any techniques used in appraising the personnel in your travel agency?

The frequency analysis in this question is conducted to find out the techniques which are used in appraising the personnel in the inbound T&T agencies in Yemen and India. As it is shown in the Table bellow, 46.67% of responding agencies in Yemen agree that they use techniques in appraising their employees and 53.33% do not agree. Whereas 73.33% of inbound T&T agencies in India use techniques in appraising their employees and 26.67% of them did not use (refer in the Table bellow).
4.4. B - What are the techniques used?

The responding agencies in Yemen which agreed with the above question indicate that the forced distribution (40%) is the highest frequently techniques used in appraising the personnel in their agencies. Graphic rating (36.67%) is the second highest frequently techniques used. Moreover 33.33% of them use critical incidence and 30% use rank order. In addition, 26.67%, 6.67% and 3.33% of them use checklist, paired comparison and other techniques, respectively. Whereas in the responding agencies in India, the findings indicate that the graphic rating (63.33%), checklist (60%) and rank order (56.67%) are the highest frequently techniques used in appraising the personnel in their agencies, followed by critical incidence (40%). Moreover, 26.67%, 16.67% and 6.67% of them use paired comparison, forced distribution and other techniques, respectively (see the Table bellow).

| Table (6.33) Techniques of personnel appraisal in inbound T&T agencies in Yemen and India |
|---------------------------------|-----------------|-----------------|
| Items                           | Yemen            | India            |
|                                 | Frequency | %   | Frequency | %   |
| Rank order                      | 9         | 30.00 | 17         | 56.67 |
| Graphic rating                  | 11        | 36.67 | 19         | 63.33 |
| Forced distribution             | 12        | 40.00 | 5          | 16.67 |
| Checklist                       | 8         | 26.67 | 18         | 60.00 |
| Paired comparison               | 2         | 6.67  | 8          | 26.67 |
| Critical incidence              | 10        | 33.33 | 12         | 40.00 |
| Other                           | 1         | 3.33  | 2          | 6.67  |
4.5 - How is the job described to the employees?

The present question examines the description of the job to the employees in inbound T&T agencies in Yemen and India. The results indicate that 53.33% of the responding agencies in Yemen describe the job to their employees verbally, 33.33% of them describe it in written statement and 13.33% of them describe it in two ways (verbally and written statements). Whereas in inbound T&T agencies in India, the results indicate that 66.67% of them describe the job to their employees in two ways (verbally and written statements), 23.33% of them describe it verbally and 10% of them describe it in written statement (refer in the Table bellow).

Table (6.34) Job Description in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th>India</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Verbally</td>
<td>16</td>
<td>53.33</td>
</tr>
<tr>
<td>Written statement</td>
<td>10</td>
<td>33.33</td>
</tr>
<tr>
<td>Both</td>
<td>4</td>
<td>13.33</td>
</tr>
</tbody>
</table>

4.6 - What are the levels of compensations in your travel agency?

Table (6.35) levels of compensations in inbound T&T agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th>India</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Regular salary</td>
<td>25</td>
<td>83.33</td>
</tr>
<tr>
<td>City compensatory allowance</td>
<td>5</td>
<td>16.67</td>
</tr>
<tr>
<td>Overtime allowance</td>
<td>23</td>
<td>76.67</td>
</tr>
<tr>
<td>Medical allowance</td>
<td>7</td>
<td>23.33</td>
</tr>
<tr>
<td>Traveling allowance</td>
<td>9</td>
<td>30.00</td>
</tr>
<tr>
<td>House rent allowance</td>
<td>4</td>
<td>13.33</td>
</tr>
<tr>
<td>Conveyance allowance</td>
<td>10</td>
<td>33.33</td>
</tr>
<tr>
<td>Life insurance</td>
<td>5</td>
<td>16.67</td>
</tr>
<tr>
<td>Accident insurance</td>
<td>7</td>
<td>23.33</td>
</tr>
<tr>
<td>Health insurance</td>
<td>8</td>
<td>26.67</td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
<td>3.33</td>
</tr>
</tbody>
</table>
The above Table describes the levels of compensation which are used by inbound T&T agencies in Yemen and India to their employees. As it is observed in inbound T&T agencies in Yemen, regular salary is the highest frequently level of compensation and it is used by 83.33% of them and overtime allowance is used by 76.67%, followed by conveyance allowance 33.33%, traveling allowance 30%, and health allowance 26.67%. In addition, it is concluded that 23.33% of them use medical allowance and accident insurance together as a levels of compensations. Moreover, 16.67%, 16.67%, 13.33%, 3.33% of them use city compensatory allowance, life insurance, house rent allowance and other levels of compensations, respectively. Whereas in inbound T&T agencies in India, regular salary is the highest frequently level of compensation and it is used by 86.67% of them. Conveyance allowance (63.33%) is the second highest frequently used and health insurance (60%) is the third highest frequently used, followed by traveling allowance 56.67% and medical allowance 53.33%. Moreover 50% of them use overtime allowance and accident insurance together as the levels of compensations. In addition life insurance, city compensatory allowance, house rent allowance and other levels of compensations are used in 26.67%, 23.33%, 20% and 10%, respectively.

4.7 - What is the length of the training period in your travel agency?

Table (6.36) Length of Training Period in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th></th>
<th>India</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>6 months</td>
<td>10</td>
<td>33.33%</td>
<td>11</td>
<td>36.67%</td>
</tr>
<tr>
<td>3 months</td>
<td>9</td>
<td>30.00%</td>
<td>5</td>
<td>18.67%</td>
</tr>
<tr>
<td>2 months</td>
<td>2</td>
<td>6.67%</td>
<td>4</td>
<td>13.33%</td>
</tr>
<tr>
<td>1 month</td>
<td>4</td>
<td>13.33%</td>
<td>4</td>
<td>13.33%</td>
</tr>
<tr>
<td>Less than 1 month</td>
<td>5</td>
<td>16.67%</td>
<td>6</td>
<td>20.00%</td>
</tr>
</tbody>
</table>

As it is demonstrated in the Table above, the length of the training period of newly employees in inbound T&T agencies in Yemen and India are analyzed and it is concluded that 33.33% of the responding agencies in Yemen have training period of 6 months and 30% of them have training period of 3
months. Moreover, 16.67%, 13.33%, 6.67% of them have training period of less than 1 month, 1 month and 2 month, respectively. Whereas in the responding agencies in India, the results indicate that 36.67% of them have training period of 6 months, 20% of them have training period of less than 1 month and 16.67% of them have training period of 3 months. Moreover, 2 months and 1 months training period score the same frequently at 13.33%.

4.8 - What are the methods used in training the employees in your travel agency?

Table (6.37) Methods of Training the Employees in Inbound T&T agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen Frequency</th>
<th>Yemen %</th>
<th>India Frequency</th>
<th>India %</th>
</tr>
</thead>
<tbody>
<tr>
<td>On the job training</td>
<td>27</td>
<td>90.00</td>
<td>20</td>
<td>66.67</td>
</tr>
<tr>
<td>Lecture</td>
<td>7</td>
<td>23.33</td>
<td>15</td>
<td>50.00</td>
</tr>
<tr>
<td>Visual techniques</td>
<td>2</td>
<td>6.67</td>
<td>8</td>
<td>26.67</td>
</tr>
<tr>
<td>Computer based training</td>
<td>13</td>
<td>43.33</td>
<td>21</td>
<td>70.00</td>
</tr>
<tr>
<td>Case study</td>
<td>5</td>
<td>16.67</td>
<td>13</td>
<td>43.33</td>
</tr>
<tr>
<td>Similar sector trips</td>
<td>7</td>
<td>23.33</td>
<td>10</td>
<td>33.33</td>
</tr>
</tbody>
</table>

As it is shown in the Table above, the highest frequently method used in training the employees in the responding agencies in Yemen is on the job training (90%), followed by computer based training 43.33%. Moreover 23.33% of them use lecture and similar sector trips together in training the employees. Finally, at 16.67% and 6.67%, the methods of case study and visual techniques are used, respectively. Whereas in the responding agencies in India, the top highest frequently used in training the employees is computer based training (70%). The second highest frequently (66.67%) is on the job training. The third highest frequently (50%) is lecture, followed by case study, similar sector trips and visual techniques which are used by 43.33%, 33.33% and 26.67%, respectively.
4.9. A - Are there any policies and procedures of lay off and dismissal of personnel in your travel agency?

Tables (6.38) Possibility of Finding Policies and Procedures of Lay off and Dismissal of Personnel in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th>India</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Yes</td>
<td>26</td>
<td>86.67</td>
</tr>
<tr>
<td>No</td>
<td>4</td>
<td>13.33</td>
</tr>
</tbody>
</table>

As it is seen in the Table above, 86.67% of the responding agencies in Yemen indicate that they have policies and procedures of lay off and dismissal of personnel and 13.33% of them do not. Whereas 76.67% of the responding agencies in India indicate that they have policies and procedures of lay off and dismissal of personnel and 23.33% of them do not.

4.9. B - What are the procedures used?

Moreover, the responding agencies in Yemen which agreed with the above question indicate that the procedures of lay off and dismissal of personnel which are used in their agencies are verbal and written warnings at the percentage of 73.33%, suspensions at the percentage of 66.67% and terminations at the percentage of 40%. Whereas the responding agencies in India indicate that the procedures of lay off and dismissal of personnel are verbal and written warnings at the percentage of 66.67%, terminations at the percentage of 46.67% and suspensions at 26.67% (refer in the Table bellow).

Table (6.39) Procedures of Lay off and Dismissal of Personnel in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th>India</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Verbal and written warnings</td>
<td>22</td>
<td>73.33</td>
</tr>
<tr>
<td>Suspensions</td>
<td>20</td>
<td>66.67</td>
</tr>
<tr>
<td>Terminations</td>
<td>12</td>
<td>40.00</td>
</tr>
</tbody>
</table>
4.10 - Does your travel agency deal with the employees easily?

Table (6.40) Dealing With the Employees in Inbound T&T Agencies in Yemen and India

| Items | Yemen | | India |
|-------|-------| |-------|
|       | Frequency | % | Frequency | % |
| Yes   | 25      | 83.33 | 24      | 80.00 |
| No    | 5       | 16.67 | 6       | 20.00 |

The responding agencies in Yemen state that they deal with the employees easily at the percentage of 83.33%. This is due to the nature of the industry. All the employees are very much polite, good at conversation and there is absolutely no problem of anything called stick. On the other hand, 16.67% of them find it difficult. Whereas the responding agencies in India state that they deal with the employees easily at the percentage of 80%. This is also due to the nature of the industry and 16.67% of them find it difficult (refer in the Table above).

4.11 - Is it easy in your travel agency to obtain and maintain the personnel with desired skills and abilities?

Table (6.41) Obtain and Maintain the Personnel with Desired Skills and Abilities in Inbound T&T Agencies in Yemen and India

| Items | Yemen | | India |
|-------|-------| |-------|
|       | Frequency | % | Frequency | % |
| Yes   | 9      | 30.00 | 22      | 73.33 |
| No    | 21     | 70.00 | 8       | 26.67 |

The majority of the responding agencies in Yemen in the earlier question indicated that it is easily to deal with the employees, but it can be seen in the Table above, only 30% of them find it easily to obtain and maintain the personnel with desired skills and abilities and 70% of them find it difficult. This is because the lack of high education in the tourism field in Yemen and most of people did not know about the nature of the industry. While the majority (73.33%) of the responding agencies in India state that it is easily to
obtain and maintain the personnel with desired skills and abilities in their agencies and 26.67% of them find it difficult.

Section 5: Directing Procedure

5.1 - The management of your travel agency is based on....?

The investigations reveal that the style of management of inbound T&T agencies in Yemen is very much authoritative with the percentage of 56.67%, followed by participative at 26.67% and both authoritative and participative at 16.67%. Whereas in the responding agencies in India, the investigations reveal that the style of management is based on both authoritative and participative with the percentage of 63.33%, authoritative at the percentage of 23.33% and participative at the percentage of 13.33% (refer in the Table bellow).

Table (6.42) Style of Management in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th>India</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Authoritative</td>
<td>17</td>
<td>56.67</td>
</tr>
<tr>
<td>Participative</td>
<td>8</td>
<td>26.67</td>
</tr>
<tr>
<td>Both</td>
<td>5</td>
<td>16.67</td>
</tr>
</tbody>
</table>

5.2 - What are the techniques used to motivate the personnel in your travel agency?

In this question the frequency analysis is performed to examine the techniques which are used to motivate the personnel in inbound T&T agencies in Yemen and India. As it is seen in the Table bellow, 76.67% of the responding agencies in Yemen use the technique of increase in bonus and 53.33% of them use increase in wages. Moreover, 26.67%, 23.33%, 20%, 16.67%, 16.67% and 6.67% of them use the techniques of discount in international tickets, participation in decision making, family tours entertainment, free accommodation abroad, providing free transport and other techniques, respectively. Whereas in the responding agencies in India, the results indicate that 80% of them use the technique of increase in wages, 53.33% use participation in decision making, 50% use increase in bonus and
46.67% of them use family tours entertainment. Moreover, providing free transport, discount in international tickets, free accommodation abroad and other techniques are used by 40%, 26.67%, 20%, and 20%, respectively.

Table (6.43) Techniques of Motivation the Personnel in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th>India</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Increase in wages</td>
<td>16</td>
<td>53.33</td>
</tr>
<tr>
<td>Increase in bonus</td>
<td>23</td>
<td>76.67</td>
</tr>
<tr>
<td>Free accommodation abroad</td>
<td>5</td>
<td>16.67</td>
</tr>
<tr>
<td>Discount in international tickets</td>
<td>8</td>
<td>26.67</td>
</tr>
<tr>
<td>Providing free transport</td>
<td>5</td>
<td>16.67</td>
</tr>
<tr>
<td>Family tours entertainment</td>
<td>6</td>
<td>20.00</td>
</tr>
<tr>
<td>Participation in decision making</td>
<td>7</td>
<td>23.33</td>
</tr>
<tr>
<td>Other</td>
<td>2</td>
<td>6.67</td>
</tr>
</tbody>
</table>

5.3 - Dose the supervisor maintain face to face contact with the employees?

Table (6.44) Contact with the Employees in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th>India</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Yes</td>
<td>22</td>
<td>73.33</td>
</tr>
<tr>
<td>No</td>
<td>8</td>
<td>26.67</td>
</tr>
</tbody>
</table>

The above Table shows that 73.33% of the responding agencies in Yemen state that the supervisor maintains face to face contact with the employees. This is due to the management of the companies is based on authoritative and the nature of the industry needs special case and 26.67% of them do not. While 83.33% of the responding agencies in India state that the supervisor maintains face to face contact with the employees and 16.67% of them do not.
5.4 - What are the kinds of communication techniques used in directing and motivating the personnel?

Table (6.45) Communication Techniques of Directing and Motivating the Personnel in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Verbal communication</td>
<td>20</td>
<td>66.67</td>
</tr>
<tr>
<td>Written communication</td>
<td>12</td>
<td>40.00</td>
</tr>
<tr>
<td>Non-verbal communication</td>
<td>--</td>
<td>--</td>
</tr>
</tbody>
</table>

It is investigated in this question that the communication techniques which are used in directing and motivating the personnel in the inbound T&T agencies in Yemen are verbal communication at 66.67% and written communication at 40%. Whereas in the inbound T&T agencies in India, verbal communication is used at the percentage of 80%, written communication at 70% and non-verbal communication at 26.67%.

5.5 - Is the communication system effective among all types of personnel?

The Table bellow shows that 53.33% of the responding agencies in Yemen state that the communication system is effective among all employees and 46.67% of them do not mention. While the majority (86.67%) of the responding agencies in India state that the communication system is effective among all employees and 13.33% of them do not state (refer in the Table bellow).

Table (6.46) Effective of Communication System among all Types of Personnel in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Yes</td>
<td>16</td>
<td>53.33</td>
</tr>
<tr>
<td>No</td>
<td>14</td>
<td>46.67</td>
</tr>
</tbody>
</table>
5.6 - Is it easy to motivate the personnel to perform efficiently and effectively irrespective of monetary and non monetary incentives?

The Table below shows that 46.67% of the responding agencies in Yemen say that it is easy to motivate the personnel to perform efficiently and effectively irrespective of monetary and non monetary incentive and 53.33% of them find it difficult. While 73.33% of the responding agencies in India mention that it is easy to motivate the personnel to perform efficiently and effectively irrespective of monetary and non monetary incentive and 26.67% of them find it difficult (refer in the Table below).

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen Frequency</th>
<th>Yemen %</th>
<th>India Frequency</th>
<th>India %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>14</td>
<td>46.67</td>
<td>22</td>
<td>73.33</td>
</tr>
<tr>
<td>No</td>
<td>16</td>
<td>53.33</td>
<td>8</td>
<td>26.67</td>
</tr>
</tbody>
</table>

5.7 - Do the individuals and group identify their interest with the survival of travel agency?

The above Table shows that 56.67% of responding agencies in Yemen say that the individuals identify their interest with the survival of their agencies and 43.33% of them say that the individuals do not interest. While 66.67% of the responding agencies in India mention that the individuals identify their interest with the survival of their agencies and 33.33% of them say that the individuals do not interest.
5.8 - In what sentence can you describe the employees in your travel agency?

Exactly, 50% of the responding agencies in Yemen describe their employees by cooperative and trust and 50% describe them by distrusts and conflict, this due to the lack of monetary and non-monetary incentives. While 80% of the responding agencies in India describe their employees by cooperative and trust and 20% of them describe them by distrusts and conflict (refer in the Table below).

Table (6.49) Description of Employees in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th>India</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Cooperative and trust</td>
<td>15</td>
<td>50.00</td>
</tr>
<tr>
<td>Distrusts and conflicts</td>
<td>15</td>
<td>50.00</td>
</tr>
</tbody>
</table>

5.9 - What is the degree of frustration, absenteeism and turnover among personnel in your travel agency?

As it is shown in the Table below, 33.33% of the responding agencies in Yemen say that the degree of frustration, absenteeism and turnover among the employees is large, this is due to the lack of management control, 30% of them say that it is medium and 36.67% of them say that it is low. While 63.33% of the responding agencies in India say that the degree of frustration, absenteeism and turnover among the employees is low, 26.67% of them say that it is medium and 10% of them say that it is large.

Table (6.50) Degree of Frustration, Absenteeism and Turnover among the Personnel in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th>India</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Large</td>
<td>10</td>
<td>33.33</td>
</tr>
<tr>
<td>Medium</td>
<td>9</td>
<td>30.00</td>
</tr>
<tr>
<td>Low</td>
<td>11</td>
<td>36.67</td>
</tr>
</tbody>
</table>
5.10. A - Do the employees waste the time in your travel agency?

Table (6.51) Possibility of Wasted the Time in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th>%</th>
<th>India</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>16</td>
<td>53.33</td>
<td>8</td>
<td>26.67</td>
</tr>
<tr>
<td>No</td>
<td>14</td>
<td>46.67</td>
<td>22</td>
<td>73.33</td>
</tr>
</tbody>
</table>

The above Table shows that 53.33% of the responding agencies in Yemen agree that the employees in their agencies waste the time and 46.67% of them do not agree, while 26.67% of the responding agencies in India agree and 73.33% of them do not agree.

5.10. B - What are the reasons?

The responding agencies in Yemen which agreed with the earlier question indicate that the reasons behind waste the time are carelessness of employees at the percentage of 23.33%, low seasons at 26.67% and lack of management control at 3.33%. Whereas the responding agencies in India indicate that the reasons behind that are lack of management control at the percentage of 20%, carelessness of employees and low seasons at the same percentage 3.33% (refer in the Table bellow).

Table (6.52) Reasons for Wasting the Time in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th>%</th>
<th>India</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carelessness of employees</td>
<td>7</td>
<td>23.33</td>
<td>1</td>
<td>3.33</td>
</tr>
<tr>
<td>Low seasons</td>
<td>8</td>
<td>26.67</td>
<td>1</td>
<td>3.33</td>
</tr>
<tr>
<td>Lack of management control</td>
<td>1</td>
<td>3.33</td>
<td>6</td>
<td>20.00</td>
</tr>
</tbody>
</table>
Section 6: Controlling Procedure

6.1 - Does your company design effective and useful control system for its all functional areas?

As it is shown in the Table below, only 46.67% of the responding agencies in Yemen design effective and useful control system for all functional areas and 53.33% of them do not design. While 73.33% of the responding agencies in India design effective and useful control system for its all functional areas and 26.67% of them do not design.

Table (6.53) Design Effective and Useful Control System for all Functional Areas in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th>India</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
</tr>
<tr>
<td>Yes</td>
<td>14</td>
<td>46.67</td>
</tr>
<tr>
<td>No</td>
<td>16</td>
<td>53.33</td>
</tr>
</tbody>
</table>

6.2 - What are the control standards used in your travel agency?

The purpose of this question is to find out specifically the control standards which are used by inbound T&T agencies in Yemen and India. As it is seen in the responding agencies in Yemen, the top highest frequently standard is guest satisfaction and it is used by 60% of them. The second highest frequently (56.67%) is number of tourists. The third highest frequently (53.33%) is quality of services, followed by turn over at 36.67%, employee satisfaction at 33.33%, return on investment at 26.67% and number of nights spent by tourists at 23.33%. In addition, it is concluded that 20% of them use tour price as a control standards, 16.67% of them use foreign exchange earnings and labor costs together and 3.33% of them use others standards for control. Whereas in the responding agencies in India, the top highest frequently standard is number of tourists and it is used by 83.33% of them. The second highest frequently standard is shared between turnover and quality of services (73.33%). The third highest frequently (60%) is guest satisfaction, followed by return on investment at 53.33%, number of nights spent by tourists at 50% and
tour price at 46.67%. In addition 43.33% of them use foreign exchange earnings as a control standards, 40% of them use labor costs, 36.67% use employee satisfaction and 6.67% of them use other control standards (refer in the Table bellow).

