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## HUMAN RESOURCES MANAGEMENT IN THE TOURISM SECTOR AND ITS ROLE IN PREPARING STUDENTS OF TOURISM DEPARTMENTS IN VOCATIONAL SCHOOLS TO WORK WITHIN THE TOURISM SECTOR

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### ABSTRACT

The concept of human resource management strategy raises disagreement and controversy between researchers and business management thinkers in general, The difference of thinkers and researchers of business administration in general and strategic management in particular in their determination of the variables of the strategy of human resources management and contemporary studies show that training and development is no longer an option for organizations, rather it has become a necessity that there is a possibility of a lack of interest in this field. A strategy for the management of employees should be consistent with the strategy of managing human resources, but it is noticeable that there is a lack of awareness of this fact. The officials' lack of awareness of the truth is of the importance of tourism in the economic and social field and the manpower that it needs. There are many specialized energies in the tourism field suffering from neglect, marginalization and lack of interest.

## Introduction

It received the management of human resources in the organizations of the contemporary with a large fake because of the role that looked him in the direction and leadership of individuals working Bo described key elements in the process of being productive and a revolution cannot be compromised by the physical and moral aspects. Thus, human resources management play a strategic role for the organization, as the survival of the organization and its growth depends largely its decisions on the employment potential and resources available LOTTO based on the type of strategy that adopted or in line with what is happening in the environment changes and developments of the relationship nature of the activities and work of the organization (Mashhadani, 1989). The human resources development tourism one of the basic pillars of the strategic body of national tourism development, where many countries rely on tourism as a key source of annual income sense yen level of living of its citizens and provide career opportunities for them, in addition to the harness in the industry of the Investment in general. And the management of human resources in the tourism sector importance as b Rh in the preparation and development of the workforce specialized in the field of tourism. especially i the core of sections tourist in schools professional from this perspective we have prepared research recommends the development of this segment of what to P t for the tourism sector of jobs needed to Training, qualification and skills that are not available to other workers, and asylum in this sector must be developed and qualified as national resources to fill permanent jobs and develop them in a way that can be called the basic cadres that can be relied upon to manage and operate various tourism activities .

***The research problem:*** The dilemma covered by the research about the nature of the relationship posed by organizations through the administration to human resources, you will train and qualify the competent cadres and prepared for tourism sector and what the SAT this relationship on the policies of human resources management.

***Hypotheses:*** by searching must get to the subject of the preparation of scientific cadres qualified, trained and anus in the birth of experience and academic study to the tourism sector and the extent of the response from the relevant organizations to assist in the management of this sector

***Research aim:*** This research aims to open a scientific and practical opportunity for business enterprises to achieve successes in balancing their human resource strategies from their mission and economic objectives on the other hand. And work on the anus in the birth of the student cadres competent and rehabilitation

***Research Importance:*** The importance of research includes trying to shed light on human resource management strategies through a long-term vision based on strategic thinking that starts from the process of attracting, attracting, motivating and developing human resources.

**Research limits:** To search temporal boundaries is the period that includes the 2019-2020 school year and spatial schools are pain is containing the tourist sections in Karbala

**Research methodology:** The approach used in the research is theoretical, as many resources and human resources management, especially those related to the tourism and normalization sector, were used, and then the study was prepared on the tourism departments in the fortified schools in the holy Karbala

### **Previous studies**

- A (Mohammed Khalil Ibrahim, 1991).The researcher found through his research to ADRA system of quality to the weakness of the guidance in the management of work towards improving the quality and limited in doth workers in the importance of quality.
- B- (Naji Abd Al-Sattar Mahmoud, 2000) study included the impact of achieving comprehensive quality management requirements on consumer protection
- C- (Zainab Abdul Razzaq Abboud, 2000). A hypothetical model was built in the thesis submitted by the researcher to the College of Administration and Economics at the University of Qadisiyah. (The effect of the preparatory strategies on the performance of managers). The researcher recommended the generalization of the preparation systems for both managers of upper and middle departments of It is consistent with the capabilities and desires of individuals