Table (6.54) Control Standards in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th></th>
<th>%</th>
<th>India</th>
<th></th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover</td>
<td>11</td>
<td>36.67%</td>
<td>22</td>
<td>73.33</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of tourists</td>
<td>17</td>
<td>56.67%</td>
<td>25</td>
<td>63.33</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of nights spent by tourists</td>
<td>7</td>
<td>23.33%</td>
<td>15</td>
<td>50.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foreign exchange earnings</td>
<td>5</td>
<td>16.67%</td>
<td>13</td>
<td>43.33</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Return on investment</td>
<td>8</td>
<td>26.67%</td>
<td>16</td>
<td>53.33</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality of services</td>
<td>16</td>
<td>53.33%</td>
<td>22</td>
<td>73.33</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guest satisfaction</td>
<td>18</td>
<td>60.00%</td>
<td>18</td>
<td>60.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee satisfaction</td>
<td>10</td>
<td>33.33%</td>
<td>11</td>
<td>36.67</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Labor costs</td>
<td>5</td>
<td>16.67%</td>
<td>12</td>
<td>40.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tour price</td>
<td>6</td>
<td>20.00%</td>
<td>14</td>
<td>46.67</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
<td>3.33%</td>
<td>2</td>
<td>6.67</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6.3 - What is the nature and structure of information feedback system used for control purpose?

The nature and structure of information feedback system used for control purpose in inbound T&T agencies in Yemen and India is analyzed. The data reveals in the responding agencies in Yemen that 60% of them use foreign travel agents and 56.67% of them use personal observation. Moreover, 43.33% of them state that the nature and structure of Information feedback system which is used for control purpose is written reports, 30% of them use statistical reports and 23.33% use oral reports. While 76.67% of the responding agencies in India use written reports, 66.67% use personal observation and 60% of them use statistical reports. Moreover, 33.33% of them use oral reports and foreign travel agents, together as information feedback system for control purpose and 10% of them use other information (refer in the Table bellow).
Table (6.55) Nature and Structure of Information Feedback System in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th>India</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Personal observation</td>
<td>17</td>
<td>56.67%</td>
</tr>
<tr>
<td>Statistical reports</td>
<td>9</td>
<td>30.00%</td>
</tr>
<tr>
<td>Oral reports</td>
<td>7</td>
<td>23.33%</td>
</tr>
<tr>
<td>Written reports</td>
<td>13</td>
<td>43.33%</td>
</tr>
<tr>
<td>Foreign travel agents</td>
<td>18</td>
<td>60.00%</td>
</tr>
<tr>
<td>Other</td>
<td>--</td>
<td>--</td>
</tr>
</tbody>
</table>

6.4 - What is the time period usually given for corrective measures?

The time period usually given for corrective measures in inbound T&T agencies in Yemen is depends on the problems at the percentage of 43.33%, unlimited time at 40% and limited time at percentage of 16.67%. While the time period usually given for corrective measures in inbound T&T agencies in India is depends on the problems in the percentage of 46.67%, limited time in the percentage of 40% and unlimited time in the percentage of 13.33% (refer in the Table bellow).

Table (6.56) Time Period Usually Given for Corrective Measures in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th>India</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Unlimited time</td>
<td>12</td>
<td>40.00%</td>
</tr>
<tr>
<td>Limited time</td>
<td>5</td>
<td>16.67%</td>
</tr>
<tr>
<td>Depend on the problems</td>
<td>13</td>
<td>43.33%</td>
</tr>
</tbody>
</table>

6.5 - What is the degree of control in your travel agency?

As it is shown in the Table bellow, the majority (53.33%) of the responding agencies in Yemen highlight that the degree of control in their agencies is middle, 26.67% of them state that it is tight and 20% of them say that it is loose. Whereas 60% of responding agencies in India highlight that the degree of control is tight, 26.67% of them state that it is Middle and 13.33% of them say that it is loose.
Table (6.57) Degree of Control in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th></th>
<th>India</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Loose</td>
<td>6</td>
<td>20.00</td>
<td>4</td>
<td>13.33</td>
</tr>
<tr>
<td>Tight</td>
<td>8</td>
<td>26.67</td>
<td>18</td>
<td>60.00</td>
</tr>
<tr>
<td>Middle</td>
<td>16</td>
<td>53.33</td>
<td>8</td>
<td>26.67</td>
</tr>
</tbody>
</table>

6.6 - Is the control system in your travel agency effective to conform to the plans?

As it can be seen in the Table bellow, 43.33% of the responding agencies in Yemen indicate that the control system in their agencies is effective to conform to the plans and 56.67% of them state that it does not effective. While the majority (76.67%) of the responding agencies in India indicate that the control system in their agencies is effective to conform to the plans and 23.33% of them state that it dose not effective (refer in the Table bellow).

Table (6.58) Effectiveness of control system in inbound T&T agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen</th>
<th></th>
<th>India</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Yes</td>
<td>13</td>
<td>43.33</td>
<td>23</td>
<td>76.67</td>
</tr>
<tr>
<td>No</td>
<td>17</td>
<td>56.67</td>
<td>7</td>
<td>23.33</td>
</tr>
</tbody>
</table>
6.3 - A comparative analysis of management functions and testing the hypotheses between inbound T&T agencies in Yemen and India

Section 2: Planning Procedure

2.1 - Your travel agency expresses its goals in terms of .......

Table (6.59) Comparing the Goals between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Promotion of travel and tourism</td>
<td>80.00</td>
<td>53.33</td>
<td>2.19</td>
<td>Sig.</td>
</tr>
<tr>
<td>(b) Goodwill</td>
<td>60.00</td>
<td>83.33</td>
<td>1.99</td>
<td>Sig.</td>
</tr>
<tr>
<td>(c) Profitability</td>
<td>66.67</td>
<td>66.67</td>
<td>0</td>
<td>Insig.</td>
</tr>
<tr>
<td>(d) Maximizing market share</td>
<td>63.33</td>
<td>36.67</td>
<td>2.06</td>
<td>Sig.</td>
</tr>
<tr>
<td>(e) Competitive edge</td>
<td>30.00</td>
<td>56.67</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
</tbody>
</table>

The Table and the Figure above give a comparative analysis of expressing the goals between inbound T&T agencies in Yemen and India in term of promotion of travel and tourism, goodwill, profitability, maximizing market share and competitive edge. The results reveal that there is a significant difference between them in the following terms:

In term of promotion of travel and tourism and maximizing market share, the highest percentages are found in the responding agencies in Yemen 80% and 63.33%, respectively, while the same goals are found in the responding
agencies in India at 53.33% and 36.67%, respectively. On the other hand, in term of good will and competitive edge the highest percentages (83.33%) and (56.67%) are found in the responding agencies in India, while the same goals are found in the responding agencies in Yemen at 60% and 30%, respectively. In addition, the results also reveal that there is no significance difference between them in term of profitability. In which profitability is scored the same percentage in both agencies Yemen and India 66.67%.

2.2 - Is a short term business plan of one year prepared for your travel agency?

Table (6.60) Comparing Short Term Planning between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>86.67</td>
<td>63.33</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
<tr>
<td>No</td>
<td>13.33</td>
<td>36.67</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
</tbody>
</table>

Figure (6.9) Comparing Short Term Planning between Inbound T&T Agencies in Yemen and India

The results indicate that the highest percentage (86.67%) is found in inbound T&T agencies in Yemen which are engaged in short term planning. While in inbound T&T agencies in India the percentage is 63.33%. Since the difference is more than 1.96, we find there is a significant difference between
them so far as short term planning is concerned (refer in the Table and the Figure above).

2.3 - Is a long term businesses plan of more than one year prepared for your travel agency?

Table (6.61) Comparing Long Term Planning between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>33.33</td>
<td>76.67</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
<tr>
<td>No</td>
<td>66.67</td>
<td>23.33</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
</tbody>
</table>

Figure (6.10) Comparison Long Term Planning between Inbound T&T Agencies in Yemen and India

From the above Table and the Figure, the results reveal that the highest percentage (76.67%) is found in inbound T&T agencies in India which are engaged in long term planning, while in inbound T&T agencies in Yemen the percentage is 33.33%. Since the difference is more than 1.96, we find there is a significant difference between them so far as long term planning is concerned.
2.4 - What time period does the long term plan cover?

Table (6.62) Comparing Time Period Covered by Long Term Planning between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 Years</td>
<td>3.33</td>
<td>0</td>
<td>---</td>
<td>Sig.</td>
</tr>
<tr>
<td>3 Years</td>
<td>16.67</td>
<td>13.33</td>
<td>0.37</td>
<td>Insig.</td>
</tr>
<tr>
<td>4 Years</td>
<td>0</td>
<td>16.67</td>
<td>---</td>
<td>Sig.</td>
</tr>
<tr>
<td>5 Years</td>
<td>6.67</td>
<td>30.00</td>
<td>2.33</td>
<td>Sig.</td>
</tr>
<tr>
<td>6 Years</td>
<td>6.67</td>
<td>6.67</td>
<td>---</td>
<td>Insig.</td>
</tr>
<tr>
<td>7 Years</td>
<td>0</td>
<td>6.67</td>
<td>---</td>
<td>Sig.</td>
</tr>
<tr>
<td>10 Years</td>
<td>0</td>
<td>3.33</td>
<td>---</td>
<td>Sig.</td>
</tr>
</tbody>
</table>

Figure (6.11) Comparing Time Period Covered by Long Term Planning between Inbound T&T Agencies in Yemen and India

The responding agencies in Yemen which engage in long term planning highlight that the long term planning covers 2 years with the percentage of 3.33%, 3 years with the percentage of 16.67%, 5 years with the percentage of 6.67% and 6 years with the percentage of 6.67%. The minimum planning horizon for long term plan is 2 years and maximum is 6 years. Whereas the responding agencies in India highlight that the long term planning covers 3 years with the percentage of 13.33%, 4 years with the percentage of 16.67%, 5 years with the percentage of 30%, 6 years with the percentage of 6.67%, 7 years with the percentage of 6.67% and 10 years with the percentage of 3.33%.
The minimum planning horizon for long term plan is 3 years and maximum is 10 years. Z-test reveals that there is a significance difference between them in term of 2 years, 4 years, 5 years, 7 years and 10 years and there is no significance difference between them in term of 3 years and 6 years (refer in the Table and the Figure above).

2.5 - Who is responsible for the effective long term planning of the travel agency?

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z – test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager</td>
<td>13.33</td>
<td>10.00</td>
<td>0.40</td>
<td>Insig.</td>
</tr>
<tr>
<td>Specific planning department</td>
<td>10.00</td>
<td>33.33</td>
<td>2.18</td>
<td>Sig.</td>
</tr>
<tr>
<td>All employees</td>
<td>10.00</td>
<td>33.33</td>
<td>2.18</td>
<td>Sig.</td>
</tr>
</tbody>
</table>

Figure (6.12) Comparing Planning Responsibility between Inbound T&T Agencies in Yemen and India

In addition, the responding agencies in Yemen which agreed with the long term planning also state that the responsible for the effective long term planning in their agencies is the manager in the percentage of 13.33%, specific planning department in the percentage of 10% and all employees in the percentage of 10%. Whereas, the responding agencies in India state that the responsible for the effective long term planning in their agencies is specific planning department in the percentage of 33.33%, all employees in the
percentage of 33.33% and the manager in the percentage of 10%. The data reveals that there is a significance difference between them in term of specific planning department and all employees because the difference is more than 1.96 and there is no significance difference between them in term of delegate planning to the manager because the difference is less than 1.96 (refer in the Table and the Figure above).

2.6 - What are the main reasons for not having a formal plan?

Table (6.64) Comparing Reasons for not developing a Long Term planning between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) It is hard to obtain trust worthy data</td>
<td>36.67</td>
<td>13.33</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
<tr>
<td>(b) It is too difficult to coordinate the planning process</td>
<td>20.00</td>
<td>20.00</td>
<td>0</td>
<td>Insig.</td>
</tr>
<tr>
<td>(c) It is too expensive to do properly</td>
<td>30.00</td>
<td>6.67</td>
<td>2.33</td>
<td>Sig.</td>
</tr>
<tr>
<td>(d) Lack of time for planning</td>
<td>3.33</td>
<td>20.00</td>
<td>2.01</td>
<td>Sig.</td>
</tr>
<tr>
<td>(e) Lack of commitment from employees</td>
<td>3.33</td>
<td>13.33</td>
<td>1.41</td>
<td>Insig.</td>
</tr>
<tr>
<td>(f) Planning is not appropriate for the travel agency</td>
<td>3.33</td>
<td>20.00</td>
<td>2.01</td>
<td>Sig.</td>
</tr>
<tr>
<td>(g) The boss has a mental plan or 'mud map' and a written plan is not needed</td>
<td>33.33</td>
<td>10.00</td>
<td>2.18</td>
<td>Sig.</td>
</tr>
<tr>
<td>(h) The business environment is too unpredictable</td>
<td>46.67</td>
<td>16.67</td>
<td>2.5</td>
<td>Sig.</td>
</tr>
<tr>
<td>(i) The travel agency is too small</td>
<td>36.67</td>
<td>10.00</td>
<td>2.45</td>
<td>Sig.</td>
</tr>
<tr>
<td>(j) We don't have the skills or expertise for planning</td>
<td>6.67</td>
<td>3.33</td>
<td>0.61</td>
<td>Insig.</td>
</tr>
</tbody>
</table>
The Table and the Figure above give a comparative analysis between the inbound T&T agencies in Yemen and India in regard to the reasons for not having long term planning. The results reveal that the highest percentages are found in the responding agencies in Yemen in the reasons of: it is hard to obtain trust worthy data 36.67%, It is too expensive to do properly 30%, the boss has a mental plan or ‘mud map’ and a written plan is not needed 33.33%, the business environment is too unpredictable 46.67%, the travel agency is too small 36.67% and we don’t have the skills or expertise for planning 6.67%, while the same reasons are found in the responding agencies in India at 13.33%, 6.67%, 10%, 16.67%,10% and 3.33%, respectively. On the other hand the highest percentages are found in the responding agencies in India in the reasons of; lack of time fore planning 20% and planning is not appropriate for the travel agency 20%, while the same reasons are found in the responding agencies in Yemen at 3.33%. Since the difference between the proportions is more than 1.96, we find there is a significant difference between them so far as the reasons for not having long term planning mentioned above are concerned. Moreover, the results reveal that there is no significance difference between them in the reasons of; it is too difficult to coordinate the planning process.
lack of commitment from employees and we don’t have the skills or expertise for planning because the difference is less than 1.96.

2.7 - What types of plans the travel agency utilizes?

Table (6.65) Comparing Types of Plans between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic plans (3 years and more)</td>
<td>16.67%</td>
<td>56.67%</td>
<td>3.2</td>
<td>Sig.</td>
</tr>
<tr>
<td>Tactical plans (1 – 3 years)</td>
<td>23.33%</td>
<td>53.33%</td>
<td>2.38</td>
<td>Sig.</td>
</tr>
<tr>
<td>Operation plans (one week – one year)</td>
<td>86.67%</td>
<td>66.67%</td>
<td>1.83</td>
<td>Insig.</td>
</tr>
</tbody>
</table>

Figure (6.14) Comparing Types of Plans between Inbound T&T Agencies in Yemen and India

The findings indicate that strategic plans (3 years and more) and tactical plans (1 - 3 years) score the highest percentages in the responding agencies of India 56.67%, 53.33%, respectively, whereas the same plans in the responding agencies in Yemen score 16.67%, 23.33%, respectively. The difference between them is 3.2 and 2.38, respectively. Since the difference between the proportions is more than 1.96 S.E. at 5% level of significance, we find there is a significance difference between them. On the other hand operation plans (one week-one year) score the highest percentage in the responding agencies in Yemen 86.67%, while the same plans in the responding agencies in India score 66.67%. The difference between them is 1.83 < 1.96, therefore we find there is
no significance difference between them (refer in the Table and the Figure above).

2.8 - What kinds of decisions have you taken in your travel agency?

Table (6.66) Comparing Kinds of Decisions between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programmed decisions</td>
<td>13.33</td>
<td>36.67</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
<tr>
<td>Non programmed decisions</td>
<td>36.67</td>
<td>13.33</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
<tr>
<td>Both</td>
<td>23.33</td>
<td>50.00</td>
<td>2.14</td>
<td>Sig.</td>
</tr>
</tbody>
</table>

The Table and the Figure above shows that the highest percentages (50% and 36.67%) are found in the responding agencies of India in term of (both programmed and non programmed decisions) and programmed decisions, respectively. Whereas the same decisions in the responding agencies of Yemen are found at 23.33 and 13.33%, respectively. The difference between them is 2.09. On the other hand the highest percentage (36.67%) is found in the responding agencies of Yemen in term of non programmed decisions, while in the responding agencies of India, the percentage is 13.33%. The difference between them is 2.14. Since the difference between the proportions is more than 1.96, we find there is a significance difference between them in term of
programmed decisions, non programmed decisions and (both programmed and non programmed decisions) (refer in the Table and the Figure above).

2.9. A - Are the plans flexible in your travel agency?

Table (6.67) Comparing Possibility of Existence Flexible Plans between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>50.00</td>
<td>76.67</td>
<td>2.14</td>
<td>Sig.</td>
</tr>
<tr>
<td>No</td>
<td>50.00</td>
<td>23.33</td>
<td>2.14</td>
<td>Sig.</td>
</tr>
</tbody>
</table>

Figure (6.16) Comparison Possibility of Existence Flexible Plans between Inbound T&T Agencies in Yemen and India

The Table and the Figure above shows that 50% of the responding agencies in Yemen agree with the flexibility of plans and 50% do not. While 76.67% of the responding agencies in India agree with the flexibility of plans and 23.33% do not. The difference between the proportions is 2.14 > 1.69, therefore we find there is a significance difference between them.

B - Which of the following plans are flexible?

Table (6.68) Comparing Flexibility of Plans between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic plans</td>
<td>13.33</td>
<td>36.67</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
<tr>
<td>Tactical plans</td>
<td>20.00</td>
<td>46.67</td>
<td>2.19</td>
<td>Sig.</td>
</tr>
<tr>
<td>Operational plans</td>
<td>46.67</td>
<td>40.00</td>
<td>0.52</td>
<td>Insig.</td>
</tr>
</tbody>
</table>
As can be seen in the Table and the Figure above, tactical plans and strategic plans score the highest percentages in the responding agencies in India 46.67% and 36.67%, respectively, while the same plans in the responding agencies of Yemen score 20% and 13.33%, respectively. The difference between the proportions is 2.19 in term of tactical plans and 2.09 in term of strategic plans. Since the difference is more than 1.96, we find there is a significance difference between them. On the other hand operation plans score the highest percentage (46.67%) in the responding agencies in Yemen, whereas the same plans in the responding agencies in India score 40%. The difference is 0.52 < 1.96, therefore we find there is no significance difference between them.

2.10 - What are the methods, techniques and tools are used in planning process?

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Satisficing method “to attain a satisfactory level of performance”</td>
<td>66.67</td>
<td>70.00</td>
<td>0.28</td>
<td>Insig.</td>
</tr>
<tr>
<td>(b) Optimizing method “to attain the highest level of achievements”</td>
<td>33.33</td>
<td>76.67</td>
<td>3.36</td>
<td>Sig.</td>
</tr>
<tr>
<td>(c) Adaptvizing method “to improve the planning process and searching for better solution to problem”</td>
<td>26.67</td>
<td>70.00</td>
<td>3.36</td>
<td>Sig.</td>
</tr>
</tbody>
</table>
In regard to the methods, techniques and tools which are used in the planning process in inbound T&T agencies in Yemen and India; the findings reveal that optimizing method “to attain the highest level of achievements”, satisficing method “to attain a satisfactory level of performance” and adaptvizing method “to improve the planning process and searching for better solution to problem” score the highest percentages in the responding agencies in India 76.67%, 70% and 70%, respectively, whereas the same methods in the responding agencies in Yemen score 33.33%, 66.67% and 26.67%, respectively. The differences between the proportions are 3.36, 0.28 and 3.36, respectively. Since the difference is more than 1.96, we find there is a significance difference between them in term of optimizing method and adaptvizing method and there is no significance difference between them in term of satisficing method.
2.11. A - Is there a possibility of receiving distorted information for planning purpose?

Table (6.70) Comparing Possibility of Receiving Distorted Information for Planning Purpose between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>43.33</td>
<td>70.00</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
<tr>
<td>No</td>
<td>56.67</td>
<td>30.00</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
</tbody>
</table>

Figure (6.19) Comparing Possibility of Receiving Distorted Information for Planning Purpose between Inbound T&T Agencies in Yemen and India

As can be seen in the table and the figure above, 70% of responding agencies in India receive distorted information for the planning purpose and 30% do not. While 43.33% of the responding agencies in Yemen receive distorted information and 56.67% do not. Since the difference is more than 1.96, we find there is a significant different between them.

B - From where those information you have received?

Table (6.71) Comparing the Receipt Distorted Information Either from Inside or Outside the Organization between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) From Inside the organization</td>
<td>20.00</td>
<td>20.00</td>
<td>0</td>
<td>Insig.</td>
</tr>
<tr>
<td>(b) From outside the organization</td>
<td>23.33</td>
<td>50.00</td>
<td>2.14</td>
<td>Sig.</td>
</tr>
</tbody>
</table>

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The responding agencies in Yemen and India which received distorted information are asked: from where those information they are received?. The results reveal that the highest percentage (50%) is found in the responding agencies in India which are received distorted information from outside the organization, whereas in the responding agencies in Yemen the percentage is 23.33%. Z - test > 1.96, therefore we find there is a significance difference between them. On the other hand, the results reveal that there is no significance difference between them in term of receiving distorted information from inside the organization (Z-test < 1.96) (refer in the Table and the Figure above).

(C) - What is the impact of those distorted information on the planning process?

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delay</td>
<td>36.67</td>
<td>23.33</td>
<td>1.13</td>
<td>Insig.</td>
</tr>
<tr>
<td>Over cost</td>
<td>13.33</td>
<td>36.67</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
<tr>
<td>Mis communication</td>
<td>10.00</td>
<td>33.33</td>
<td>2.18</td>
<td>Sig.</td>
</tr>
<tr>
<td>Unexpected outcomes</td>
<td>26.67</td>
<td>53.33</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
<tr>
<td>Other</td>
<td>3.33</td>
<td>10.00</td>
<td>1.03</td>
<td>Insig.</td>
</tr>
</tbody>
</table>

Table (6.72) Comparing the Impact of Distorted Information on the Planning Process Between Inbound T&T Agencies in Yemen and India
Moreover, the responding agencies in Yemen highlight that the impact of those distorted information on the planning process are delay at 36.67 %, over cost at 13.33 %, mis communication at 10 %, unexpected outcomes at 26.67 %, and other problems 3.33 %. Whereas in the responding agencies in India, the percentages are 23.33%, 36.67%, 33.33%, 53.33% and 10%, respectively. The differences between the proportions are 1.13, 2.09, 2.18, 2.09 and 1.03, respectively. Thus, the data reveals that there is a significance difference between them in term of over cost, mis communication and unexpected outcomes and there is no significance difference between them in term of delay and other problems (refer in the Table and the Figure above).

2.12 - Are the travel agency applying scientific methods to deal with causation and futurity problems?

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>33.33</td>
<td>60.00</td>
<td>2.07</td>
<td>Sig</td>
</tr>
<tr>
<td>No</td>
<td>66.67</td>
<td>40.00</td>
<td>2.07</td>
<td>Sig</td>
</tr>
</tbody>
</table>
The results indicate that 60% of the responding agencies in India apply scientific methods to deal with causation and futurity problems and 40% do not. While in 33.33% of the responding agencies in Yemen apply scientific methods to deal with causation and futurity problems and 66.67% do not. Since the difference is $2.07 > 1.96$, we find there is a significance difference between them (refer in the Table and the Figure above).

2.13. A - Do you have innovation in your travel agency?

Table (6.74) Comparing the Innovation Preferred between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>83.33</td>
<td>83.33</td>
<td>0</td>
<td>Insig</td>
</tr>
<tr>
<td>No</td>
<td>16.67</td>
<td>16.67</td>
<td>0</td>
<td>Insig</td>
</tr>
</tbody>
</table>
The Table and the Figure above show that both of the responding agencies in Yemen and India highlight that they prefer innovation in their agencies at the same percentage 83.33% and 16.67% of them do not. Therefore, Z-test reveals that there is no significance difference between them.

**B - What are the kinds of innovation?**

Table (6.75) Comparing Kinds of Innovation between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z-test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Introduction of new services</td>
<td>13.33</td>
<td>76.67</td>
<td>3.36</td>
<td>Sig.</td>
</tr>
<tr>
<td>(b) Improvement to the quality of an existing service</td>
<td>80.00</td>
<td>53.33</td>
<td>2.19</td>
<td>Sig.</td>
</tr>
<tr>
<td>(c) Introduction of new method of our programmes</td>
<td>26.67</td>
<td>43.33</td>
<td>1.35</td>
<td>Insig.</td>
</tr>
<tr>
<td>(d) Introduction of new plans of marketing</td>
<td>20.00</td>
<td>50.00</td>
<td>2.44</td>
<td>Sig.</td>
</tr>
<tr>
<td>(e) Opining of new markets</td>
<td>60.00</td>
<td>33.33</td>
<td>2.07</td>
<td>Sig.</td>
</tr>
<tr>
<td>(f) Other</td>
<td>0</td>
<td>10.00</td>
<td>---</td>
<td>Sig.</td>
</tr>
</tbody>
</table>
The Table and the Figure above give a comparative analysis between inbound T&T agencies in Yemen and India in regard to the kinds of innovation which are preferred by them. The results reveal that improvement to the quality of an existing service and opining of new markets score the highest percentages (80% and 60%), respectively in the responding agencies in Yemen, while the same kinds of innovation are found in the responding agencies in India at 53.33% and 33.33%, respectively. The differences between the proportions are 2.19 and 2.07, respectively. On the other hand, introduction of new services, introduction of new method of programmes and introduction of new plans of marketing score the highest percentages in the responding agencies in India 76.67%, 43.33% and 50%, respectively, while the same kinds of innovation are found in the responding agencies in Yemen at 13.33%, 26.67% and 20%, respectively. The differences between the proportions are 3.36, 1.35 and 2.44, respectively, therefore the data reveals that there is a significance difference between them in term of introduction of new services, improvement to the quality of an existing service, introduction of new plans of marketing and opining of new markets, and there is no significance difference between them in term of introduction of new methods of programmes. Moreover, it has been
found from the Figure (6.24) that there is a significance difference between them in term of other kinds of innovation.

2.14. Does your travel agency find it easy to introduce change with respect to the environment forces?

Table (6.76) Comparing Possibility of Introduce Change with Respect to the Environment Forces between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>30.00</td>
<td>66.67</td>
<td>2.84</td>
<td>Sig.</td>
</tr>
<tr>
<td>No</td>
<td>70.00</td>
<td>33.33</td>
<td>2.84</td>
<td>Sig.</td>
</tr>
</tbody>
</table>

As it is seen in the Table and the Figure above, the highest percentage (66.67%) is found in the responding agencies in India which are agreed with introducing change with respect to the environment forces, in comparison with the responding agencies in Yemen the percentage is 30%. On the other hand the highest percentage (70%) is found in the responding agencies in Yemen which are not agreed with introducing change with respect to the environment forces, while the percentage in the responding agencies of India is 33.33%. The difference between the proportions is 2.84. Since the difference is more than 1.96, we find there is a significance difference between them so far as
possibility of introducing change with respect to the environment forces is concerned.

B - Which of the following environmental forces your long term planning attempts to identify?

Table (6.77) Comparing Environmental Forces included in Long Term Planning Between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z-test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Social and culture trends</td>
<td>23.33</td>
<td>50.00</td>
<td>2.14</td>
<td>Sig.</td>
</tr>
<tr>
<td>(b) Economic and political trends</td>
<td>30.00</td>
<td>20.00</td>
<td>0.89</td>
<td>Insig.</td>
</tr>
<tr>
<td>(c) Technological trends</td>
<td>6.67</td>
<td>46.67</td>
<td>3.48</td>
<td>Sig.</td>
</tr>
<tr>
<td>(d) Market trends</td>
<td>30.00</td>
<td>56.67</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
<tr>
<td>(e) Competitor trends</td>
<td>26.67</td>
<td>53.33</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
<tr>
<td>(f) Other</td>
<td>0</td>
<td>10.00</td>
<td>---</td>
<td></td>
</tr>
</tbody>
</table>

Figure (6.26) Comparing Environmental Forces included in Long Term Planning Between Inbound T&T Agencies in Yemen and India

This question describes the environmental forces that long term planning attempts to identify in inbound T&T agencies in Yemen and India and it is concluded that social and culture trends, technological trends, market trends and competitor trends score the highest percentages (50%, 46.67%, 56.67% and 53.33%), respectively in the responding agencies in India, in comparison with the responding agencies in Yemen in the percentages are 23.33%, 6.67%, 30%, and 26.67%, respectively. The differences between the
proportions are 2.14, 3.48, 2.09 and 2.09, respectively. On the other hand, economic and political trends score the highest percentage 30% in the responding agencies in Yemen, in comparison with the responding agencies in India the percentage is 20%. The difference between the proportions is 0.89. Thus, Z-test reveals that there is a significance difference between them in term of social and culture trends, technological trends, market trends and competitor trends, and there is no significance difference between them in term of economic and political trends and other aspects of environmental forces (refer in the Table and the Figure above). Also, it is obvious from the Figure (6.26) that there is a significance difference between them in term of other environmental forces included in long term planning.

Section 3: Organizing Procedure

3.1 - How many departments are in your travel agency?

Table (6.78) comparing number of departments between inbound T&T agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Tour research and planning department</td>
<td>10.00</td>
<td>33.33</td>
<td>2.18</td>
<td>Sig.</td>
</tr>
<tr>
<td>(b) Travel and tour department</td>
<td>73.33</td>
<td>86.67</td>
<td>1.29</td>
<td>Insig.</td>
</tr>
<tr>
<td>(c) Marketing and sales department</td>
<td>60.00</td>
<td>83.33</td>
<td>1.99</td>
<td>Sig.</td>
</tr>
<tr>
<td>(d) Destination services department</td>
<td>46.67</td>
<td>76.67</td>
<td>2.38</td>
<td>Sig.</td>
</tr>
<tr>
<td>(e) Human resource department</td>
<td>20.00</td>
<td>50.00</td>
<td>2.44</td>
<td>Sig.</td>
</tr>
<tr>
<td>(f) Finance and accounts department</td>
<td>36.67</td>
<td>63.33</td>
<td>2.06</td>
<td>Sig.</td>
</tr>
<tr>
<td>(g) Transport department</td>
<td>33.33</td>
<td>50.00</td>
<td>1.30</td>
<td>Insig.</td>
</tr>
<tr>
<td>(h) Conference and convention department</td>
<td>10.00</td>
<td>20.00</td>
<td>1.09</td>
<td>Insig.</td>
</tr>
<tr>
<td>(i) Other</td>
<td>0</td>
<td>13.33</td>
<td>---</td>
<td>Sig.</td>
</tr>
</tbody>
</table>
As can be seen in the table and the figure above, tour research and planning department, travel and tour department, marketing and sales department, destination services department, human resource department, finance and accounts department, transport department and conference and convention department score the highest percentages in the responding agencies in India 33.33%, 86.67%, 83.33%, 76.67%, 50%, 63.33%, 50% and 20%, respectively. In comparison with the responding agencies in Yemen, the percentages are 10%, 73.33%, 60%, 46.67%, 20%, 36.67%, 33.33% and 10%, respectively. The data reveals that there is a significance difference between them in term of tour research and planning department, marketing and sales department, destination services department, human resource department and finance and accounts department, of which the differences between the proportions are 2.18, 1.99, 2.38, 2.44 and 2.06, respectively. Also, it is obvious from the Figure (6.27) that there is a significance difference between them in terms of other departments. On the other hand, the data reveals that there is no significance difference between them in term of travel and tour department, transport department and conference and convention department (Z-test < 1.96). In addition, it is important here to compare the size of inbound T&T
agencies in Yemen and India because the number of departments in both responding agencies depend upon the size of them, as it is observed from the survey that most of the responding agencies in Yemen are in small size at percentage of 80% and 20% of them are in medium size, whereas in the responding agencies in India, the majority (53.33%) of them is in medium size, 40% in small size and 6.67% in large size. Z-test reveals that there is a significance difference between them (refer in the Table and the Figure below).

Table (6.79) Comparing the Size between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>80.00</td>
<td>53.33</td>
<td>2.91</td>
<td>Sig.</td>
</tr>
<tr>
<td>Medium</td>
<td>20.00</td>
<td>40.00</td>
<td>2.44</td>
<td>Sig.</td>
</tr>
<tr>
<td>Large</td>
<td>--</td>
<td>6.67</td>
<td>---</td>
<td>Sig.</td>
</tr>
</tbody>
</table>

Figure (6.28) Comparing the Size between Inbound T&T Agencies in Yemen and India

3.2 - Decision making in your travel agency is...?

Table (6.80) Comparing Decision Making between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centralized</td>
<td>50.00</td>
<td>53.33</td>
<td>0.26</td>
<td>Insig.</td>
</tr>
<tr>
<td>Decentralized</td>
<td>10.00</td>
<td>16.67</td>
<td>0.76</td>
<td>Insig.</td>
</tr>
<tr>
<td>Depends on situation</td>
<td>40.00</td>
<td>30.00</td>
<td>0.81</td>
<td>Insig.</td>
</tr>
</tbody>
</table>
The responding agencies in Yemen state that decision making is centralized with the percentage of 50%, decentralized with the percentage of 10% and depends on situation with percentage of 40%. While in the responding agencies in India, the percentages are 53.33%, 16.67% and 30%, respectively. The differences between the proportions are 0.26, 0.76 and 0.81, respectively. Since the difference is less than 1.96, we find that there is no significance different between them so far as decision making is concerned.

3.3 - Please answer yes or no to the following statements

Table (6.81) Comparing Division of Labor, Specialization, Generalization and Functional Authority used between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen%</th>
<th>India%</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Division of labor is used in your</td>
<td>Yes</td>
<td>40.00</td>
<td>66.67</td>
<td>2.07</td>
</tr>
<tr>
<td>travel agency</td>
<td>No</td>
<td>60.00</td>
<td>33.33</td>
<td>2.07</td>
</tr>
<tr>
<td>Specialization is used in your</td>
<td>Yes</td>
<td>43.33</td>
<td>70.00</td>
<td>2.09</td>
</tr>
<tr>
<td>travel agency</td>
<td>No</td>
<td>56.67</td>
<td>30.00</td>
<td>2.09</td>
</tr>
<tr>
<td>Generalization is used in your</td>
<td>Yes</td>
<td>60.00</td>
<td>30.00</td>
<td>2.33</td>
</tr>
<tr>
<td>travel agency</td>
<td>No</td>
<td>40.00</td>
<td>70.00</td>
<td>2.33</td>
</tr>
<tr>
<td>Functional authority is used in your</td>
<td>Yes</td>
<td>33.33</td>
<td>63.33</td>
<td>2.33</td>
</tr>
<tr>
<td>travel agency</td>
<td>No</td>
<td>66.67</td>
<td>36.67</td>
<td>2.33</td>
</tr>
</tbody>
</table>
The Table and the Figure above give a comprehensive analysis between inbound T&T agencies in Yemen and India in terms of division of labor, specialization, generalization, and functional authority. The results indicate that 66.67% of the responding agencies in India use division of labor and 33.33% of them do not use, in comparison with the responding agencies in Yemen, only 40% of them use division of labor and 60% of them do not use. Moreover, the descriptive analysis reveals that 70% of the responding agencies in India state that specialization is used in their agencies and 30% of them do not use, in comparison with the responding agencies in Yemen, 43.33% of them use specialization and 56.67% do not use. Furthermore, only 30% of the responding agencies in India highlight that generalization is used in their agencies and 70% of them do not use, while 60% of the responding agencies in Yemen use generalization and 40% of them do not use. Finally, 63.33% of the responding agencies in India state that functional authority is used in their agencies and 36.67% of them do not use, in comparison with the responding agencies in Yemen, only 33.33% of them use functional authority and 66.67% do not use. Since the difference between the proportions is more than 1.96 at (0.05) level of significance, we find that there is a significance difference.
between them so far as division of labor, specialization, generalization and functional authority are concerned.

3.4 - Degree of span of control in your travel agency is...?

Table (6.82) Comparing Degree of Span of Control between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Narrow</td>
<td>56.67</td>
<td>30.00</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
<tr>
<td>Wide</td>
<td>43.33</td>
<td>70.00</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
</tbody>
</table>

Figure (6.31) Comparing Degree of Span of Control between Inbound T&T Agencies in Yemen and India

As can be seen in the Table and the Figure above, 56.67% of the responding agencies in Yemen state that the degree of span of control in their agencies is narrow and 43.33% of them state that it is wide. In comparison with the responding agencies in India, 30% of them state that the degree of span of control in their agencies is narrow and 70% of them state that it is wide. The difference between them is 2.09 > 1.96. Based on these findings we find that there is a significance difference between them so far as the degree of span of control is concerned.
3.5. A - Is there any friction over the use of authority and responsibility relationship?

Table (6.83) Comparing the Friction over the Use of Authority and Responsibility Relationship Between inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>70.00</td>
<td>40.00</td>
<td>2.33</td>
<td>Sig.</td>
</tr>
<tr>
<td>No</td>
<td>30.00</td>
<td>60.00</td>
<td>2.33</td>
<td>Sig.</td>
</tr>
</tbody>
</table>

Figure (6.32) Comparing the Friction over the Use of Authority and Responsibility Relationship Between inbound T&T Agencies in Yemen and India

The findings indicate that 70% of the responding agencies in Yemen state that there is friction over the use of authority and responsibility relationship in their agencies and 30% do not state. Whereas 40% of the responding agencies in Yemen state that there is friction over the use of authority and responsibility relationship in their agencies and 60% do not state. The data reveals that there is a significance difference between them at 2.33 (refer in the Table and the Figure above).
B - What is the degree of friction?

Table (6.84) Comparing Degree of Friction over the Use of Authority and Responsibility

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>30.00</td>
<td>6.67</td>
<td>2.33</td>
<td>Sig.</td>
</tr>
<tr>
<td>Medium</td>
<td>40.00</td>
<td>16.67</td>
<td>1.99</td>
<td>Sig.</td>
</tr>
<tr>
<td>Low</td>
<td>0</td>
<td>16.67</td>
<td>—</td>
<td>Sig.</td>
</tr>
</tbody>
</table>

Moreover, 30% of the responding agencies in Yemen highlight that the degree of friction over the use of authority and responsibility relationship in their agencies is high and 40% of them highlight that it is medium, while the responding agencies in India highlight that the degree of friction over the use of authority and responsibility relationship in their agencies is high at 6.67%, medium at 16.67% and low at 16.67%. Z-test reveals that there is a significance difference between them so far as the degree of friction over the use of authority and responsibility relationship is concerned (refer in the Table and the Figure above).
3.6 - Dose the organization use of committee and group for decision making?

Table (6.85) Comparing the Committee and Group Used for Decision Making between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>20.00</td>
<td>60.00</td>
<td>3.15</td>
<td>Sig</td>
</tr>
<tr>
<td>No</td>
<td>80.00</td>
<td>40.00</td>
<td>3.15</td>
<td>Sig</td>
</tr>
</tbody>
</table>

Figure (6.34) Comparing Committee and Group Used for Decision Making between Inbound T&T Agencies in Yemen and India

The Table and the Figure above show that 60% of the responding agencies in India mention that they use committee and group for decision making and 40% of them do not use. In comparison with the responding agencies in Yemen only 20% of them use committee and group for decision making and 80% of them do not use. The difference between them is $3.25 > 1.96$ (S.E. at 0.05% level of significance). Therefore, we find that there is a significance difference between them.
3.7 - Is your travel agency flexible with regard to adopting changing conditions?

Table (6.86) Comparing the Flexibility of Adopting Chang Conditions between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>63.33</td>
<td>86.67</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
<tr>
<td>No</td>
<td>36.67</td>
<td>13.33</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
</tbody>
</table>

Figure (6.35) Comparing the Flexibility of Adopting Chang Conditions between Inbound T&T Agencies in Yemen and India

The Table and the Figure above show that 86.67% of the responding agencies in India agree with the flexibility of adopting change conditions and 13.33% of them do not agree. While 63.33% of the responding agencies in Yemen agree with the flexibility of adopting change conditions and 36.67% of them do not agree. Z-test reveals that there is a significance difference between them at 2.09.

3.8 - The organization structure in your travel agency is....?

Table (6.87) Comparing the Organizational Structure between Inbound T& Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formal</td>
<td>60.00</td>
<td>73.33</td>
<td>1.09</td>
<td>Sig.</td>
</tr>
<tr>
<td>Informal</td>
<td>40.00</td>
<td>26.67</td>
<td>1.09</td>
<td>Sig.</td>
</tr>
</tbody>
</table>
The findings indicate that 73.33% of the responding agencies in India mention that the organization structure of their agencies is formal and 26.67% of them state that it is informal. While 60% of the responding agencies in Yemen state that the organization structure of their agencies is formal and 40% of them mention that it is informal. The difference between them is $1.09 < 1.96$ (S.E. at 0.05% level of significance). Therefore Z-test reveals that there is no significance difference between them (refer in the Table and the Figure above).

**Section 4: Staffing Procedure**

4.1 - What are the methods used in recruitment the personnel in your travel agency?