### **Literature Review**

#### **1. A The importance and emergence of human resources and strategic management**

The increasing interest in realizing the importance and role of human resources management in the modern era has begun to take dimensions as a result of the rapid change in the institutions' environment, and the extent of their ability to secure interactions of appropriate to deal with the trends of environmental change so that they can maintain their current and future competitive position because today's institutions cannot continue in To remain as it is now due to the economic, political and social changes pressing on its future locally and internationally (Al-Salem, 1991),that the rules of the survival of economic institutions governed by the century twenty three pillars essential: financial resources, information technology, knowledge, And finally the human element so only realized important institutions Strategic resources and human as a matter vital to the success, and that the only element capable to provide them with the m The continuous differential and competitive YEZ is its human resource. This shift true in view of the management of human resources has highlighted the centrality of human resources in the development of new methods of thinking party available to institutions in the form that achieves eventually effectiveness and efficiency of the final way out. second hand realization came the institutions of the importance of human capital and how

much have been essential for durability in which institutions came to doth the importance of human resources and to Tajum the role of management and human resources in the modern era, has come to build variables a basic task given after the strategic importance of its role. While the most prominent of these variables are (Al-Salami, 1998): conviction whereabouts of the individual: With the increased awareness and conviction of the need for human resources and considering it's the most important asset. Which depends on the effectiveness and efficiency of the success of enterprises and processing, this logic need institutions to capable human resources to innovate to maximize cultural advantages and competitiveness needs in the same Time to privileged management to lethese resources?(Muhammad, 1990), and information technology: organizations need to resources and human in the tide of special different organizational levels J Rennes, for the use of technology and information systems and dealing with how huge information in the rationalization of their decisions. And stirring globalization: will globalization. economic and social trends to the necessary development The objectives of the human and resource management strategies in order to sprethe culture of innovation and renewal of its resources and strive to improve and develop work performance, in order to achieve the optimal use of all the institution's resources. (Mashhadani, 1989). and management of change: T t oceans in general row for quick different changes the Forces Z that form them, and may affect one way or another of these changes directions to all public institutions in the framework. Predicting the effects of these changes on institutions is an inevitable and necessary issue in order to understand and correct them through managing change in a calm and regular manner. The participation of human resources as a permanent element of change and a participant in its management and satisfied with its results on the institution and its human resources alike. This philosophy cannot create security. Through a prominent role of human resources management in contemporary organizations. (El-Naggar, 1989)

## **2. Human resources and enterprise development**

Analyzing the nature of the relationship between human resources strategy and the building and growth of institutions in the modern era calls for clarification of the relationship between the birth and suspension of institutions on the one hand and the strategy of human resources and their role in establishing the position of these institutions through their talented human resources. (Hassan, 1984), and human resources: the new environmental challenges have forced leaders and managers in institutions to reconsider their thinking patterns for the purpose of dealing with the rules of survival and growth in the business field, and thus put the paths of these institutions in the way that ensures their growth in the face of economic competition conflicts. Institutions in the modern era are the only factor that makes their goals and strategies, and that elevates them to the levels of competition and creates their future for them, is their undisputed human resources, so human resources are a group of individuals that have woken up to remain as a basic asset of institutions, to interact with each other according to a strategic narrative with the aim of making The future is for their institutions (Shawish, 1996), the variables and trends of movement in the world of business has been established to target the forces of competition between

competition between institutions, increasing conflicts for consumer pleasing to have crystallized this perspective as a result of future vision of what should be the human resources from the reality of the premises the following: The resources human is the source of intellectual and mental capacity. And that is capable of human resources to assume the responsibilities and the challenge of difficult tasks. And that the human resources if it is allowed it's organizational and appropriate ability to commit to the performance that renewed institution. And those human resources are a real factor for change as one of the basics for the stability and growth of the institution.