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walk - ins</td>
<td>30.00</td>
<td>56.67</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
<tr>
<td>Employee recommendation</td>
<td>16.67</td>
<td>30.00</td>
<td>1.22</td>
<td>Insig.</td>
</tr>
<tr>
<td>News paper</td>
<td>20.00</td>
<td>70.00</td>
<td>3.88</td>
<td>Sig.</td>
</tr>
<tr>
<td>Internet</td>
<td>10.00</td>
<td>40.00</td>
<td>2.68</td>
<td>Sig.</td>
</tr>
<tr>
<td>References</td>
<td>63.33</td>
<td>33.33</td>
<td>2.33</td>
<td>Sig.</td>
</tr>
<tr>
<td>Professional magazines</td>
<td>13.33</td>
<td>60.00</td>
<td>3.74</td>
<td>Sig.</td>
</tr>
<tr>
<td>Internal recruiting</td>
<td>26.67</td>
<td>30.00</td>
<td>0.28</td>
<td>Insig.</td>
</tr>
<tr>
<td>Employment agency</td>
<td>3.33</td>
<td>16.67</td>
<td>1.72</td>
<td>Insig.</td>
</tr>
<tr>
<td>Other</td>
<td>3.33</td>
<td>10.00</td>
<td>1.03</td>
<td>Insig.</td>
</tr>
</tbody>
</table>
The Table and the Figure above give a comparative analysis of the methods which are used in recruitment the personnel in inbound T&T agencies in Yemen and India. First it is concluded that the methods which are used for personnel recruitment in inbound T&T agencies in Yemen are different than the ones used by inbound T&T agencies in India. For instance, the methods of walk ins, employee recommendation, news paper, internet, professional magazines, internet recruiting, employment agency and other methods score the highest percentages in the responding agencies in India with the percentages of 56.67%, 30%, 70%, 40%, 60%, 30%, 16.67% and 10%, respectively, while the same methods in the responding agencies in Yemen are found at 30%, 16.67%, 20%, 10%, 13.33%, 26.67%, 3.33 and 3.33%, respectively. On the other hand the method of references scores the highest percentage in the responding agencies in Yemen 63.33%, while the same method in the responding agencies in India is found at 33.33%. The data reveals that there is a significance difference between the two responding agencies in the methods of walk-ins, news paper, internet, references and professional magazines, (Z test > 1.96). On the other hand the data also reveals
that there is no significance difference between them in the methods of employee recommendation, internal recruiting, employment agency and other methods (Z test < 1.96).

4.2 - What are the criteria used in selecting the personnel in your travel agency?

### Table (6.89) Comparing the Methods of Personnel Selection between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interview</td>
<td>50.00</td>
<td>80.00</td>
<td>2.44</td>
<td>Sig.</td>
</tr>
<tr>
<td>References</td>
<td>56.67</td>
<td>30.00</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
<tr>
<td>Personality test</td>
<td>30.00</td>
<td>33.33</td>
<td>0.28</td>
<td>Insig.</td>
</tr>
<tr>
<td>Biographical data</td>
<td>26.67</td>
<td>56.67</td>
<td>2.34</td>
<td>Sig.</td>
</tr>
<tr>
<td>Skills test</td>
<td>23.33</td>
<td>53.33</td>
<td>2.38</td>
<td>Sig.</td>
</tr>
<tr>
<td>Occupational test</td>
<td>20.00</td>
<td>53.33</td>
<td>2.66</td>
<td>Sig.</td>
</tr>
<tr>
<td>Language test</td>
<td>76.67</td>
<td>33.33</td>
<td>3.36</td>
<td>Sig.</td>
</tr>
<tr>
<td>Analytical test</td>
<td>6.67</td>
<td>13.33</td>
<td>0.85</td>
<td>Insig.</td>
</tr>
<tr>
<td>Trail period</td>
<td>46.67</td>
<td>50.00</td>
<td>0.26</td>
<td>Insig.</td>
</tr>
<tr>
<td>Checkup</td>
<td>10.00</td>
<td>13.33</td>
<td>0.40</td>
<td>Insig.</td>
</tr>
</tbody>
</table>

### Figure (6.38) Comparing the Methods of Personnel Selection between Inbound T&T Agencies in Yemen and India

The Table and the Figure above give a comparative analysis of the methods which are used in selecting the personnel in inbound T&T agencies in Yemen and India. The results indicate that 80% of the responding agencies in India use the method of interview in selecting the personnel, whereas the same method is used by 50% of the responding agencies in Yemen. Moreover, the
methods of personality test, biographical data, skills test, occupational test, analytical test, trail period and chick up are used by 33.33%, 56.67%, 53.33%, 53.33%, 13.33%, 50% and 13.33% of the responding agencies in India, respectively, while the same methods are used by 30%, 26.67%, 23.33%, 20%, 6.67%, 46.67% and 10% of the responding agencies in Yemen, respectively.

On the other hand the methods of references and skills tests are used by 56.67% and 76.67%, of the responding agencies in Yemen, respectively, while the same methods are used by 30% and 33.33% of the responding agencies in India, respectively. The data reveals that there is a significance difference between the two responding agencies in the methods of interview, references, biographical data, skill tests, occupational tests and language tests. The differences between the proportions are 2.44, 2.09, 2.34, 2.38, 2.66 and 3.36, respectively. In contrast, there is no significance difference between them in the methods of personality tests, analytical tests, trail period and chick up. The differences between the proportions are 0.28, 0.85, 0.26 and 0.40, respectively.

4.3 - What is the policy in your travel agency regarding the promotion of employees?

Table (6.90) Comparing the Promotion of Employees between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seniority</td>
<td>13.33</td>
<td>10.00</td>
<td>0.40</td>
<td>Insig.</td>
</tr>
<tr>
<td>Merit</td>
<td>63.33</td>
<td>30.00</td>
<td>2.58</td>
<td>Sig.</td>
</tr>
<tr>
<td>Both</td>
<td>23.33</td>
<td>60.00</td>
<td>2.87</td>
<td>Sig.</td>
</tr>
</tbody>
</table>

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As it is seen in the Table and the Figure above, 63.33% of the responding agencies in Yemen use the policy of merit in the promotion of their employees, while the same policy is used by 30% of the responding agencies in India. On the other hand 60% of the responding agencies in India use the policy of (merit and seniority together), while the same policy is used by 23.33% of the responding agencies in Yemen. Moreover, the policy of seniority is used by 13.33% of the responding agencies in Yemen, while the same policy is used by 10% of the responding agencies in India. The date reveals that there is a significance difference between them in polices of seniority and both (seniority and merit).The differences between the proportions are 2.58 and 2.87, respectively. In contrast, there is no significance difference between them in the policy of merit (Z-test < 1.96).

4.4 .A - Are there any techniques used in appraising the personnel in your travel agency?

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>46.67</td>
<td>73.33</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
<tr>
<td>No</td>
<td>53.33</td>
<td>26.67</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
</tbody>
</table>
As can be observed from the Table and the Figure above, 73.33% of the responding agencies in India use techniques in appraising their employees and 26.67% of them do not use. While 46.67% of the responding agencies in Yemen use techniques in appraising their employees and 53.33% of them do not use. The data reveals that there is a significance difference between them at 2.09.

**B - What are the techniques used?**

Table (6.92) Comparing the Techniques Used in Appraising the Personnel between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rank order</td>
<td>30.00</td>
<td>56.67</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
<tr>
<td>Graphic rating</td>
<td>36.67</td>
<td>63.33</td>
<td>2.06</td>
<td>Sig.</td>
</tr>
<tr>
<td>Forced distribution</td>
<td>40.00</td>
<td>16.67</td>
<td>1.99</td>
<td>Sig.</td>
</tr>
<tr>
<td>Checklist</td>
<td>26.67</td>
<td>60.00</td>
<td>2.60</td>
<td>Sig.</td>
</tr>
<tr>
<td>Paired comparison</td>
<td>6.67</td>
<td>26.67</td>
<td>2.06</td>
<td>Sig.</td>
</tr>
<tr>
<td>Critical incidence</td>
<td>33.33</td>
<td>40.00</td>
<td>0.54</td>
<td>Insig.</td>
</tr>
<tr>
<td>Other</td>
<td>3.33</td>
<td>6.67</td>
<td>0.61</td>
<td>Insig.</td>
</tr>
</tbody>
</table>
The responding agencies in Yemen and India which agreed with the (question number 4.4 (A)), are asked about the techniques which are used in appraising the personnel in their agencies. As the Table and the Figure above illustrate that rank order, graphic rating, checklist, paired comparison, critical incidence and other techniques score the highest percentages in the responding agencies of India 56.67%, 63.33%, 60%, 26.67%, 40% and 6.67%, respectively, while the same techniques in the responding agencies in Yemen score 30%, 36.67%, 26.67%, 6.67%, 33.33% and 3.33%, respectively. On the other hand, the technique of forced distribution scores the highest percentage in the responding agencies of Yemen, while the same technique is used by 16.67% of the responding agencies in India. (Z– test) reveals that there is a significance difference between them in the techniques of rank order, graphic rating, forced distribution, checklist and paired comparison and there is no significance difference between them in the techniques of critical incidents and other techniques (refer in the Table and the Figure above).
4.5 - How is the job is described to the employees?

Table (6.93) Comparing Job Description between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Verbally</td>
<td>53.33</td>
<td>23.33</td>
<td>2.38</td>
<td>Sig.</td>
</tr>
<tr>
<td>Written statement</td>
<td>33.33</td>
<td>10.00</td>
<td>2.18</td>
<td>Sig.</td>
</tr>
<tr>
<td>Both</td>
<td>13.33</td>
<td>66.67</td>
<td>4.20</td>
<td>Sig.</td>
</tr>
</tbody>
</table>

Figure (6.42) Comparing Job Description between Inbound T&T Agencies in Yemen and India

The results indicate that 66.67% of the responding agencies in India describe the job to their employees in two ways (verbally and written statements), 23.33% of them describe it in written statement and 10% of them describe it verbally. Whereas in the responding agencies in Yemen, the percentages were 13.33%, 53.33% and 33.33%, respectively. (Z-test) reveals that there is a significance difference between them in all statements are mentioned above (refer in the Table and the Figure above).
4.6 - What are the levels of compensations in your travel agency?

Table (6.94) Comparing the Levels of Compensations between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Regular salary</td>
<td>83.33</td>
<td>86.67</td>
<td>0.37</td>
<td>Insig.</td>
</tr>
<tr>
<td>(b) City compensatory allowance</td>
<td>16.67</td>
<td>23.33</td>
<td>0.36</td>
<td>Insig.</td>
</tr>
<tr>
<td>(c) Overtime allowance</td>
<td>76.67</td>
<td>50.00</td>
<td>2.14</td>
<td>Sig.</td>
</tr>
<tr>
<td>(d) Medical allowance</td>
<td>23.33</td>
<td>53.33</td>
<td>2.38</td>
<td>Sig.</td>
</tr>
<tr>
<td>(e) Traveling allowance</td>
<td>30.00</td>
<td>56.67</td>
<td>2.08</td>
<td>Sig.</td>
</tr>
<tr>
<td>(f) House rent allowance</td>
<td>13.33</td>
<td>20.00</td>
<td>0.69</td>
<td>Insig.</td>
</tr>
<tr>
<td>(g) Conveyance allowance</td>
<td>33.33</td>
<td>63.33</td>
<td>2.5</td>
<td>Sig.</td>
</tr>
<tr>
<td>(h) Life insurance</td>
<td>16.67</td>
<td>26.67</td>
<td>0.93</td>
<td>Insig.</td>
</tr>
<tr>
<td>(i) Accident insurance</td>
<td>23.33</td>
<td>50.00</td>
<td>2.14</td>
<td>Sig.</td>
</tr>
<tr>
<td>(j) Health insurance</td>
<td>26.67</td>
<td>60.00</td>
<td>2.60</td>
<td>Sig.</td>
</tr>
<tr>
<td>(k) Other</td>
<td>3.33</td>
<td>10.00</td>
<td>1.03</td>
<td>Insig.</td>
</tr>
</tbody>
</table>

The levels of compensations which are used by inbound T&T agencies in Yemen and India to their employees are evaluated by this question. The results indicate that, medical allowance, traveling allowance, conveyance allowance, accident allowance and health allowance score the highest percentages in the responding agencies of India 53.33%, 56.67%, 63.33%, 50% and 60%, respectively, in comparison with the responding agencies in Yemen the same levels score 23.33%, 30%, 33.33%, 23.33% and 26.67%, respectively. The
differences between the proportions are 2.38, 2.08, 2.5, 2.14 and 2.60, respectively. On the other hand over time allowance score the highest percentage in the responding agencies in Yemen 76.67%, while the same level in the responding agencies in India score 50%. The difference is 2.14. Therefore, (Z-test) reveals that there is a significance difference between them in all levels which are mentioned above and there is no significance difference between them in the levels of regular salary, city compensatory allowance, house rent allowance, life insurance and other levels of compensation. The differences between the proportions are less than 1.96 (refer in the Table and the Figure above).

4.7 - What is the length of the training period in your travel agency?

Table (6.95) Comparing Length of Training between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 months</td>
<td>33.33</td>
<td>36.67</td>
<td>0.28</td>
<td>Insig.</td>
</tr>
<tr>
<td>3 months</td>
<td>30.00</td>
<td>16.67</td>
<td>1.22</td>
<td>Insig.</td>
</tr>
<tr>
<td>2 months</td>
<td>6.67</td>
<td>13.33</td>
<td>0.85</td>
<td>Insig.</td>
</tr>
<tr>
<td>1 month</td>
<td>13.33</td>
<td>13.33</td>
<td>0</td>
<td>Insig.</td>
</tr>
<tr>
<td>Less than 1 month</td>
<td>16.67</td>
<td>20.00</td>
<td>0.33</td>
<td>Insig.</td>
</tr>
</tbody>
</table>

Figure (6.44) Comparing Length of Training between Inbound T&T Agencies in Yemen and India
The Table and the Figure above give a descriptive analysis of training period of newly employees applied by inbound T&T agencies in Yemen and India. The results indicate that 36.67% of the responding agencies in India have training period of 6 months, 16.67% have 3 months, 13.33% have 2 months, 13.33% have 1 months and 20% of them have less than 1 month. In comparison with the responding agencies in Yemen the same periods score 33.33%, 30%, 6.67%, 13.33% and 16.67%, respectively. (Z-test) reveals that there is no significance difference between them so far as the length of training period is concerned.

4.8 - What are the methods used in training the employees in your travel agency?

Table (6.96) Comparing the Methods Used in Training the Employees between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>On the job training</td>
<td>90.00</td>
<td>66.67</td>
<td>2.18</td>
<td>Sig.</td>
</tr>
<tr>
<td>Lecture</td>
<td>23.33</td>
<td>50.00</td>
<td>2.14</td>
<td>Sig.</td>
</tr>
<tr>
<td>Visual techniques</td>
<td>6.67</td>
<td>26.67</td>
<td>2.06</td>
<td>Sig.</td>
</tr>
<tr>
<td>Computer based training</td>
<td>43.33</td>
<td>70.00</td>
<td>2.08</td>
<td>Sig.</td>
</tr>
<tr>
<td>Case study</td>
<td>16.67</td>
<td>43.33</td>
<td>2.24</td>
<td>Sig.</td>
</tr>
<tr>
<td>Similar sector trips</td>
<td>23.33</td>
<td>33.33</td>
<td>0.85</td>
<td>Insig.</td>
</tr>
</tbody>
</table>

Figure (6.45) Comparing the Methods Used in Training the Employees between Inbound T&T Agencies in Yemen and India
As can be seen in the Table and the Figure above, on the job training is by far the highest percentage method used in training the employees in the responding agencies of Yemen and it is used by 90% of them, while the same method is used by 66.67% of the responding agencies in India. On the other hand lecture, visual techniques, computer based training and case study are used by 50%, 26.67%, 70% 43.33% of the responding agencies in India, respectively, while the same methods are used by 23.33%, 6.67%, 43.33% and 16.67% of the responding agencies in Yemen, respectively. The data reveals that there is a significance difference between them in all methods which are mentioned above (Z-test > 1.96) and there is no significance difference between them in the method of similar sector trips (Z-test < 1.96).

4.9. A - Are there any policies and procedures of lay off and dismissal of personnel in your travel agency?

Tables (6.97) Comparing the Possibility of Existence Policies and Procedures of Lay off and Dismissal of Personnel between Inbound Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>86.67</td>
<td>76.67</td>
<td>1.00</td>
<td>Insig.</td>
</tr>
<tr>
<td>No</td>
<td>13.33</td>
<td>23.33</td>
<td>1.00</td>
<td>Insig.</td>
</tr>
</tbody>
</table>

Figure (6.46) Comparing the Possibility of Existence Policies and Procedures of Lay off and Dismissal of Personnel between Inbound Agencies in Yemen and India
As can be seen in the Table and the Figure above, 86.67% of the responding agencies in Yemen mention that they have policies and procedures of lay off and dismissal of personnel and 13.33% of them do not have. On the other hand 76.67% of the responding agencies in India have policies and procedures of lay off and dismissal of personnel and 23.33% of them do not have. Since the difference between the proportions is $1.00 < 1.96$, we find no significance difference between the two responding agencies so far as the possibility of existence policies and procedures of lay off and dismissal of personnel is concerned.

**B - What are the procedures used?**

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Verbal and written warnings</td>
<td>73.33</td>
<td>66.67</td>
<td>0.55</td>
<td>Insig</td>
</tr>
<tr>
<td>Suspensions</td>
<td>66.67</td>
<td>26.67</td>
<td>3.10</td>
<td>Sig.</td>
</tr>
<tr>
<td>Terminations</td>
<td>40.00</td>
<td>46.67</td>
<td>0.52</td>
<td>Insig</td>
</tr>
</tbody>
</table>

**Figure (6.47) Comparing the Procedures of Lay off and Dismissal of Personnel between Inbound Agencies in Yemen and India**
The responding agencies in Yemen and India which agreed with the above question are asked about policies and procedures of lay off and dismissal of personnel in their agencies. As demonstrated in the table and the figure above, verbal and written warnings and suspensions score the highest percentages among the responding agencies in Yemen 73.33% and 66.67% respectively, while the same policies score 66.67% and 26.67% of the responding agencies in India, respectively. On the other hand terminations policy scores 46.67% among the responding agencies in India, while the same policy scores 40% among the responding agencies in Yemen. (Z-test) reveals that there is a significance difference between them in term of suspensions and there is no significance difference between them in term of verbal and written warnings, and terminations.

4.10 - Does your travel agency deal with the employees easy?

Table (6.99) Comparison of Dealing with the Employees in Inbound T&T Agencies Yemen with that in India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>83.33</td>
<td>80.00</td>
<td>0.33</td>
<td>Insig</td>
</tr>
<tr>
<td>No</td>
<td>16.67</td>
<td>20.00</td>
<td>0.33</td>
<td>Insig</td>
</tr>
</tbody>
</table>

Figure (6.48) Comparison of Dealing with the Employees in Inbound T&T Agencies Yemen with that in India

![Bar Chart Comparison of Dealing with the Employees in Inbound T&T Agencies Yemen with that in India]

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As can be seen in the Table and the Figure above, (83.33%) of the responding agencies in Yemen mention that they deal with the employees easily and 16.67% of them find it difficult. On the other hand (80%) of the responding agencies in India mention that they deal with the employees easily and 20% of them find it difficult. Since, the difference between the proportions is $0.33 < 1.69$, we find that there is no significance difference between them.

4.11 - Is it easy in your travel agency to obtain and maintain the personnel with desired skills and abilities?

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>30.00</td>
<td>73.33</td>
<td>3.36</td>
<td>Sig.</td>
</tr>
<tr>
<td>No</td>
<td>70.00</td>
<td>26.67</td>
<td>3.36</td>
<td>Sig.</td>
</tr>
</tbody>
</table>

The Table and the Figure above show that the majority (73.33%) of the responding agencies in India state that it is easy to obtain and maintain the personnel with desired skills and abilities and 26.67% of them find it difficult. On the other hand only 30% of the responding agencies in Yemen state that it
is easy to obtain and maintain the personnel with desired skills and abilities and 70% of them find it difficult. (Z-test) reveals that there is a significance difference between them at 3.36.

**Section 5: Directing Procedure**

5.1 - The management of your travel agency is based on

Table (6.101) Comparing Style of Management between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoritative</td>
<td>56.67</td>
<td>23.33</td>
<td>2.63</td>
<td>Sig.</td>
</tr>
<tr>
<td>Participative</td>
<td>26.67</td>
<td>13.33</td>
<td>1.29</td>
<td>Insig.</td>
</tr>
<tr>
<td>Both</td>
<td>16.67</td>
<td>63.33</td>
<td>2.91</td>
<td>Sig.</td>
</tr>
</tbody>
</table>

The investigations reveal that the style of management in the responding agencies in Yemen is based on authoritative in the percentage of 63.33%, followed by participative in the percentage of 26.67% and both (authoritative and participative) in the percentage of 16.67%. Whereas in the responding agencies in India, the style of management is based on both (authoritative and participative) in the percentage of 63.33%, followed by authoritative in the percentage of 23.33% and participative in the percentage of 13.33%. The data
reveals that there is a significance difference between them in the style of authoritative and both authoritative and participative (Z-test > 1.96) and there is no significance difference between them in the style of participative (refer in the Table and the Figure above).

5.2 - **What are the techniques used to motivate the personnel in your travel agency?**

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Increase in wages</td>
<td>53.33</td>
<td>80.00</td>
<td>2.19</td>
<td>Sig.</td>
</tr>
<tr>
<td>(b) Increase in bonus</td>
<td>76.67</td>
<td>50.00</td>
<td>2.14</td>
<td>Sig.</td>
</tr>
<tr>
<td>(c) Free accommodation abroad</td>
<td>16.67</td>
<td>20.00</td>
<td>0.33</td>
<td>Insig</td>
</tr>
<tr>
<td>(d) Discount in international tickets</td>
<td>26.67</td>
<td>26.67</td>
<td>0</td>
<td>Insig</td>
</tr>
<tr>
<td>(e) Providing free transport</td>
<td>16.67</td>
<td>40.00</td>
<td>1.99</td>
<td>Sig.</td>
</tr>
<tr>
<td>(f) Family tours entertainment</td>
<td>20.00</td>
<td>46.67</td>
<td>2.19</td>
<td>Sig.</td>
</tr>
<tr>
<td>(g) Participation in decision making</td>
<td>23.33</td>
<td>53.33</td>
<td>2.38</td>
<td>Sig.</td>
</tr>
<tr>
<td>(h) Other</td>
<td>6.67</td>
<td>20.00</td>
<td>1.51</td>
<td>Insig</td>
</tr>
</tbody>
</table>

**Figure (6.51) Comparing the Techniques Used to Motivate the Personnel between Inbound T&T Agencies in Yemen and India**

The Table and the Figure above give a comparative analysis in regard to the techniques that are used to motivate the personnel in inbound T&T agencies.
in Yemen and India. The results indicate that the technique of increase in wages score the highest percentage (80%) in the responding agencies in India, while the same technique is used by 53.33% of the responding agencies in Yemen. On the other hand, the technique of increase in bonus scores the highest percentage (76.67%) among the responding agencies in Yemen, while the same technique is used by 50% of the responding agencies in India. Moreover, the techniques of free accommodation abroad, discount in international tickets, providing free transport, family tours entertainment, participation in decision making and other techniques in the responding agencies in India score 20%, 26.67%, 40%, 46.67%, 53.33% and 20%, respectively, while the same techniques are used by 16.67%, 26.67%, 16.67%, 20%, 23.33% and 6.67% of the responding agencies in Yemen, respectively. (Z-test) reveals that there is a significance difference between them in the techniques of increase in wages, increase in bonus, providing free transport, family tours entertainment and participation in decision making and there is no significance difference between them in the techniques of free accommodation abroad, discount in international tickets and other techniques.

5.3 - Does the supervisor maintain face to face contact with the employees?

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>73.33</td>
<td>83.33</td>
<td>0.93</td>
<td>Insig</td>
</tr>
<tr>
<td>No</td>
<td>26.67</td>
<td>16.67</td>
<td>0.93</td>
<td>Insig</td>
</tr>
</tbody>
</table>
The results indicate that 83.33% of the responding agencies in India state that the supervisor maintains face to face contact with the employees and 16.67% of them do not state. On the other hand 73.33% of the responding agencies in Yemen state that the supervisor maintains face to face contact with the employees and 26.67% of them do not state. Since the difference between the proportions is $0.93 < 1.96$, we find no significance different between them.

5.4 - What are the kinds of communication techniques used in directing and motivating the personnel?

Table (6.104) Comparing the Communication Techniques used in directing and motivating the Personnel between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Verbal communication</td>
<td>66.67</td>
<td>80.00</td>
<td>1.16</td>
<td>Insig</td>
</tr>
<tr>
<td>Written communication</td>
<td>40.00</td>
<td>70.00</td>
<td>2.13</td>
<td>Sig</td>
</tr>
<tr>
<td>Non - verbal communication</td>
<td>0</td>
<td>26.67</td>
<td>---</td>
<td>Sig</td>
</tr>
</tbody>
</table>
It is investigated in this question that the communication techniques used in directing and motivating the personnel in responding agencies in India are verbal communication at the percentage of 80%, written communication at the percentage of 70% and non-verbal communication at the percentage of 26.67%, whereas the same techniques are used by 66.67%, 405 and zero% of the responding agencies in Yemen, respectively. (Z-test) reveals that there is a significance difference between them in terms of written communication and non-verbal communication, and there is no significance difference between them in term of verbal communication.

5.5 - Dose the communication system is effective among all types of personnel?

Table (6.105) Comparing the Effectiveness of Communication System among all Types of Personnel between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z-test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>53.33</td>
<td>86.67</td>
<td>2.81</td>
<td>Sig</td>
</tr>
<tr>
<td>No</td>
<td>46.67</td>
<td>13.33</td>
<td>2.81</td>
<td>Sig</td>
</tr>
</tbody>
</table>
The Table and the Figure above show that the majority (86.67%) of the responding agencies in India state that the communication system is effective among all employees and 13.33% of them do not state. While 53.33% of the responding agencies in Yemen state that the communication system is effective among all employees and 46.67% of them do not state. The difference between the proportions is 2.81 > 1.96, therefore we find that there is a significance difference between them so far as the effective of communication system among all type of employees is concerned.

5.6 - Is it easy to motivate the personnel to perform efficiently and effectively irrespective of monetary and non monetary incentives?

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>46.67</td>
<td>73.33</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
<tr>
<td>No</td>
<td>53.33</td>
<td>26.67</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
</tbody>
</table>
As it is seen in the Table and the Figure above that, 73.33% of the responding agencies in India mention that it is easy to motivate the personnel to perform efficiently and effectively irrespective of monetary and non monetary incentive and 26.67% of them find it difficult. On the other hand only 46.67% of the responding agencies in Yemen find it easy and 53.33% of them find it difficult. Since the difference between the proportions is 2.09 > 1.96, the data reveals that there is a significance difference between them so far as motivation of the employees irrespective of monetary and non monetary incentives is concerned.

5.7 - Do the individuals and group identify their interest with the survival of travel agency?

Table (6.107) Comparing the Interested of Individuals and Group between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>56.67</td>
<td>66.67</td>
<td>0.79</td>
<td>Insig</td>
</tr>
<tr>
<td>No</td>
<td>43.33</td>
<td>33.33</td>
<td>0.79</td>
<td>Insig</td>
</tr>
</tbody>
</table>
The Table and the Figure above show that 66.67% of the responding agencies in India say that the individuals identify their interest with the survival of their agencies, in comparison with the responding agencies in Yemen the percentage was 56.67%. The data reveals that there is no significance difference between them so far as the interesting of individuals and group with the survival of their agencies is concerned.

5.8 - In what sentence can you describe the employees in your travel agency?

Table (6.108) Comparing Description of Employees between Inbound T&T Agencies Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cooperative and trust</td>
<td>50.00</td>
<td>80.00</td>
<td>2.44</td>
<td>Sig.</td>
</tr>
<tr>
<td>Distrusts and conflicts</td>
<td>50.00</td>
<td>20.00</td>
<td>2.44</td>
<td>Sig.</td>
</tr>
</tbody>
</table>
As it is seen in the Table and the Figure above the majority (80%) of the responding agencies in India describe their employees by cooperative and trust and 20 % of them describe them by distrusts and conflict, while 50% of the responding agencies in Yemen describe their employees by cooperative and trust and 50 % of them describe them by distrusts and conflict. The data reveals that there is a significance difference between them in both statements ($Z$-test $> 1.96$).

5.9 - **What is the degree of frustration, absenteeism and turnover among personnel in your travel agency?**

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large</td>
<td>33.33</td>
<td>10.00</td>
<td>2.18</td>
<td>Sig.</td>
</tr>
<tr>
<td>Medium</td>
<td>30.00</td>
<td>26.67</td>
<td>0.28</td>
<td>Insig</td>
</tr>
<tr>
<td>Low</td>
<td>36.67</td>
<td>63.33</td>
<td>2.06</td>
<td>Sig.</td>
</tr>
</tbody>
</table>
The investigations indicate that 63.33% of the responding agencies in India say that the degree of frustration, absenteeism and turnover among the personnel in their agencies is low, 26.67% of them say that it is medium and 10% of them say that it is large, Whereas in the responding agencies in Yemen; the percentages are 33.33%, 30% and 36.67%, respectively. The data reveals that there is a significance difference between them in the degree of large and low and there is no significance difference between them in the degree of medium.

5.10. A - Do the employees waste the time in your travel agency?

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>53.33</td>
<td>26.67</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
<tr>
<td>No</td>
<td>46.67</td>
<td>73.33</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
</tbody>
</table>
The results indicate that 53.33% of the responding agencies in Yemen agree that the employees in their agencies waste the time and 46.67% of them do not agree, whereas in the responding agencies in India only 26.67% of them agree that their employees waste the time and 73.33% of them do not agree. The data reveals that there is a significance difference between them at 2.09 (refer in the Table and the Figure above).

B - What are the reasons?

Table (6.111) Comparing the Reasons for Wasting the Time between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Carelessness of employees</td>
<td>23.33</td>
<td>3.33</td>
<td>2.27</td>
<td>Sig.</td>
</tr>
<tr>
<td>(b) Low seasons</td>
<td>26.67</td>
<td>3.33</td>
<td>2.54</td>
<td>Sig.</td>
</tr>
<tr>
<td>(c) Lack of management control</td>
<td>3.33</td>
<td>20.00</td>
<td>2.01</td>
<td>Sig.</td>
</tr>
</tbody>
</table>
In addition, the responding agencies in Yemen which agreed with the earlier question mention that the reasons behind waste the time are carelessness of employees at percentage of 23.33%, low seasons at 26.67% and lack of management control at percentage of 3.33%, whereas in the responding agencies in India the same reasons score 3.33%, 3.33% and 20%, respectively. The data reveals that there is a significance difference between them at 2.27, 2.54 and 2.01, respectively (refer in the Table and the Figure above).

Section 6: Controlling Procedure

6.1 - Does your company design effective and useful control system for its all functional areas?

Table (6.112) Comparison of Designing Effective and Useful Control System for all Functional Areas in Inbound T&T Agencies in Yemen with that in India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>46.67</td>
<td>73.33</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
<tr>
<td>No</td>
<td>53.33</td>
<td>26.67</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
</tbody>
</table>
As it is seen in the Table and the Figure above, 73.33% of the responding agencies in India design effective and useful control system for its all functional areas, whereas in responding agencies in Yemen, only 46.67% of them design effective and useful control system for its all functional areas. The difference between the proportions is 2.09, therefore we find a significance difference between them so far as designing effective and useful control system for all functional areas is concerned.

6.2 - What are the control standards are used in your travel agency?

Table (6.113) Comparing the Control Standards between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Turnover</td>
<td>36.67</td>
<td>73.33</td>
<td>2.84</td>
<td>Sig.</td>
</tr>
<tr>
<td>(b) Number of tourists</td>
<td>56.67</td>
<td>83.33</td>
<td>2.24</td>
<td>Sig.</td>
</tr>
<tr>
<td>(c) Number of nights spent by tourists</td>
<td>23.33</td>
<td>50.00</td>
<td>2.14</td>
<td>Sig.</td>
</tr>
<tr>
<td>(d) Foreign exchange earnings</td>
<td>16.67</td>
<td>43.33</td>
<td>2.24</td>
<td>Sig.</td>
</tr>
<tr>
<td>(e) Return on investment</td>
<td>26.67</td>
<td>53.33</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
<tr>
<td>(f) Quality of services</td>
<td>53.33</td>
<td>73.33</td>
<td>1.6</td>
<td>Insig.</td>
</tr>
<tr>
<td>(g) Guest satisfaction</td>
<td>60.00</td>
<td>60.00</td>
<td>0</td>
<td>Insig.</td>
</tr>
<tr>
<td>(h) Employee satisfaction</td>
<td>33.33</td>
<td>36.67</td>
<td>0.28</td>
<td>Insig.</td>
</tr>
<tr>
<td>(i) Labor costs</td>
<td>16.67</td>
<td>40.00</td>
<td>1.99</td>
<td>Sig.</td>
</tr>
<tr>
<td>(j) Tour price</td>
<td>20.00</td>
<td>46.67</td>
<td>2.19</td>
<td>Sig.</td>
</tr>
<tr>
<td>(k) Other</td>
<td>3.33</td>
<td>6.67</td>
<td>0.61</td>
<td>Insig.</td>
</tr>
</tbody>
</table>
Figure (6.62) comparing the control standards between inbound T&T Agencies in Yemen and India

The Table and the Figure above give a comparative analysis of the control standards which are used in inbound T&T agencies in Yemen and India. First it is concluded that the control standards that are used in inbound T&T agencies in Yemen are different than the ones used by inbound T&T agencies in India. For instance, the standards of number of tourists, turnover and quality of services score the highest percentages in the responding agencies in India 83.33%, 73.33% and 73.33 %, respectively, whereas the same standards are used by 56.67%, 36.67% and 53.33% of the responding agencies in Yemen, respectively. Moreover, in the responding agencies in India; the standards of number of nights spent by tourists, foreign exchange earnings, return on investment, employee satisfaction, labor costs, tour price and other standards score 50%, 43.33%, 53.33%, 36.67%, 40%, 46.67% and 6.67%, respectively, in comparison with the responding agencies in Yemen the same standards score 23.33 %, 16.67%, 26.67 %, 33.33 %, 16.67 %, 20 % and 3.33 %, respectively. In addition the standard of gust satisfaction scores the same percentage (60%) in both responding agencies in Yemen and India. The data reveals that there is a significance difference between them in the standards of turn over, number of tourists, number of nights spent by tourists, foreign
exchange earnings, return on investment, labor costs and tour price (Z-test > 1.96) and there is no significance difference between them in the standards of quality of services, guest satisfaction, employee satisfaction and other standards (Z-test < 1.96).

6.3 - What is the nature and structure of information feedback system used for control purpose?

Table (6.14) Comparing the Nature and Structure of Information Feedback System Used in Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal observation</td>
<td>56.67</td>
<td>66.67</td>
<td>0.79</td>
<td>Insig.</td>
</tr>
<tr>
<td>Statistical reports</td>
<td>30.00</td>
<td>60.00</td>
<td>2.33</td>
<td>Sig.</td>
</tr>
<tr>
<td>Oral reports</td>
<td>23.33</td>
<td>33.33</td>
<td>0.85</td>
<td>Insig.</td>
</tr>
<tr>
<td>Written reports</td>
<td>43.33</td>
<td>76.67</td>
<td>2.63</td>
<td>Sig.</td>
</tr>
<tr>
<td>Foreign travel agents</td>
<td>60.00</td>
<td>33.33</td>
<td>2.14</td>
<td>Sig.</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>10.00</td>
<td>---</td>
<td>Sig.</td>
</tr>
</tbody>
</table>

Figure (6.63) Comparing the Nature and Structure of Information Feedback System Used in Inbound T&T Agencies in Yemen and India

The nature and structure of information feedback system that is used for control purpose in inbound T&T agencies in Yemen and India is analyzed. Results are presented in the Table and the Figure above. The data show that personal observation, statistical reports, oral reports and written reports score the highest percentages in the responding agencies in India 66.67%, 60%,
33.33% and 76.67%, respectively, whereas the same information is used by 56.67%, 30%, 23.33% and 43.33% of the responding agencies in Yemen, respectively. On the other hand, the responding agencies in Yemen mention that the nature and structure of information feedback system is foreign travel agents at the highest percentage 60%, in comparison with the responding agencies in India; the percentage is 33.33%. The data reveals that there is a significance difference between them in term of statistical reports, written reports and foreign travel agents, and there is no significance difference between them in term of personal observation, oral reports and other information feedback system is used for control purpose. Moreover the Figure (6.63) shows that there is a significance difference between them in term of other information feedback system.

6.4 - What is the time period usually given for corrective measures?

Table (6.115) Comparing the Time Period Usually Given for Corrective Measures Between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unlimited time</td>
<td>40.00</td>
<td>13.33</td>
<td>2.32</td>
<td>Sig.</td>
</tr>
<tr>
<td>Limited time</td>
<td>16.67</td>
<td>40.00</td>
<td>1.99</td>
<td>Sig.</td>
</tr>
<tr>
<td>Depends on the problems</td>
<td>43.33</td>
<td>46.67</td>
<td>0.26</td>
<td>Insig.</td>
</tr>
</tbody>
</table>

Figure (6.64) Comparing the Time Period Usually Given for Corrective Measures Between Inbound T&T Agencies in Yemen and India
As can be observed from the Table and the Figure above, the time period usually given for corrective measures in the responding agencies in Yemen is unlimited time in the percentage of 40%, limited time in the percentage of 16.67% and depends on the problems in the percentage of 43.33%, whereas in the responding agencies in India the percentages are 13.33%, 40% and 46.67%, respectively. Z-test reveals that there is a significance difference between them in term of limited time and unlimited time and there is no significance difference between them in term of depends on the problems.

6.5 - What is the degree of control in your travel agency?

Table (6.116) Comparing the Degree of Control between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z - test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loose</td>
<td>20.00</td>
<td>13.33</td>
<td>0.69</td>
<td>Insig.</td>
</tr>
<tr>
<td>Tight</td>
<td>26.67</td>
<td>60.00</td>
<td>2.60</td>
<td>Sig.</td>
</tr>
<tr>
<td>Middle</td>
<td>53.33</td>
<td>26.67</td>
<td>2.09</td>
<td>Sig.</td>
</tr>
</tbody>
</table>

Figure (6.65) Comparing the Degree of Control between Inbound T&T Agencies in Yemen and India

The Table and the Figure above show that the majority (60%) of the responding agencies in India mention that the degree of control is tight, 26.67% of them state that it is Middle and 13.33% of them say that it is loose, whereas in the responding agencies in Yemen the percentages are 26.67%, 53.33% and
20% respectively. The results reveal that there is a significance difference between them in the degree of tight and middle (the differences are 2.60 and 2.09, respectively) and there is no significance difference between them in the degree of middle (the difference is 0.69 < 1.96).

6.6 - Does the control system in your travel agency effective to conform to the plans?

Table (6.117) Comparing the Effectiveness of Control System between Inbound T&T Agencies in Yemen and India

<table>
<thead>
<tr>
<th>Items</th>
<th>Yemen %</th>
<th>India %</th>
<th>Z-test</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>43.33</td>
<td>76.67</td>
<td>2.63</td>
<td>Sig.</td>
</tr>
<tr>
<td>No</td>
<td>56.67</td>
<td>23.33</td>
<td>2.63</td>
<td>Sig.</td>
</tr>
</tbody>
</table>

Figure (6.66) Comparing the Effectiveness of Control System between Inbound T&T Agencies in Yemen and India

The results indicate in the Table and the Figure above that the majority (76.67%) of the responding agencies in India mention that the control system is effective to conform to the plans and 23.33% of them do not state, whereas in the responding agencies in Yemen, only 43.33% of them state that the control system is effective to conform to the plans and 56.67% of them do not state. Since the difference between them is 2.63 > 1.96, we find a significance difference between them so far as the effective of control system is concerned.
CHAPTER EIGHT

CONCLUSION
AND
SUGGESTIONS
7.1 Introduction

This study concerns with the exploring the nature of management functions practices in inbound T&T agencies in Yemen and India and comparing the results between them to know wither the null hypothesis can be accepted, that there are no significance difference between them or rejected, that there are a significance difference between them so far as the management functions are concerned. This chapter is broadly divided in to three sections: section 7.1 draws the conclusions; section 7.2 highlights the suggestions, section 7.3 puts the future directions of the research and section 7.4 deals with the limitations of the study.

7.2 Conclusions

7.2.1 Summary of the Results

The salient points that emerge from the investigations made on the application of general management functions in inbound T&T agencies in Yemen and India can be summarized below:

1 - The majority of the responding agencies in Yemen express their primary goals in term of promotion of travel and tourism, profitability and maximizing market share. This is may be due to the recentness of the tourism sector in Yemen, of which they need more cooperation between the private sector representing by the T&T agencies in Yemen and public sector representing by the ministry of tourism and tourism promotion board. Moreover, inbound T&T agencies in Yemen are not only partner with international companies, but additionally promote and assess the market. They take part in international trade fairs such as Madrid, Istanbul, Milan etc., organizing by the ministry of tourism under various rules and regulations. Whereas the responding agencies in India express their primary goals in term of good will, profitability and competitive edge. This is due to the rapidly growing of the T&T agencies in India since its independence in 1947. As a result of that each of them tries to introduce the best, in order to survive in the market.

2 - Most of inbound T&T agencies in Yemen engage with short term planning and few of them engage with long term planning. Whereas in India the majority
of inbound T&T agencies engage with short term and long term planning, together.

3 - The median long term planning is 3 years in the responding agencies in Yemen. Whereas in the responding agencies in India; the median long term planning is 5 years.

4 - The responsible for the effective long term planning in the responding agencies in Yemen is the manager. Whereas in the responding agencies in India; the responsible for the effective long term planning is specific planning department and all employees with equal percentage.

5 - The most common reasons for not having long term planning in the responding agencies in Yemen are ‘the business environment is too unpredictable’, ‘it is hard to obtain trust worthy data’, ‘the travel agency is too small’ and ‘the boss has a mental plan and written plan is not needed’. Whereas in the responding agencies in India, the most common reasons for not having long term planning are ‘it is too difficult to coordinate the planning process’, ‘lack of time for planning’, planning is not appropriate for the travel agency’ and ‘the business environment is too unpredictable.

6 - Most of the responding agencies in Yemen utilize operation plans reflecting the day - to day tasks. Whereas, the responding agencies in India utilize three kinds of plans; operation plans, tactical plans and strategic plans.

7 - The majority of the responding agencies in Yemen take programmed decisions in their operations. Whereas in the responding agencies in India; both programmed and non programmed decisions are taken in their operations.

8 - Operation plans are more flexible in the responding agencies in Yemen, whereas tactical plans are more flexible in the responding agencies in India.