### **3. Institutional development stages**

Must refer to the multiplicity of definitions and theoretical terms that dealt with or described what are the institution and simply know the organization as people agree together to perform the task or achieve the goal of an agreed among themselves and the formation that half of these stages Smear (Abbas, 1991) : A- Training, which is the primary nucleus of the group, where partnership is agreed upon and each individual has his legal position in the group, and due to the nature of the formation, a new individual may enter or enter this core group, b- The genesis struggle: With the beginning of the formation, the members of the group begin In studying and analyzing centers within the institution, as an entry point for establishing their centers, their status and their relationship with them, c - Building rules and adhering to them: In this stage, frameworks and standards for the behavior of all members of the group are formulated and this collective behavior gives the institution a form of motivation from other institutions that operate in the same activity. d - Performance: Community Foundation after AK considered t money earlier stages have reached the intellectual and organizational maturity, and can be considered ready and exercise performance and the trend towards achieving its goals and is considered the stages referred to earlier episodes. Sass for the judgment on the dimensions And the real features of the vitality of institutions as an economic and social entity with its distinctive image and personality since its establishment and during its life, and this is due to the contributions of all resources and human beings that formed the basic pillars of its development and growth. (Kamil, 1974). And it seems clear from this that the old models of organizing institutions today have become outdated in effectiveness. And that a new formulation of the role and the thought of institutions to impose a new reality turned towards the point of any speeding institutions, successful and derive d movement of human resources.

### **4. Human Resource Management**

First: Goals: According to the special concept of human resources as individuals or groups, all human resources management emerges as an organizational framework that plays a fundamental role in shaping the future of institutions through their human resources, as it can be said that the modern concept of human management is based on basic principles, most notably: Human resources are the most important The assets that can be owned by institutions and the best investment for the future. The stability and growth of institutions calls for linking human resources strategy. Spreading an

organizational culture in institutions that encourages creativity, innovation and excellence for their human resources. (Mansour, 1975) The change in the management concept of modern human resources and transformation from player sidelines to strategically in the management of institutions and industry its future partner, the body of this expression targets. One of them to achieve this. Notably the role of: (a) the achievement of strategic integration shows human resources with the plans and strategies of management institutions. (b) The achievement of loyalty and mutual between human resources and institutions. T. - flexibility for the purpose of environmental adaptation and the ability to change management. w - achieving quality and excellence through quality was the g performance from the point of quality and excellence institutions output from the second hand: to look at his analysis of this The goals may suggest that the possibilities of realization may be limited only to large or giant institutions, but the experiences of medium and small institutions in the world have proven their ability to achieve them at this level of institutions that the secret of the success of these institutions is what the human resources department exercises, including a strategic role and a serious pursuit to achieve these goals (Al-Salem, 1991).

## **5. Evolution of human resources management**

Human resources management has known in terms of function, goals and roles multiple changes for every time with the changes it has witnessed towards institutions. This growth and gradual development of human resources management. We have to portray it according to stations and stages. Each phase of change contributed to it by leaving its fingerprints on these roles, the most prominent of these stations are: The stage of emergence: This historical stage before 1900 was characterized by the emergence of cases in which specialists were used in The activities of individuals are within the responsibility of the human resources department (Salem, 1991). The growth phase: marked by this stage. which is located between the years 1890 --1,950 to recognize the explicit human resources in industrial enterprises of these institutions to respond to the growth of labor organizations, and the beginning of l China Ha in the protection of workers in all of these factories the stage. The stage of adulthood: a stage that witnessed the era of government intervention in human resource management programs in all institutions as a form of protection for human resources, or as a form of achieving a balance between the interests of business owners and the interests of human resources, the effects of government legislation and policies on issues vital to the activities of Human resource management. The stage of realism and challenge: This stage, which is the stage of the twenty-first century, has established a fundamental role in the role of human resources management from a role as labor mark systems between institutions and their human resources, to a new, more mature role centered on achieving a balance between their regular responsibilities and their position as a partner Strategist in managing contemporary institutions. The main challenge is this administration. It highlights in how to attract human resources and embrace these resources and the development of the most efficient and best human resources (Al-Mashhadani, 1989).

## 6. The main stages of the training process

The process of training human resources is basically an integrated technical process that ultimately aims to achieve practical results in terms of raising productivity, reducing costs and maximizing profits. Based on this principle, we must address the basic steps or stages of the training and development process: Collecting and analyzing data: - It serves the stage of collecting and analyzing data on the various elements of the training system in the institution as well as all components related to the training process from inside and outside the institution. This stage must be viewed as being an integral part of the management information systems that attest to the provision of all data and data that can be relied upon in planning the training process (Al- Salami, 1998).