9 - The most common technique used in planning process among the responding agencies in Yemen is satisficing method “to attain a satisfactory level of performance”. Whereas in the responding agencies in India, optimizing method ‘to attain the highest level of achievements” is the most common technique used in planning process.
10 - The majority of the responding agencies in India receive distorted information for planning purpose, whereas few of the responding agencies in Yemen receive distorted information for planning purpose and both of them receive those information from outside the organization. Moreover, the impact of those distorted information in the planning process in the responding agencies of Yemen are delay, unexpected out comes and over cost which are scored the highest percentages in their responses. Whereas in the responding agencies in India, the impact of those distorted information in their planning process are unexpected out comes, over cost and mis communication.

11 - The majority (60%) of the responding agencies in India apply scientific methods to deal with causation and futurity problems. While, only 33.33% of the responding agencies in Yemen apply scientific methods to deal with causation and futurity problems.

12 - Both of the responding agencies in Yemen and India prefer the innovation in their operation, but the kinds of innovation are different in both of them, of which the improvement of the quality of an existing service, opening of new markets and introduction of new methods of programs are the most common kinds of innovation in the responding agencies in Yemen. Whereas in the responding agencies in India, introduction of new services, improvement to the quality of an existing service and introduction of new plans of marketing are the most common kinds of their innovation.

13 - Most of the responding agencies in India (66.67%) introduce change with respect to the environment forces. Wherease in the responding agencies in Yemen; only 30% of them introduce change with respect to the environment forces.

14 - The main forces of the environment which the long term planning attempts to identify in the responding agencies in Yemen are economic and political trends and market trends. Technological trends are included in comparatively few plans (6.67%). It is unfortunately that the responding agencies in Yemen are not assessing the opportunities offered by new advances in technology. Whereas in the responding agencies in India; the main forces of the
environment which the long term planning attempts to identify are market trend and competitor trends, while economic and political trends are included in comparatively few plan (20%)

15 - The majority (80%) of the responding agencies in Yemen are small size and 20% of them are medium size. Whereas in the responding agencies in India, 53.33% of them are small size, 40% of them are medium size and 6.675 of them are large size.

16 - The size of inbound T&T agencies in Yemen and India reflects the number of departments in both of them. As we are observed that many departments in the responding agencies in India score the highest percentages in comparison with the responding agencies in Yemen such as tour research and planning department, marketing and sales department, destination services department, human resource department and finance and accounts department.

17 - The decision making in both responding agencies in Yemen and India is centralized which is scored the highest percentage in both of them.

18 - Division of labor, specialization and functional authority are used in the responding agencies in India with the highest percentages, whereas in the responding agencies in Yemen generation is used with the highest percentage.

19 - The degree of span of control in the responding agencies in Yemen is narrow, whereas in the responding agencies in India, it is wide.

20 - Most of resending agencies in Yemen mention that there is friction over the use of authority and responsibility relation ship. Whereas in the responding agencies in India, only 40% of them mention that there is friction over the use of authority and responsibility relationship.

21 - The degree of friction over the use of authority and responsibility relation ship among the responding agencies in Yemen is medium, whereas in the responding agencies in India, it is medium in some of them and low in others.

22 - The majority 60% of the responding agencies in India use committee and group for decision making, Whereas in the responding agencies in Yemen only 20% of them use committee and group for decision making.
23 - The majority 86.67% of the responding agencies in India agree with the flexibility of adopting change conditions, whereas in the responding agencies in Yemen only 63.33% of them agree with the flexibility of adopting change conditions.

24 - The organization structure of the responding agencies in India is formal at percentage of 73.33% and informal at percentage of 26.67%. Whereas in the responding agencies in Yemen, the organization structure is formal at percentage of 60% and informal at percentage of 40%.

25 - The most common methods used in recruiting the personnel in the responding agencies in Yemen were references and walk in, while other methods accounted low percentages. Compared with the responding agencies in India all methods accounted the highest percentages except employment agency accounted only 16.67%.

26 - The most common methods used in selecting the personnel in the responding agencies in Yemen are language test, references, interview and trail period, while other methods score low percentages. In comparison with the responding agencies in India, the most common methods used in selecting the personnel are interview, biographical data, skills test, occupational test and trail period, while other methods score low percentages.

27 - The policy in the responding agencies in Yemen in regard to the promotion of their employees is merit, whereas in the responding agencies in India, both merit and seniority are used.

28 - The majority (73.33%) of the responding agencies in India use techniques in appraising the personnel, whereas in the responding agencies in Yemen, only 46.67% of them use techniques in appraising the personnel.

29 - The main techniques used in appraising the personnel in the responding agencies in Yemen are forced distribution; graphic rating and critical incidence. Whereas in the responding agencies in India, the main techniques used are graphic rating, checklist and rank order, while other techniques score low percentages in both agencies.
30 - The description of the job to the employees in the responding agencies in Yemen is verbally. Whereas in the responding agencies in India, it is in two ways verbally and written statements.

31 - The main levels of compensation in the responding agencies in Yemen are regular salary, overtime allowance, conveyance allowance and traveling allowance, while other levels score low percentages. In comparison with responding agencies in India, the main levels of compensation are regular salary, conveyance allowance, health insurance, traveling allowance, medical allowance, over time allowance and accident allowance, while city compensatory allowance, house rent allowance and life insurance score the low percentages.

32 - The length of training period of newly employees applied by the responding agencies in Yemen and India was 6 month which has been accounted the highest percentage in both of them.

33 - Both of responding agencies in Yemen and India mention that they have policies and procedure of lay off and dismissal of personnel in their agencies and the main procedures used in both of them are verbal and written warnings.

34 - Both of responding agencies in Yemen and India mention that they deal with the employees easily but the responding agencies in Yemen find it difficult to obtain and maintain the personnel with desired skills and abilities, whereas the responding agencies in India find it easily.

35 - The management style in the responding agencies in Yemen is based on authoritative, whereas in the responding agencies in India, the management style is based on both authoritative and participative.

36 - The main techniques used to motivate the personnel in the responding agencies in Yemen are increase in bonus and increase in wages, while other techniques score low percentages. In comparison with the responding agencies in India, the main techniques are increase in wages, participation in decision making, increase in bonus, family tours entertainment and providing free transport, while other techniques like free accommodation abroad and discount in international tickets score the low percentages.
37 - Both of responding agencies in Yemen and India mention that the supervisor maintains face to face contact with the employees.

38 - The communication techniques used in directing and motivating the personnel in the responding agencies in Yemen are verbal communication at percentage of 66.67% and written communication at percentage of 40%. Whereas in the responding agencies in India, the communication techniques are verbal communication at percentage of 80%, written communication at percentage of 70% and non-verbal communication at percentage of 26.67%.

39 - The majority 86.67% of the responding agencies in India mention that the communication system is effective among all types of personnel. Whereas in the responding agencies in Yemen, only 53.33% of them mention that the communication system is effective among all types of personnel.

40 - The majority (73.67%) of the responding agencies in India mention that it is easy to motivate the personnel to perform efficiently and effectively irrespective of monetary and non-monetary incentives, whereas in the responding agencies in Yemen only 46.67% of them find it easy.

41 - Most of the responding agencies in India 66.67% mention that the individuals identify their interest with the survival of their agencies, whereas 56.67% of the responding agencies in Yemen mention that the individuals identify their interest with the survival of their agencies.

42 - The majority (80%) of the responding agencies in India describe their employees by cooperative and trust. Whereas in the responding agencies in Yemen, exactly 50% of them describe their employees by cooperative and trust, while other agencies describe them by distrusts and conflicts.

43 - The degree of frustration, absenteeism and turnover among the personnel in the responding agencies in Yemen is low at 36.67%, large at 33.33% and medium at 30%, whereas in the responding agencies in India, it is low at 63.67%, medium at 26.67% and large at 10%.

44 - The majority (53.33%) of the responding agencies in Yemen state that the employees waste the time in their agencies. In comparison with the responding agencies in India, only 26.67% of them mention that the employees waste the
time. Moreover, the main reason behinds waste the time in the responding agencies in Yemen is low seasons, whereas in the responding agencies in India, the main reason is lack of management control.

45 - The majority (73.33%) of the responding agencies in India design effective and useful control system for its all functional areas, whereas in the responding agencies in Yemen, only 46.67% of them design effective and useful control system for all functional areas.

46 - The most common standards used for the control purpose in the responding agencies in Yemen are gust satisfaction, number of tourists and quality of services, while other standards score low percentages. In comparison with the responding agencies in India the main standards are number of tourists, turnover, quality of services, gust satisfaction, return on investment, number of nights spent by tourists and tour price, while foreign exchange earnings, labor cost and employee satisfaction scored 43.33%, 40% and 36.67%, respectively.

47 - The nature and structure of information feedback system used for control purpose in the responding agencies in Yemen are foreign travel agents and personal observation, while written reports, statistical reports and oral reports accounted 43.33%, 30% and 23.33%, respectively. In comparison with the responding agencies in India, the nature and structure of information feedback system used for control purpose are written reports, personal observation and statistical reports, while foreign travel agents and oral reports score the same percentage (33.33%).

48 - The time period usually given for corrective measures in the responding agencies in Yemen is depend on the problems at percentage of 43.33%, unlimited time at percentage of 40% and limited time at percentage of 16.67%. Whereas in the responding agencies in India, the time period usually given for corrective measures is depend on the problems at percentage of 46.67%, limited time at percentage of 40% and unlimited time at percentage of 13.33%.
49 - The degree of control in the responding agencies in Yemen is middle at percentage of 53.33%. Whereas in the responding agencies in India; the degree of control is tight at percentage of 60%.

50 - The majority (76.67%) of the responding agencies in India mention that the control system is effective to conform to the plan. Whereas 43.33% of the responding agencies in Yemen say that the control system is effective to conform to the plans.

7.2.2 Summary of Testing the Hypotheses

The present study is based on five actual null hypotheses related to the management functions and several sub-null hypotheses are emerged from those actual hypotheses as mentioned in chapter five. According to the test results of hypotheses refer to chapter 6, most of sub-null hypotheses are rejected that means, there is a significance difference between inbound T&T agencies in Yemen and India in term of management functions practices. On the other hand, some of them are accepted that means there is no significance difference between them. The following table are summarized the major areas where the hypotheses are rejected or accepted.
<table>
<thead>
<tr>
<th>Actual hypotheses to be tested (1)</th>
<th>Sub-hypotheses (2)</th>
<th>Variables (3)</th>
<th>Rejected (4)</th>
<th>Accepted (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>H01</td>
<td>H01.1 (Q2.1)</td>
<td>1, 2, 4, 5</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>H01.2 (Q2.2)</td>
<td>3</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>H01.3 (Q2.3)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>H01.4 (Q2.4)</td>
<td>2, 5</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>H01.5 (Q2.6)</td>
<td>1, 3, 4, 6, 7, 8, 9</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>H01.6 (Q2.7)</td>
<td>1, 2</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>H01.7 (Q2.8)</td>
<td>1, 2, 3</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>H01.9 (Q2.9) (A)</td>
<td>1, 2</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>H01.10 (Q2.9) (B)</td>
<td>3</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>H01.11 (Q2.11) (A)</td>
<td>2</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>H01.12 (Q2.11) (B)</td>
<td>1</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>H01.13 (Q2.11) (C)</td>
<td>2, 3, 4</td>
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<td>H01.14 (Q2.12)</td>
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<td>✓</td>
<td>✓</td>
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<td>H01.16 (Q2.13) (B)</td>
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<tr>
<td></td>
<td>H01.17 (Q2.14) (A)</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td></td>
<td>H01.18 (Q2.14) (B)</td>
<td>1, 3, 4, 5, 6</td>
<td>✓</td>
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| H02                               | H02.1 (Q3.1)      | 1, 3, 4, 5, 6, 9 | ✓ | ✓ | ✓ |
|                                  | H02.2 (Q3.1)      | 1, 2, 3         | ✓ | ✓ | ✓ |
|                                  | H02.3 (Q3.2)      | 1, 2, 3         | ✓ | ✓ | ✓ |
|                                  | H02.4             |               |   |   | ✓ |
|                                  | H02.5             |               |   |   | ✓ |
|                                  | H02.6             |               |   |   | ✓ |
|                                  | H02.7 (Q3.3)      |               |   |   | ✓ |
|                                  | H02.8 (Q3.4)      | 1, 2           | ✓ | ✓ | ✓ |
|                                  | H02.9 (Q3.5) (A)  |               | ✓ | ✓ | ✓ |
|                                  | H02.10 (Q3.5) (B) | 1, 2, 3        | ✓ | ✓ | ✓ |
|                                  | H02.11 (Q3.6)     |               |   |   | ✓ |
|                                  | H02.12 (Q3.7)     |               |   |   | ✓ |
|                                  | H02.13 (Q3.8)     | 1, 2           | ✓ | ✓ | ✓ |
| H03                               | H03.1 (Q4.1)      | 1, 3, 4, 5, 6 | ✓ | ✓ | ✓ |
|                                  | H03.2 (Q4.2)      | 1, 2, 3, 4, 5, 6, 7 | ✓ | ✓ | ✓ |
|                                  | H03.3 (Q4.3)      | 1, 2, 3, 4, 5, 6, 7 | ✓ | ✓ | ✓ |
|                                  | H03.4 (Q4.4) (A)  | 1, 2, 3, 4, 5, 6, 7 | ✓ | ✓ | ✓ |
|                                  | H03.5 (Q4.4) (B)  | 1, 2, 3, 4, 5, 6, 7 | ✓ | ✓ | ✓ |
|                                  | H03.6 (Q4.5)      | 1, 2, 3, 4, 5, 6, 7 | ✓ | ✓ | ✓ |
|                                  | H03.7 (Q4.6)      | 1, 2, 3, 4, 5, 6, 7 | ✓ | ✓ | ✓ |
|                                  | H03.8 (Q4.7)      | 1, 2, 3, 4, 5, 6, 7 | ✓ | ✓ | ✓ |
|                                  | H03.9, Q4.8       | 1, 2, 3, 4, 5, 6, 7 | ✓ | ✓ | ✓ |

| H04                               | H04.1 (Q5.1)      | 1, 3           | ✓ | ✓ | ✓ |
|                                  | H04.2 (Q5.2)      | 1, 2, 3, 4, 5, 6, 7 | ✓ | ✓ | ✓ |
|                                  | H04.3 (Q5.3)      | 2             | ✓ | ✓ | ✓ |
|                                  | H04.4 (Q5.4)      | 1, 2, 3         | ✓ | ✓ | ✓ |
|                                  | H04.5 (Q5.5)      |               |   |   | ✓ |
|                                  | H04.6 (Q5.6)      |               |   |   | ✓ |
|                                  | H04.7 (Q5.7)      |               |   |   | ✓ |
|                                  | H04.8 (Q5.8)      | 1, 2, 3         | ✓ | ✓ | ✓ |
|                                  | H04.9 (Q5.9)      | 1             | ✓ | ✓ | ✓ |
|                                  | H04.10 (Q5.10) (A)|               |   |   | ✓ |
|                                  | H04.11 (Q5.10) (B)| 1, 2, 3        | ✓ | ✓ | ✓ |
| H05                               | H05.1, Q6.1       |               |   |   | ✓ |
|                                  | H05.2 (Q6.2)      | 1             | ✓ | ✓ | ✓ |
|                                  | H05.3 (Q6.3)      | 2             | ✓ | ✓ | ✓ |
|                                  | H05.4 (Q6.4)      | 1             | ✓ | ✓ | ✓ |
|                                  | H05.5 (Q6.5)      | 1             | ✓ | ✓ | ✓ |
|                                  | H05.6 (Q6.6)      |               |   |   | ✓ |
From the table above we can summarize all the hypotheses to know which ones are rejected and which ones are accepted.

H01.1 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of expressing their goals. This hypothesis is rejected in terms of promotion of travel and tourism, goodwill, maximizing market share and competitive edge; and accepted in terms of profitability.

H01.2 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of short term and long term planning. This hypothesis is rejected.

H01.3 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of planning horizon. This hypothesis is rejected in terms of 2 years planning, 4 years planning, 5 years planning, 7 years planning and 10 years planning; and accepted in terms of 3 years planning and 6 years planning.

H01.4 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of planning responsibility. This hypothesis is rejected in terms of assign planning to specific planning department and all employees; and accepted in terms of assign planning to the manager.

H01.5 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of the reasons for not having long term planning. This hypothesis is rejected in terms of it is hard to obtain trustworthy data, it is too expensive to do properly, lack of time for planning, planning is not appropriate for the travel agency, the boss has a mental plan or 'mud map' and a written plan is not needed, the business environment is too unpredictable and the travel agency is too small; and accepted in terms of it is too difficult to coordinate the planning process, lack of commitment from employees and we don’t have the skills or expertise for planning.
H01.6 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of types of plans. This hypothesis is rejected in terms of strategic plans (3 years and more) and tactical plans (1-3 years); and accepted in terms of operation plans (one week-one year).

H01.7 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of kinds of decisions. This hypothesis is rejected.

H01.8 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of possibility of existence flexible plans. This hypothesis is rejected.

H01.9 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of flexibility of plans. This hypothesis is rejected in terms of strategic plans and tactical plans; and accepted in terms of operation plans.

H01.10 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of methods, techniques and tools used in planning process. This hypothesis is rejected in terms of optimizing method “to attain the highest level of achievements” and adaptvizing method “to improve the planning process and searching for better solution to problems”; and accepted in term of satificicing method “to attain a satisfactory level of performance”.

H01.11 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of receiving distorted information for planning purpose. This hypothesis is rejected.

H01.12 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of receiving distorted information either from inside or out side the organization.
This hypothesis is rejected in terms of receiving distorted information from outside the organization; and accepted in terms of receiving distorted information from inside the organization.

H01.13 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of impact of distorted information on the planning process.

This hypothesis is rejected in terms of over cost, mis communication, unexpected outcomes and other distorted information; and accepted in terms of delay.

H01.14 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of applying scientific methods to deal with causation and futurity problems.

This hypothesis is rejected.

H01.15 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of innovation.

This hypothesis is accepted.

H01.16 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of kinds of innovation.

This hypothesis is rejected in terms of introduction of new services, improvement to the quality of an existing service, introduction of new plans of marketing, opening of new markets and other kind of innovation; and accepted in terms of introduction of new method of their programmes.

H01.17 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of introduce change with respect of the environment forces.

This hypothesis is rejected.

H01.18 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of environmental forces which the long term planning attempts to identify.
This hypothesis is rejected in terms of social and culture trends, technological trends, market trends, competitor trends and other environmental forces; and accepted in terms of economic and political trends.

H02.1 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of number of departments.

This hypothesis is rejected in terms of tour research and planning department, marketing and sales department, destination services department, human resource department, finance and accounts department and other departments; and accepted in terms of travel and tour department, transport department and conference and convention department.

H02.2 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of the size.

This hypothesis is rejected.

H02.3 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of kind of decisions.

This hypothesis is accepted.

H02.4 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of division of labor.

This hypothesis is rejected.

H02.5 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of specialization.

This hypothesis is rejected.

H02.6 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of generalization.

This hypothesis is rejected.

H02.7 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of functional authority.

This hypothesis is rejected.

H02.8 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of degree of span of control.

This hypothesis is rejected.
H02.9 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of friction over the use of authority and responsibility relationship.
This hypothesis is rejected.

H02.10 There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of degree of friction.
This hypothesis is rejected.

H02.11 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of using committee and group for decision making.
This hypothesis is rejected.

H02.12 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of flexibility with regard to adopting change conditions.
This hypothesis is rejected.

H02.13 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of organizational structure.
This hypothesis is rejected.

H03.1 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of recruitment methods.
This hypothesis is rejected in terms of walk-ins, newspaper, internet, references and provisional magazines; and accepted in terms of employee recommendation, internal recruiting, employment agency and other methods used in recruiting the personal.

H03.2 - There is no significance differences between inbound travel and tourism agencies in Yemen and India in terms of selection of the personnel.
This hypothesis is rejected in terms of interview, references, biographical data, skills test, occupational test and language test; and accepted in terms of personality test, analytical test, trail period and checkup.
H03.3 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of polices used in regard to the promotion of employees. This hypothesis is rejected in terms of merit and both (merit and seniority); and accepted in term of seniority.

H03.4 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of using appraising techniques. This hypothesis is rejected.

H03.5 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of the techniques used in appraising the personal. This hypothesis is rejected in terms of rank order, graphic rating, forced distribution, checklist and paired comparison; and accepted in terms of critical incidence and other techniques.

H03.6 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of job description. This hypothesis is rejected.

H03.7 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of levels of compensation. This hypothesis is rejected in terms of overtime allowance, medical allowance, traveling allowance, conveyance allowance, accident insurance and health insurance; and accepted in term of regular salary, city compensatory allowance, house rent allowance, life insurance and other levels of compensation.

H03.8 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of training period for newly employees. This hypothesis is accepted.

H03.9 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of training methods. This hypothesis is rejected in terms of on the job training, lecture, visual techniques, computer based training and case study; and accepted in terms of similar sector trips.
H03.10 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of using polices and procedures of lay off and dismissal of employees. This hypothesis is accepted.

H03.11 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of the polices and procedures which are used to lay off and dismissal of employees. This hypothesis is rejected in terms of suspensions; and accepted in terms of verbal and written warnings and terminations.

H03.12 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of dealing with the employee. This hypothesis is accepted.

H03.13 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of obtaining and maintaining the personnel with desired skills and abilities. This hypothesis is rejected.

H04.1 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of style of management. This hypothesis is rejected in terms of authoritative management and both (authoritative and participative); and accepted in terms of participative management.

H04.2 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of motivation techniques. This hypothesis is rejected in terms of increase in wages, increase in bonuse, providing free transport, family tours entertainment and participation in decision making; and accepted in terms of free accommodation abroad, discount in international tickets and other motivation techniques.

H04.3 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of supervision. This hypothesis is accepted.
H04.4 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of communication techniques. This hypothesis is rejected.

H04.5 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of effectiveness of communication system. This hypothesis is rejected.

H04.6 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of motivation of the personnel to perform efficiently and effectively irrespective of monetary and non monetary incentives. This hypothesis is rejected.

H04.7 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of interesting of individuals and group with the survival of their agencies. This hypothesis is accepted.

H04.8 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of description of the employees. This hypothesis is rejected.

H04.9 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of degree of frustration, absenteeism and turnover among the personnel. This hypothesis is rejected in the degree of large and low; and accepted in the degree of medium.

H04.10 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of waste the time by the employees. This hypothesis is rejected.

H04.11 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of the reasons behind waste the time by the employees.
This hypothesis is rejected.

H05.1 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in term of designing effective and useful control system for all functional areas.

This hypothesis is rejected.

H05.2 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of control standards.

This hypothesis is rejected in terms of turnover, number of tourists, number of nights spent by tourists, foreign exchange earnings, return on investment, labor costs and tour price; and accepted in terms of quality of services, guest satisfaction, employee satisfaction and other control standards.

H05.3 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of nature and structure of information feedback system used for control purpose.

This hypothesis is rejected in terms of statistical reports, written reports, foreign travel agents and other information feedback; and accepted in terms of personal observation, oral reports.

H05.4 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of time period usually given for corrective measures.

This hypothesis is rejected in terms of unlimited time and limited time; and accepted in terms of depends on the problems.

H05.5 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of degree of control.

This hypothesis is rejected in the degree of tight and middle; and accepted in the degree of loose.

H05.6 - There is no significance difference between inbound travel and tourism agencies in Yemen and India in terms of effectiveness of control system to conform to the plans.

This hypothesis is rejected.
7.3 Suggestions

The study concludes by making suggestions on how to improve the management functions practices in inbound T&T agencies in Yemen and India. These suggestions are illustrated below:

1 - There are two types of planning considered necessary for inbound travel and tourism agencies in Yemen and India; long term planning and short term planning. Long term planning encompass all the functional areas of the business and involve the analysis of environmental forces, particularly with respect to how the travel agency relates to its competition, marketing trends, economic and political trends, technological trends and so on. The short term planning aimed to sustain the travel agency in its production and distribution of its services to the existing markets.

2 - In order to successful of the planning process in both agencies in Yemen and India, it is important to integrate short term with long term planning. As the Koontz and O'Donnell (1976) said, the importance of integrating the short term and long term planning can hardly be overemphasized and no short term planning should be made unless it contributes to the achievement of the relevant long term planning.

3 - The flexibility in the operation plans is suggested to be avoided as far as possible because it will disturb the whole planning. On the other hand tactical plans and strategic plans should be flexible because they involves a great deal of uncertainty and enhance the competence and flexibility of the travel agency in meeting changes in the environment.

4 - Delegate planning activities to all employees is proposed to empower staff and provide a sense of ownership of the resulting planning document. This is turning increases the likelihood of strategies being accepted and implemented by employees (Marsden, 1998; Rhodes, 1988).

5 - Inbound T&T agencies in Yemen and India can not work without having both programmed and non programmed decisions, of which programmed decisions are routine and repetitive and are made within the frame work of travel agency policies and rules. Such decisions are made by personnel at lower
levels in the travel agency, whereas non programmed decisions are relevant for solving unique problems in which various alternatives can not be decided in advance. Such decisions are made by the managers at higher levels in the travel agency (Prasad, 2001).

6 - The Inbound T&T agencies in Yemen and India must give more attention to adaptivizing method “to improve the planning process and searching for better solution to problem” in planning process. “It is designed to manage the planning system in such away as to minimize the future need for retrospective planning [and] it is directed towards removing deficiencies produced by past decision (Gupta, 2005:2.67)

7 - It is suggested not believe any information provided by any external agency for long term planning purpose because it is not always a definite information.

8 - It is suggested to apply scientific methods to deal with causation and futurity problems in both inbound T&T agencies in Yemen and India in order to correct decisions about future course of actions.

9 - The Inbound T&T agencies in Yemen and India must be aware about the innovation not only in their research department but in all phases of management, of which development of products and services is actually new innovation today among the T&T agencies.

10 - It is suggested to introduce change in various procedures in Inbound T&T agencies in Yemen and India in order to avoid monotony in a job. It is proposed to create aparra professionals in all its functions’ areas (Akhtar, 1990).

11 - The decision making is suggested to be more decentralized because of the nature of the industry which needs very quick decisions.

12 - As far as possible the use of division of labor, specialization and functional authority are desired, which are necessity for inbound T&T agencies.

13 - The degree of span of control is suggested to be wide because the employees who working in the agencies mostly have experience and skills which enable them to work more efficiently without much help of their superior. Moreover, the employees are performing similar functions in the T&T
agencies, in which they required less attention of their superior and span can be wide.

14 - The use of committee and group for decision making is proposed to be avoided among the agencies in Yemen and India due to the nature of industry which has required quick decisions.

15 - As far as possible the flexibility with regard to adopting change conditions is proposed due to the frequent change in market trends, technological trends, competitor trends and so on.

16 - The organizational structure is proposed to be formal so far as the principles of division of labor and efficiency in operation are concerned.

17 - Concerning the recruitment process, it can be stated that the use of newspaper, internet and professional magazines as a recruitment methods should become widespread among the Inbound T&T agencies in Yemen and India because they are considered the most effective means to search potential employees from outside the agency.

18 - The methods of selecting the personal which have been not wide spread among the responding agencies in Yemen and India should be expected to be used more frequently in the future in order to maximize person job fit.

19 - It is suggested to use both seniority and merit in the policy of inbound T&T agencies in Yemen and India in regard to the promotion of employees, in which the policy of seniority can be used in the lower job classes and merit can be used in the higher job classes. The reason behind this arrangement is the amount of influence an employee can rightly be expected to exert in two types of jobs. In the lower jobs, where employee is more restricted and controlled, knowledge factors are more important; in the higher jobs, where the individual can exert a stronger influence on the manner in which job is performed; personality factors are more important (Prasad, 2001).

20 - The techniques of appraising the personal in Inbound T&T agencies in Yemen and India are suggested to use not in excusive form but in combination of others in order to over come the limitation of each of them.
21 - The description of job to the employees is suggested to be in written statement including tasks, duties and responsibilities.

22 - The levels of compensation are suggested to be widespread among the responding agencies in Yemen and India because they are considered the most significant way to recognize the employee performance.

23 - As far as possible, on the job training method is suggested for training the newly employees in Inbound T&T agencies in Yemen and India, in which the employees, over period of time work on a series of jobs, therefore they learn a variety of skills and are trained under the guidance of highly co-worker. On the other hand, the methods of case study, similar sector trips and visual techniques which have been not widespread among the responding agencies in both side Yemen and India should be expected more frequently in the future in order to provide additional help to individual trainees.

24 - Most of Inbound T&T agencies in Yemen find it difficult to obtain and maintain the personnel with desired skills and abilities; therefore it is suggested to recruit the employees and to develop them according to the requirement of the agency.

25 - The management of Inbound T&T agencies in Yemen and India is suggested to be more participative in order to allow the employees to express their opinions and share their experience to reach the effective decisions.

26 - Motivation plays an important role in converting the employees’ potentialities in to performance, therefore it is suggested to motivate the employees in inbound T&T agencies in Yemen and India using monetary and non monetary incentives in order to identify their interests with the survival of their agencies and to reduce frustration, absenteeism and turn over among the employees.

27 - The supervisor should be less close with his subordinates because less close supervision produces motivation and moral which are essential for high productivity. On the other hand close supervisor causes low moral and motivation because it blocks the gratification needs of his subordinates (Prasad, 2001).
28 - It is suggested to use written communication techniques in directing and motivating the personal in Inbound T&T agencies in Yemen and India because it is more reliable and does not suffer from the danger of being destroyed.

29 - As far as possible the communication system is suggested to be effective among all type of personnel.

30 - In order to avoid waste the time among inbound T&T agencies in Yemen and India it should be improve the management control for employees and adopt new strategies such as adaptation with the market in case of low seasons problems.

31 - It is suggested to design effective and useful control standards for all functional areas of inbound T&T agencies in Yemen and India, including production, marketing, finance and personal.

32 - The control standards which are scored less percentages among the responding agencies in Yemen and India are suggested to be used more frequently in the future not in exclusive form but in compensation of others because ‘organizational standards are yardsticks and benchmarks that place organizational performance in prospective’ (Kaufman, 1989 as cited in Rao, 2004).

33 - The inbound T&T agencies in Yemen and India must give attention to the nature of information feedback system for control purpose in order to compare the actual performance with planned performance. Such comparison is possible only when management is applied with adequate and accurate information at the right time.

34 - No specific time is suggested for corrective measures but if there is any problems occur, the time period that is allowed for corrective measures depends on the kinds of problems.

35 - The degree of control in both inbound T&T agencies in Yemen and India should be tight as far as possible in order to insure that agencies are going in the right direction.

36 - As far as possible the control system is suggested to be effective to conform to the plans.
7.4 Future Directions

This study offers a number of opportunities for further research. Given the emergent status of inbound T&T agencies, there is more to be done to test the finding reported in the present context, in studies of inbound T&T agencies in other countries. The methodology could be applied not only to inbound T&T agencies, but also to other major areas of operations including inbound, outbound and domestic tourism together. Moreover, the methodology could be applied in other sectors of the tourism industry, including hotel industry and tourist attractions. Another important study can also be made with view to functional areas of management including marketing, finance and personnel in order to improve the T&T agencies on the basis of their major areas of operation (inbound, outbound and domestic tourism). In which the further study can be made on the basis of one major area or all of them together. Also, the future study can be made in the T&T agencies using questionnaire in accompany with interview to reach the best results and to know the reasons behind the shortages in applying management functions practices. Lastly Farmer and Richman have also extended the present study by giving a complete listing of critical elements of the management process to include major policy areas of management.

7.5 Limitations of the Study

The generalisability of the research is restricted due to certain reasons and limitations, most of these limitations are:

1 - This study is based on the adapted model suggested by Farmer and Richman and all the management functions were studied according to the model, but one can not say that all the important and relevant details have been covered in the study and the listing of critical elements of the management process which have been given by Farmer and Richman not fully investigated.

2 - The survey includes only inbound travel and tourism agencies in Yemen and India, other activities of travel agencies such as outbound and domestic tourism have not included in this study and could be worth investigating in future research in this area.
3 - Cooperation of the responding agencies is serious problem in a survey-based research. This was so in this study also.

4 - Difficulty in reaching to the responding agencies and then getting back the properly filled in questionnaire.

5 - The size of the sample is an important limitation in this study, of which the research was restricted to the Delhi in India and the Capital, secretariat in Yemen, where many national travel companies had their headquarters in those cities. Further research can be included all cities in Yemen and India.

6 - The limitations of this study especially in India were conducted between March and April in 2009. These months are high seasons for tourism business in India when most of inbound travel and tourism agencies are extremely busy. This lead to less efforts in answering a questionnaire.
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Appendix A
Farmer & Richman Model
Critical Elements of Management Process

Planning and Innovation

1.1 - Basic organizational objectives pursued and the form of their operational expression.
1.2 - Types of plans utilized
1.3 - Time horizon of plans and planning
1.4 - Degree and extent to which enterprise operations are spelled out in plans (i.e. preprogrammed)
1.5 - Flexibility of plans
1.6 - Methodologies, techniques and tools used in planning and decision making
1.7 - Extent and effectiveness of employee participation in planning
1.8 - Managerial behavior in the planning process
1.9 - Degree and extent to which scientific method is effectively applied by enterprise personnel - both managers and non-managers - in dealing with causation and futurity problems
1.10 - Degree and extent to which scientific method is effectively applied by enterprise personnel over a given period of time
1.12 - Ease or difficulty of introducing changes and innovation in enterprise operations

Control

2.1 - Types of strategic performance and control standards used in different areas: e.g. production, marketing, finance, personnel
2.2 - Types of control techniques used
2.3 - Nature and structure of information feedback systems used for control purposes
2.4 - Timing and procedures for corrective action
2.5 - Degree of looseness or tightness of control over personnel
2.6 - Extent and nature of unintended effects resulting from the overall control system employed
2.7 - Effectiveness of the control system in compelling events to conform to plans

**Organisation**
3.1 - Size of representative enterprise and its major sub-units
3.2 - Degree of centralization or decentralization of authority
3.3 - Degree of work specialization (division of labor)
3.4 - Span of control
3.5 - Basic departmentation and grouping of activities. Extent and uses of service departments
3.6 - Extent and uses of staff generalists and specialists
3.7 - Extent and uses of functional authority
3.8 - Extent and degree of organizational confusion and friction regarding authority and responsibility relationships
3.9 - Extent and uses of committee and group decision making
3.10 - Nature, extent and uses of the information organization
3.11 - Degree and extent to which the organization structure (i.e. the formal organization) is mechanical or flexible with regard to causing and/or adapting to changing conditions

**Staffing**
4.1 - Methods used in recruiting personnel
4.2 - Criteria used in selecting and promoting personnel
4.3 - Techniques and criteria used in appraising personnel
4.4 - Nature and uses of job descriptions
4.5 - Levels of compensation
4.6 - Nature, extent and time absorbed in enterprise training programs and activities
4.7 - Extent of information individual development
4.8 - Policies and procedures regarding the layoff and dismissal of personnel
4.9 - Ease or difficulty in dismissing personnel no longer required or desired
4.10 - Ease or difficulty of obtaining and maintaining personnel of all types with desired skills and abilities

**Direction, leadership and motivation**

5.1 - Degree and extent of authoritarian vs. participative management (This relates to autocrats vs. consultative direction)

5.2 - Techniques and methods used for motivating managerial personnel

5.3 - Techniques and methods used for motivating non-managerial personnel

5.4 - Supervisory techniques used

5.5 - Communication structure and techniques

5.6 - Degree and extent to which communication is ineffective among personnel of all types

5.7 - Ease or difficulty of motivating personnel to perform efficiently and to improve their performance and abilities over time (irrespective of the types of incentives that may be utilized for this purpose)

5.8 - Degree and extent of identification that exists between the interests and objectives of individuals, work groups, departments and enterprise as a whole

5.9 - Degree and extent of trust and cooperation or conflict and distrust among personnel of all types

5.10 - Degree and extent of frustration, absenteeism and turnover among personnel

5.11 - Degree and extent of wasteful time and effort, resulting from restrictive work practices, unproductive bargaining, conflicts etc

### Appendix B

#### Number of Travel & Tourism Agencies in Yemen

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Governorate Name</th>
<th>No.of Travel &amp; Tourism Agencies</th>
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<td>1</td>
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**Source:** Ministry of Tourism in Yemen 2007
Appendix C

Recognized Travel Agency/Tour operators in India

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<th>State/UT Name</th>
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Appendix D
Covering letter of questionnaire in English

To: The Manager...

Dear Sir,

I am perusing research entitled “A comparative study of management functions in selected travel and tourism agencies in Yemen and India”

I would truly appreciate if you could spend your valuable time by answering the following questions, which will be of immense help to cover this work, and help the researcher to arrive at the perfect results illustrating the management functions in selected travel and tourism agencies in Yemen and India. All information will be kept strictly confidential and you need not sign the survey. Your cooperation will be sincerely appreciated.

With the best regards,

Your sincerely,

Researcher
Abdulrahnian AL-sufyani
Ph.D. student (Tourism Administration)
Department of Business Administration
Aligarh Muslim University, Aligarh, U.P., India
Address for correspondence: J-2, Azra Gardenia Appartment, Nagla Road , Dodhpur, Aligarh , U.P., India.
Mobile No.09897563864
E-mail:a_alsufyani@yahoo.com
Appendix E

Questionnaire in English

Section 1: The firm

1.1 For how long has your company been in the tourism business?
   ( ) Less than 10 years
   ( ) 10 – 20 years
   ( ) 20 – 50 years
   ( ) More than 50 years

1.2 What are your major areas of operation? Please tick (✓) the appropriate bracket(s)
   ( ) Domestic Tourism ________ (years)
   ( ) Out bound Tourism ________ (years)
   ( ) In bound Tourism ________ (years)
   From which countries does your company currently receive inbound tourism? Please tick (✓)
   in the appropriate bracket(s)
   ( ) America [( ) USA ; ( ) Canada ; ( ) others]
   ( ) Europe [( ) Britain ; ( ) Germany ; ( ) French ; ( ) Holland ; ( ) Italy ; ( ) others]
   ( ) Pacific [( ) Australia ; ( ) New Zealand]
   ( ) Asia [( ) Japan ; ( ) Korea ; ( ) Srilanka ; ( ) Malaysia ; ( ) others]
   ( ) Africa [( ) Sudan ; ( ) Kenia ; ( ) Others]
   ( ) Middle East [( ) Gulf countries ; ( ) Egypt ; ( ) Jordon ; ( ) Syria ; ( ) Iraq ; ( ) others]

1.3 How many employees currently work in your company (including part time)? Please tick (✓)
   the most appropriate answer.
   ( ) 1-20
   ( ) 21-40
   ( ) 41-60
   ( ) 61-80
   ( ) 81-100
   ( ) 101-150
   ( ) 151-200
   ( ) 201-250
   ( ) 251-300
   ( ) 301-400
   ( ) 401-500
   ( ) >500

Section 2: Planning procedure

2.1 Your travel agency expresses its goals in terms of Please tick (✓) as many as applicable.
   ( ) Promotion of travel and tourism
   ( ) Maximizing Market share
   ( ) Good will
   ( ) Competitive edge
   ( ) Profitability
   ( ) Other__________

2.2 Is a short term business plan of one year or less prepared for your travel agency?
   ( ) Yes
   ( ) No

2.3 Is a long term business plan of more than one year prepared for your travel agency?
   ( ) Yes
   ( ) No → Skip to question 2.6

2.4 What time period does the long term plan cover?
   • The Plan covers ________years.

2.5 Who is responsible for the effective long term planning of the travel agency?
   ( ) Manager
   ( ) Specific Planning Department
   ( ) All employees

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2.6 What are the main reasons for not having a formal plan? (select all that apply)
( ) It is hard to obtain trustworthy data
( ) It is too difficult to coordinate the planning process
( ) It is too expensive to do properly
( ) Lack of time for planning
( ) Lack of commitment from employees
( ) Planning is not appropriate for the travel agency
( ) The boss has a mental plan or 'mud map' and a written plan is not needed.
( ) The business environment is too unpredictable
( ) The travel agency is too small
( ) We don’t have the skills or expertise for planning
( ) Other

2.7 What types of plans the travel agency utilizes? Please tick (√) as many as applicable
( ) Strategic Plans (3 years and more)
( ) Tactical Plans (1-3 years)
( ) Operational plans (one week-one year)

2.8 What kinds of decisions have you taken in your travel agency?
( ) Programmed decisions
( ) Non programmed decisions
( ) Both

2.9 (A) Are the plans flexible in your travel agency?
( ) Yes  ( ) No
(B) If yes, which of the following plans are flexible? Please tick (√) as many as applicable
( ) Strategic Plans
( ) Tactical Plans
( ) Operational plans

2.10 What are the methods, techniques and tools used in planning process? Please tick (√) as many as applicable
( ) Saticlifying Method “To attain a satisfactory level of performance”
( ) Optimizing Method “To attain the highest level of achievements”
( ) Adaptivising Method “To improve the planning process and searching for better solution to problems”

2.11 (A) Is there a possibility of receiving distorted information for planning purpose?
( ) Yes  ( ) No
(B) If yes, from where those information you have received?
( ) From inside the organization
( ) From outside the organization
(C) What is the impact of those distorted information on the planning process? please tick (√) as many as applicable.
( ) Delay
( ) Over cost
( ) Mis communication
( ) Un expected outcomes
( ) Other

2.13 Is the travel agency applying scientific methods to deal with causation and futurity problems?
( ) Yes  ( ) No

2.14 (A) Do you have innovation in your travel agency?
( ) Yes  ( ) No
(B) If yes, what is the kind of innovation? Please tick (√) in appropriate bracket (s)
( ) Introduction of New service
( ) Improvement to the quality of an existing service
( ) Introduction of new method of tour programmes,
Introduction of new plans of marketing
Opening of New Market
Other

2.15 (A) Does your travel agency find it easy to introduce change with respect to the environment forces?
( ) Yes  ( ) No
(B) If yes, which of the following environment forces your long term plan attempts to identify?
Please tick (✓) in appropriate bracket(s)
( ) Social and Culture Trends
( ) Economic and Political Trends
( ) Technological Trends
( ) Market Trends
( ) Competitor Trends
( ) Other

Part 3: Organizing Procedure

3.1 How many departments are there in your travel agency? Please tick (✓) in appropriate bracket(s).
( ) Tour Research and planning department
( ) Travel and tour departments
( ) Marketing and sales department
( ) Destination services department
( ) Human resource department
( ) Finance and accounts department
( ) Transport department
( ) Conference and Convention department
( ) Other