Determining the training needs: - It expresses the identification of the needs of the institution, the types of tasks and work that must be performed, and the types of skills required to perform these tasks at the level of the previous phase analysis

**Arbitration of training programs:** - After renewing training courses and Zein individuals need a limited and organized training effort, the process of constructing and arbitrating training programs begins in a way that has a lot of professionalism, including a set of sequential procedures in which the topics are renewed, the choice of method or the appropriate training method, and the selection of trainers from the appropriate ones with experience and professionalism (Qaryouni, 1990).

**Implementation of training programs :** It is related to the methods that are chosen in the implementation of these programs, but the success of the programs, whether in terms of its design or in terms of implementation, depends on several components, including that the trainees have the desire to change and that the training addresses the training gap or performance problems and that the choice of the appropriate training method For the training void to achieve the largest possible return from the training process Training methods, There are three main methods of training :

**Training in the workplace:**It is considered one of the most widespread methods of training in institutions due to its ease of application and the low costs spent on it, and this type of training takes different forms, most notably training by the direct manager, training by colleagues and training under the supervision of the supervisor.

**Training through the direct manager:** According to this method, the burden of training falls on the responsibility of the direct manager, as he is directly responsible for his performance. As for training by colleagues, one of the old colleagues who have long experience at work and have adequate information and the availability of education capabilities and knowledge transfer takes over. As for training by observing the supervisor, this way the supervisor attempts to imitate the role of coach for the soccer team. He shall observe, analyze and develop the performance of his employee (El- Naggar, 1989).

**Training outside the workplace:** according to this method, human resources are trained outside the workplace and at non-official times. Training may take place in designated places, either inside or outside the organization. This method may take many forms, the most prominent of which are lecture, case study, comfortable education, simulation, audio-visual techniques, and apprenticeships and distance training (Hassan, 1989) .

**Evaluation of training effectiveness:** The return from training programs constitutes fertile material for discussion and research related to training strategy in institutions. With regard to the criteria for training effectiveness, or in other words, to measure the measurement of training results. It is measured by the change effects that it has caused, whether at the level of the individual or at the level of the organization, so there are four groups of results that can be measured or analyzed, or training, learning, behavior and results can be evaluated, meaning that the results of training have been achieved? (Shawish, 1996)

## **8. Scientific coaching development**

It begins as a first stage with identifying the objectives of the institution and the possibilities of expansion or contraction in its business, entering into determining the development needs of administrators at the various organizational levels of the institution. In the second phase will undertake the management of human resources review of data and information on resources in preparation for managers to determine stock in the regulatory institution the analysis of reservoir managers to manage human resources to ensure the availability of a layer of qualified administrators to meet the needs of the institution in the future for a third phase. As for the fourth stage, in which the needs of the managerial development of managers are determined, in the sense of determining which skills the development needs, what directions need to be changed, and what knowledge needs to be increased . Finally, after defining the managers 'needs from development comes the second special phase, according to which development programs are defined and designed, and then filtered, and the most appropriate choice for development needs and in this regard. The fun has the final process of development are the assessment of development results by recognizing the improvement and development and expression in the behavior and performance of managers on the current performance and expected institution on the one hand and hand over the activity effectiveness of the steps involved in the development process in order to avoid or control In the future (Mansour, 1975).

## **9. Development methods**

We can take several forms including: development by the Rev. Yasin direct, job rotation, participation in committees and tasks for and about the development by President direct it depends. as noted previously on the President direct training of subordinates to think logically and organized by management operations the actual



any experience the situations as you get really, it also allows for trainers strong opportunities to engage in administrative work effectively and efficiently what this method is whether can be seen as the president 's coach of or teachers from the insulting of so stop the efficiency of the president in the development of its ability process in providing An educational aspect that allows the development of the current level of performance (Complete, 1974) .

As for job rotation, it means the organized transfer from a position closer to the same organizational level. The transfer of managers in an organized manner from one site to another is considered one of the important and systematic ways to expand the horizons of trainers and improve their performance levels by competing with new experiences. As for participation in committees, it allows trainers to participate in the study, analysis and decision-making of all problems or projects referred to the development that Participate in it, and the importance of this method increases in the case of permanent and internally organized committees, because it allows the trainers to have permanent and continuous contact with you with all the members of the committee, allowing the expansion of their capabilities and knowledge in making decisions or submitting proposals (Al- Gharyouni, 1990).