3.2 Decision making in your travel agency is
( ) Centralized
( ) Decentralized
( ) Depends on situations

3.3 Please answer Yes or No to the following statements:
3.3.1 Division of labor is used in your travel agency ( ) Yes  ( ) No
3.3.2 Specialization is used in your travel agency ( ) Yes  ( ) No
3.3.3 Generalization is used in your travel agency ( ) Yes  ( ) No
3.3.4 Functional authority is used in your travel agency ( ) Yes  ( ) No
3.4 Degree of span of control in your travel agency is
( ) Narrow  ( ) Wide

3.5 (A) Is there any friction over the use of authority and responsibility relationship?
( ) Yes  ( ) No
(B) If yes, what is the degree of friction?
( ) High  ( ) Medium  ( ) Low

3.6 Does the organization make committee and group for decision making?
( ) Yes  ( ) No

3.7 Is your travel agency flexible with regard to adopting changing conditions?
( ) Yes  ( ) No

3.8 Is the organization structure ( ) formal  ( ) informal
Part 4: Staffing Procedure

4.1 What are the methods used in recruiting the personnel in your travel agency?
Please tick (✓) in appropriate bracket(s).
( ) Walk-ins ( ) Professional Magazines
( ) Employee Recommendation ( ) Internal Recruiting
( ) Newspaper ( ) Employment Agency
( ) Internet ( ) Other
( ) References

4.2 What are the criteria used in selecting the personnel in your travel agency?
Please tick (✓) in appropriate bracket(s).
( ) Interview ( ) Occupational Test
( ) References ( ) Language Test
( ) Personality Test ( ) Analytical Test
( ) Biographical Data ( ) Trail Period
( ) Skills Test ( ) Checkup

4.3 What is the Policy in your travel agency regarding the promotion of employees?
( ) Seniority ( ) Merit ( ) Both

4.4 (A) Are there any techniques used in appraising the personnel in your travel agency?
Yes ( ) No
(B) If yes, what are the techniques used? Please tick (✓) in appropriate bracket(s).
( ) Rank order ( ) Paired Comparison
( ) Graphic Rating ( ) Critical incidence
( ) Forced Distribution ( ) Others
( ) Checklist

4.5 How the Job is described to the employees?
( ) Verbally ( ) Written statement ( ) Both

4.6 What are the levels of compensations in your travel agency? Please tick (✓) in appropriate bracket(s).
( ) Regular Salary ( ) Conveyance allowance
( ) City compensatory allowance ( ) Life insurance
( ) Overtime allowance ( ) Accident insurance
( ) Medical allowance ( ) Health insurance
( ) Traveling allowance ( ) Other
( ) House rent allowance

4.7 What is the length of the training period in your travel agency?
( ) 6 months ( ) 1 month
( ) 3 months ( ) Less than 1 month
( ) 2 months

4.8 What are the methods used in training the employees in your travel agency?
Please tick (✓) in appropriate bracket(s).
( ) On the job training ( ) Case study
( ) Lecture ( ) Similar sector trips
( ) Visual Techniques ( ) Others
( ) Computer based training

4.9 (A) Are there any policies and procedures of lay off and dismissal of personnel in your travel agency?
Yes ( ) No
(B) If yes, what are the procedures used? Please tick (✓) in appropriate bracket(s).
( ) Verbal and written warnings
( ) Suspensions
( ) Terminations

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4.10 Does your travel agency deal with the employees easily?
( ) Yes ( ) No

4.11 Is it easy in your travel agency to obtain and maintain the personnel with desired skills and abilities?
( ) Yes ( ) No

**Part 5: Directing Procedure**

5.1 The management of your travel agency is based on .......?
( ) Authoritative
( ) Participative
( ) Both

5.2 What are the techniques used to motivate the personnel in your travel agency?
Please tick (✓) in appropriate bracket(s)
( ) Increase in wages ( ) Providing free transport
( ) Increase in bonus ( ) Family tours entertainment
( ) Free accommodation abroad ( ) Participation in decision making
( ) Discount on international tickets ( ) Others

5.3 Does the supervisor maintain face to face contact with the employees?
( ) Yes ( ) No

5.4. What kinds of communication techniques are used in directing and motivating the personnel?
Please tick (✓) in appropriate bracket(s)
( ) Verbal communication
( ) Written communication
( ) Non-Verbal Communication

5.5 Is the communication system effective among all types of personnel?
( ) Yes ( ) No

5.6 Is it easy to motivate the personnel to perform efficiently and effectively irrespective of monetary and non-monetary incentives?
( ) Yes ( ) No

5.7 Do the individuals and group identify their interest with the survival of travel agency?
( ) Yes ( ) No

5.8 In what sentence can you describe the employees in your travel agency?
( ) Cooperation and trust
( ) Distrusts and conflict

5.9 What is the degree of frustration, absenteeism and turnover among personnel in your travel agency?
( ) Large ( ) Medium ( ) Low

5.10 (A) Do the employees waste the time in your travel agency?
( ) Yes ( ) No
(B) If yes, what are the reasons?
( ) Carelessness of the employees
( ) Low season
( ) Lack of management control
6.1 Does your company design effective and useful control system for its all functional areas?
( ) Yes ( ) No

6.2 What are the control standards used in your travel agency?
Please tick (✓) in appropriate bracket(s).
( ) Turnover
( ) Number of tourists
( ) Number of nights spent by tourists
( ) Foreign exchange earnings
( ) Return on investment
( ) Quality of services
( ) Guest satisfaction
( ) Employee satisfaction
( ) Labor costs
( ) Tour price
( ) Other

6.3 What is the nature and structure of information feedback system used for control purpose?
Please tick (✓) in appropriate bracket(s).
( ) Personal observation
( ) Statistical Reports
( ) Oral Reports
( ) Written Reports
( ) Foreign Travel agents
( ) Other

6.4 What is the time period usually given for corrective measures?
Please tick (✓) in appropriate bracket(s).
( ) Unlimited time
( ) Limited time
( ) Depends on the problems.

6.5 What is the degree of control in your travel agency? Please tick (A) in appropriate bracket(s).
( ) Loose
( ) Tight
( ) Middle

6.6 Is the control system in your travel agency effective to conform to the plans?
( ) Yes ( ) No
Appendix F
Covering letter of questionnaire in Arabic

المحترم

الأخ/مدير الوكالة

بعد التحية

الباحث يعمل بحث بعنوان (دراسة مقارنة للوظائف الإدارية لعدد من وكالات السفر والسياحة بين اليمن والهند)

أنا في الواقع مقدر وممتن إذا أعطيتني بعض الوقت للإجابة على الأسئلة التالية والتي تساعد

وبشكل كبير تغطية هذا العمل وتساعد الباحث للوصول إلى أفضل النتائج للوظائف الإدارية في

تلك الوكالات المختارة في اليمن والهند.

كل المعلومات ستتعامل بسرية تامة وستستطيع أن لا توقع على الإستبيان.

شكراً لكم وشكراً للإطلاع

الباحث: عبد الرحمن محمد أحمد السفياني

طالب دكتوراة في إدارة السياحة

جامعة عليجار الإسلامية – عليجار – الهند
Appendix G: Questionnaire in Arabic

القسم الأول: الشركة

1-1 ماهي المدة التي تعمل بها شركتك في مجال السياحة؟
- أقل من 10 سنوات ( )
- من 10 - 20 سنة ( )
- من 20 - 50 سنة ( )
- أكثر من 50 سنة ( )

1-2 ما هي مجالات عمل شركتك في هذا المجال؟
- السياحة الداخلية سنوات
- السياحة إلى خارج البلد سنوات
- السياحة من خارج البلد سنوات

- من أي البلدان تستقبل وكالتك السياحة الخارجية؟
  - من فضلك ضع إشارة (✓) للاختيارات المناسبة
  - الولايات المتحدة الأمريكية ( )
  - أوروبا ( )
  - أخرى [ ]
  - أستراليا ( )
  - نيوزيلندا ( )
  - اليابان ( )
  - كوريا ( )
  - سريلانكا ( )
  - ماليزيا ( )
  - أفريقيا [ ]
  - السودان ( )
  - كينيا ( )
  - أخرى ( )
  - الشرق الأوسط [ ]
  - دول الخليج ( )
  - مصر ( )
  - الأردن ( )
  - سوريا ( )
  - العراق ( )

2-1 كم عدد الموظفين العاملين في شركتك (متضمنًا الموظفين العاملين بنظام الدوام الجزئي)؟ من فضلك ضع إشارة (✓) أمام الإجابة المناسبة

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</tr>
</tbody>
</table>

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القسم الثاني:إجراءات التخطيط

2-1 - وكالة سفرك تعبر عن أهدافها ب...
(من فضلك ضع إشارة (✓) في كل الخيارات الملائمة):
( ) الترويج للسفر والسياحة.
( ) السمعة الحسنة.
( ) الربحية.
( ) زيادة الحصة السوقية.
( ) الميزة التنافسية.
( ) أخرى...

2-2 هل تعد وكالة سفرك خطة قصيرة الأمد لسنة أو أقل؟
( ) نعم ( ) لا

2-3 هل تعد وكالة سفرك خطة طويلة الأمد لأكثر من سنة؟
( ) نعم ( ) لا

2-4 ما هي المدة التي تغطيها خطتك طويلة الأمد؟
الخطة تغطي .....
سنة
2-5 من هو المسؤول عن فعالية التخطيط طويل الأمد؟
( ) المدير ( ) قسم التخطيط ( ) كل الموظفين

2-6 ما هي أهم الأسباب لعدم وجود خطة مكتوبة في وكالتك؟ (اختار كل ما يلائم)
( ) صعوبة الحصول على معلومات موثوقة
( ) صعوبة تنسيق عمليات التخطيط
( ) كلفة التخطيط ليعمل بشكل مثال
( ) عدم وجود الوقت الكافي للخطيط
( ) عدم وجود الالتزام من قبل العاملين
( ) التخطيط ليس ملائم لوكالة السفر
( ) مدير الشركة يخطط علني ولا يحتاج إلى خطة مكتوبة
( ) بيئة العمل يصعب التنبيذ بها
( ) وكالة السفر صغيرة جدا
( ) لا نمتلك المهارات والخبرات للتخطيط
( ) أخرى تذكر ...

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7-2 ما هي أنواع الخطط التي تستخدمها وكالة سفرك؟
في ضيافة ضع إشارة (✓) أمام كل ما يلي:

( ) خطط استراتيجية (3 سنوات فاكثر)
( ) خطط تنفيذية (من سنة إلى 3 سنوات)
( ) خطط تشغيلية (من أسبوع إلى سنة)

2-8 ما هي أنواع القرارات التي يتم اتخاذها في وكالة سفرك؟
( ) قرارات مبرمجة ( ) قرارات غير مبرمجة ( ) كلاهما معا

2-9 هل الخطط مرتينة في وكالة سفرك؟
( ) نعم ( ) لا
إذا كانت الإجابة نعم، أي من الخطط التالية مرتينة؟
( ) الخطط الاستراتيجية
( ) الخطط التنفيذية
( ) الخطط التشغيلية

2-10 ما هي الطرق والأساليب والأدوات المستخدمة في عمليات التخطيط؟ (من فضلك أختار كل ما يلي) ( ) ما يلي:
( ) الطريقة المرشحية (الحصول على مستوى مرضي من الأداء)
( ) الطريقة التفوقية (الحصول على مستوى عالي من الإنجاز)
( ) الطريقة التوافقية (تحسين عمليات التخطيط والبحث عن أفضل الحلول للمشاكل)

2-11 هل هناك إمكانية لأستلام معلومات محرفة لعمليات التخطيط؟
( ) نعم ( ) لا
إذا كانت الإجابة (نعم) و من أين تستلم تلك المعلومات:
( ) من داخل المنظمة ( ) من خارج المنظمة

- ما هو تأثير تلك المعلومات المحرفة على عمليات التخطيط؟
من فضلك ضع إشارة (✓) أمام كل ما يلي:
( ) التأخير
( ) كلف إضافية
( ) ضعف الاتصال
( ) نتائج غير متوقعة
( ) أخر

2-12 هل وكالة تستخدم النهج العلمي في التعامل مع المشاكل المستقبلية؟
( ) نعم ( ) لا
13- هل هناك إبداع في وكالة سفرك؟
( ) نعم ( ) لا
إذا كانت الإجابة (نعم) إما نوع الإبداع؟ من فضلك ضع إشارة (✓) أمام كل ما يلائم
( ) تقديم خدمة جديدة
( ) تحسين نوعية الخدمة الحالية
( ) تقديم طرق جديدة في البرامج السياحية
( ) تقديم خطط جديدة للتسويق
( ) فتح أسواق جديدة
( ) أخرى...

14- هل من السهل على وكالة سفرك تقديم تغيير في برامجها وفقاً للتغييرات البيئية؟
( ) نعم ( ) لا
إذا كانت الإجابة (نعم) أي من العوامل البيئية التالية خططك طويلة الأمد تحاول تعريفها؟ من فضلك ضع إشارة (✓) أمام كل ما يلائم
( ) الاتجاهات الثقافية والاجتماعية
( ) الاتجاهات السياسية والاقتصادية
( ) الاتجاهات التكنولوجية
( ) الاتجاهات التنافسية
( ) أخرى...

القسم الثالث: إجراءات التنظيم

15- كم عدد الأقسام في وكالة سفرك؟ من فضلك ضع إشارة (✓) أمام كل ما يلائم
( ) قسم التخطيط وبحث الرحلات
( ) قسم الرحلات والسفر
( ) قسم المبيعات والتسويق
( ) قسم خدمات مناطق الجذب السياحي
( ) قسم الموارد البشرية
( ) قسم الشئون المالية والحسابات
( ) قسم النقل
( ) قسم المؤتمرات
( ) أخرى...

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2-3. اتخاذ القرار في وكالة سفرك يكون...

( ) مرئي ( ) لا مرئي

2-3. من فضلك أجب بنعم أو لا في الجمل التالية:

1- تقسيم العمل يستخدم في وكالة سفرك ( ) نعم ( ) لا
2- التخصص يستخدم في وكالة سفرك ( ) نعم ( ) لا
3- التعميم يستخدم في وكالة سفرك ( ) نعم ( ) لا
4- النوع الوظيفي يستخدم في وكالة سفرك ( ) نعم ( ) لا

4-3. درجة اتساع الرقابة في وكالة سفرك

( ) ضيقة ( ) واسعة

5-3. هل هناك احتكاك بالعلاقات عند إعطاء السلطة والمستقلة؟

( ) نعم ( ) لا

إذا كانت الإجابة (نعم)، ما هي درجة الاحتكاك؟

( ) عالية ( ) متوسطة ( ) ضعيفة

6-3. هل تستخدم وكالة سفرك لجان اتخاذ القرار؟

( ) نعم ( ) لا

7-3. هل وكالة سفرك مترشحة في تبني التغيير للأوضاع عند وجودها

( ) نعم ( ) لا

8-3. هل الهيكل التنظيمي لوكالة السفر

( ) رسمي ( ) غير رسمي

القسم الرابع: إجراءات التوظيف

4-1. ما هي الطرق المستخدمة لاستقطاب الموظفين في وكالة سفرك؟ من فضلك ضع إشارة (7)

أمام كل ما يلي:

( ) تعتمد على الأشخاص المستقبليين من وظائف جديدة
( ) توصيات الموظفين
( ) الإعلان في الجرائد
( ) الإعلان في الإنترنت
( ) توصيات الموثوق بهم
( ) المجلات المهنية
( ) الاستقطاب الداخلي
( ) وكالة خاصية بالتوظيف
( ) أخرى: 

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2- ما هي المعايير المستخدمة في اختيار الأشخاص في وكالة سفرك؟

( ) المقابلة
( ) اعتماداً على توصيات الموظف بهم
( ) امتحان الشخصية
( ) السيرة الذاتية
( ) امتحان المهارة
( ) امتحان في الوظيفة
( ) امتحان اللغة
( ) امتحان تحليلي
( ) فترة التدريب
( ) الفحص الشامل للجسم

3- ما هي سياسة ترقية الموظفين في وكالة سفرك؟

( ) الأذراعية
( ) الاستحقاق
( ) كلاهما معا

4- هل هناك أي أساليب مستخدمة لتقييم الأشخاص في وكالة سفرك؟

( ) نعم
( ) لا

إذا كانت الإجابة (نعم)، ما هي الأساليب المستخدمة؟ من فضلك ضع إشارة (✓) أمام كل ما يلائم

( ) الترتيب حسب التميز
( ) مقاييس حسب الأداء
( ) نسبة الأداء
( ) قائمة فحص للسلوك (معدة من قبل قسم الأفراد)
( ) المقارنة الثنائية
( ) تقييم سلوك الفرد حسب المواقف الحرجة
( ) أخرى

5- كيف يتم توصيف العمل الموظفين؟

( ) شفهيًا
( ) كتابيًا
( ) كلاهما معا

6- ما هي مسواتي التعويض في وكالة سفرك؟ من فضلك ضع إشارة (✓) أمام كل ما يلائم

( ) الراتب المنتظم
( ) علاوةبدلسكن
( ) بدل وقت إضافي
( ) بدل علاج
( ) بدل سفر
( ) بدل إيجار
4/4- ما هي طول مدة التدريب في وكالة سفرك؟

( ) ١ شهر
( ) ١ Flavor
( ) شهر واحد
( ) أقل من شهر

4/6- ما هي الطرق المستخدمة لتدريب الموظفين في وكالة سفرك؟

( ) التدريب أثناء العمل.
( ) المحاضرات.
( ) الأساليب المرنية.
( ) التدريب باستخدام الكمبيوتر.
( ) دراسة حالة.
( ) رحلات لقطاعات مشابهة.

4/4- هل هناك أي إجراءات وسياسات لفصل وطرد الأشخاص من الخدمة في وكالة سفرك؟

( ) نعم
( ) لا

إذا كانت الإجابة (نعم) ما هي الإجراءات المستخدمة؟ من فضلك ضع إشارة (✓) أمام كل ما يلائم

( ) إجراءات كتابية وشفية.
( ) إيقاف مؤقت عن العمل.
( ) إنهاء العمل.

4/4- هل وكالة سفرك تعامل مع الموظفين بمرونة؟

( ) نعم
( ) لا

4/4- هل من السهل في وكالة سفرك الحصول على مواطنين ذو مهارات وقدرات مغوبة؟

( ) نعم
( ) لا
القسم الخامس : إجراءات التوجيه

1-5. ترتكز إدارة وكالة سفرق على...

   ( ) الإنفراد بالرأي
   ( ) المشاركة
   ( ) كلاهما

2-5. ما هي الأساليب المستخدمة لتحفيز الموظفين في وكالة سفرق؟ من فضلك ضع إشارة (✓)

   ( ) أمام كل ما يلائم
   ( ) زيادة في الأجور
   ( ) زيادة في المكافآت
   ( ) توفير وسائل أبواء مجانية في الخارج
   ( ) تخفيف في تذاكر السفر الدولي
   ( ) توفير وسائل التنقل المجانية
   ( ) رحلات تسليمة للمواطنين
   ( ) المشاركة في إتخاذ القرار

أخرى ........................................

3-5. هل المشرف العام يتصل بالموظفين وجهاً لوجه؟

   ( ) نعم ( ) لا

4-5. ما هي أنواع أساليب الاتصال المستخدمة في توجيه وتحفيز الموظفين؟ (من فضلك اختيار كل ما يلائم)

   ( ) اتصالات شفهية
   ( ) اتصالات كتابية
   ( ) اتصالات غير شفهية (بالإشارة)

5-5. هل نظام الاتصال فعال بين كل الموظفين؟

   ( ) نعم ( ) لا

6-5. هل من السهل تحفيز الموظفين على الإنجاز بكفاءة وفعالية بغض النظر عن الحوافز النقدية

( ) نعم ( ) لا

7-5. هل الأفراد والجماعات داخل الوكالة يدركون أن مصلحتهم من بقاء وكالة السفر؟

( ) نعم ( ) لا

8-5. في أي جملة يمكن أن تصف الموظفين في وكالة سفرق؟

   ( ) التعاون والثقة
   ( ) الصراخ وعدم الثقة
5- هل تقوم شركتك بتصنيم نظام رقابة نافع وفعال لكل نطاق العمل؟
( ) نعم ( ) لا

2- ما هي معايير الرقابة المستخدمة في وكالة سفرك؟ من فضلك ضع إشارة (✓) أمام كل ما ينال:
- معدل العائد
- أعداد السياح
- عدد الليالي السياحية
- الربح من العملة الصعبة
- العائد من الاستثمار
- جودة الخدمات
- رضاء الضيف
- رضاء الموظفين
- كلف العمل
- سعر الرحلة
- أخري

2- ما هي طبيعة وهيكلية معلومات التغذية العكسية المستخدمة لغرض الرقابة؟ من فضلك ضع
إشارة (✓) أمام كل ما ينال:
- الملاحظة الشخصية
- التقارير الإحصائية
- التقارير الشفهية
- التقارير الكتابية
- وكلاء السفر الأجانب
- أخري

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6- ما هي المدة التي تعطي في الغالب لاتخاذ الإجراءات التصحيحية؟
( ) وقت غير محدد
( ) وقت محدد
( ) اعتماداً على المشاكل

6- ما هي درجة الرقابة في وكالة سفرك؟
( ) ضعيفة
( ) محكمة
( ) وسط

6- هل نظام الرقابة في وكالة سفرك فعال لتطبيق الخطط؟
( ) نعم
( ) لا