## **10.Evaluation of administrative development processes**

The beginning must be explicitly refer to the difficulty of assessing the development processes for managers, this difficulty is a subsidiary of the complexity of administrative functions compared to other jobs institution administrative jobs are characterized by first adopting directly on the skills and abilities of personal and administrative guardian as the advantage of the second of mobility of these functions making it difficult the possibility of confined Or make and describe it. From this standpoint, it is difficult to measure the effectiveness of administrative development methods in improving and developing the performance levels of managers. On the other hand, it must be emphasized that the managers 'development process does not happen by chance or can be considered an end in itself. Rather, it is a means and strategy in the same time from a strategic perspective. The management development planning process goes through three stages, namely (Al-Salam, 1991).

- A. predict potential financial and receiving capabilities, skills and knowledge for managers
- B. Analyzing the available and expected leadership relationships of the team of managers in the organization.
- C. Formulating and drawing appropriate policies to address the gap between the targeted levels of expertise and administrative capacities.

This model helps to plan to clear the development process managers and the counting one of the most important challenges facing the contemporary institutions due to the high costs of development of this level of the men of the administration at the time. which makes it vulnerable to competition legitimate institutions through failed them for managers after their development and development to achieve these scientific components of administrative development and the whole with other policies and

make sure the importance of managers and focus on their role in the dominance of its institutions to enter the era of variables and update the elements of excellence for them (Al- Salami, 1998) Human resource management in tourism

**First:** Indicators global tourism industry and its contribution to the international labor market Tourism is one of the largest economic savings for sectors in t r work which absorbs about 11% of the total workforce at the level of the world, because they rely primarily on human resources, as well as the complexity of the industry and overlap Along with many other economic sectors. According to estimates of the World Tourism Organization, the number of workers in the tourism sector will reach 295.6 million by the end of 2019. Tourism contributes to 6% of the global gross product, and 10% of the value of global exports of goods and services, according to the statistics of the World Trade Organization (Mansour. 1975), and the most important characteristic of the tourism industry provided investment opportunities, especially at the level of small and medium enterprises in terms of these more than 90% of establishments of the total tourist establishments and employ accounts for about 50% of the total workforce in the tourism and estimate the number of medium and small tourist facilities around 27 million enterprises worldwide. Despite the high contribution of global tourism, whether at the level of global output or at the level of absorptive capacity in employment, there are many difficulties and obstacles facing this industry, especially with regard to providing qualified human resources, which determine the desire of this sector, increase its productivity and provide an attractive work environment (Atoum. 1999). The value of tourism human resources is one of the main strategic and important pillars for the development of national tourism human resources. This research discusses the global indicators of the tourism industry and its contribution to the global labor market, tourism indicators in the Iraqi economy, and the Tourism Authority's imports in relation to the development of national tourism human resources (Al- Anoun, 2012) .

**Second :** The most important obstacles facing the tourism sector in attracting human resources and employment practices There are several obstacles facing the tourism sector in attracting human resources and employment practices that tourism enterprises resort to in order to find solutions to these obstacles, including : 1- Low levels of matters and long working hours: Studies indicate that Prepared by the International Labor Organization that wages in the tourism sector in general are 20% lower than the wage levels in other sectors despite the long working hours and work at inappropriate times and the continuation of work during weekends and official holidays. 2- Tourism reliance on a large reserve of temporary employment despite Ensure that hotels and other tourism institutions provide permanent job opportunities, or so-called (core staff) But it relies heavily on temporary employment of youth, women and migrant employment of and Watteau only War, allowances and benefits provided to the occupants of permanent jobs . This category represents about 50% of the total employment in the tourism sector (Mansour. 1975). 3 - Exploitation of some minorities of women, youth and migrant workers The tourism sector is one of the largest sectors employing women, as women represent 46% of the total workforce in the tourism sector, according to the statistics of the International Labor Organization

and the United Nations Development Project . The wages of working women are 20% lower than that of men. The majority of works in fold. p Li always system fleecing E. During tourist seasons. and these statistics include workers in the formal sector economic and does not include workers in the informal sector. The normal business that T. folk by women in the tourism sector. Statistics show the existence of discrimination on the vertical level or level of horizontal jobs and tourism professions. Despite what has achieved t e women of great leaps from the level of education and training. But the share of leadership positions, administrative and decision - making positions and is still low (Otoum 1999).

## **12.The role of human resources management in preparing and preparing students of tourism departments in vocational schools**

**First:**Tourism Education and Training According to the general strategic estimates for the development of tourism human resources, Iraq needs 48 colleges and tourism training institutes by the year 2020 and there are currently 16 governmental and private tourism education and training institutions. Its capacity is estimated at about 1,600 students and trainees. These institutions offer programs at the bachelor's, university degree, technical diploma and professional middle school levels. (Attia, 2008) There are initiatives of the General Authority for Tourism with regard to the development of national tourism human resources, as the amount of tourism human resources is one of the most important priorities that the Commission relies on to develop the national tourism industry, and there are professional awareness programs with the aim of this program, i.e. training employees of the agencies and institutions directly related to the tourist from The public and private sectors to deal with tourists in a professional and professional manner. These programs included all the security sectors of the ministries related to the tourist, as well as there are programs for cooperation with government and private education and training institutions due to the overlap and bifurcation of the tourism sector with other economic sectors, so the commission succeeded in the principle of partnership with many government and private agencies To implement the national tourism development strategy. Whereby the partners are entrusted with the many tasks required implementing the national tourism development strategy, according to the expertise and powers and capabilities available to each of the parties to the partnership. The Tourism Authority has signed cooperation agreements with all companies regarding training and education. And the creation of specialized cadres capable of p Li administration tourism sector (Jaradat, 2006).

**Second:**prepare students process tourist sections in schools. professional impose the preparation of an advanced technical generation capable of managing the tourism sector effectively it is necessary to do to build the spirit of the team referred KE and the establishment of a task force flexible in addition to achieving the satisfaction of individuals internally and externally. However, the question remains how good do Human resources departments integrate the principles of total quality management with an emphasis on the role of human resources management in applying this modern management method through its responsibility for the following basic

activities: 1- Testing activities and obtaining human resources. 2- Training and development activities to raise performance. 3- Performance delivery activities support strengths and remove weaknesses. 4- Activities to stimulate employee revenue for the sustainability of their performance and the growth of their decisions on creativity and innovation. and it is noted that the processes of attracting and maintaining competent individuals require the human resources management activities and strategies related to compatibility and suitability between their immediate and future needs . And to suppose the preparation of students who will continue to work, there must be qualification and training courses in addition to the academic study to prepare a conscious and experienced generation, and there must be a program Postponement for students, training them in the field of industries and handicrafts, and creating incubators and marketing windows for their products, as well as there should be a student postponement program for managing medium and small projects, providing advice and advice to them and providing the appropriate economic environment to help the success of their tourism projects . Cooperation agreements between the Tourism Authority and private and governmental banks.

### **Recommendations**

Based on what has been presented in this research, we recommend the following: -

1. Tourism sector will be one of the most economic sectors generating opportunities for work that needs to be training and qualification of skills.
2. Despite the availability of permanent job opportunities in the tourism sector, this sector will depend in implementing some of its activities on temporary and seasonal jobs.
3. Tourism is one of the largest sectors employing women, as it occupies 50% of the total workforce. Therefore, women must be given special attention to the advancement of the tourism sector.
4. The existence of a large deficit in the absorptive capacity of educational and teaching institutions specialized in the field of tourism, which requires more investment in this area corresponding to the increasing training needs.
5. Supporting and encouraging small and medium-sized tourist establishments because of their important role in developing the local community and providing more job opportunities.
6. It requires a review of wage levels, working hours, and incentives adopted by this sector.
7. Training courses to prepare and prepare students of the Tourism Department in vocational schools should be conducted at work sites by skilled trainers.
8. Paying attention to graduate students by instructing government and private banks to grant them easy loans to establish tourism projects and absorb large numbers of them to work and eliminate unemployment

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