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**THE DEVELOPMENT OF HUMAN CAPITAL IN TOURISM INDUSTRY
FOR HAJJ AND UMRAH IN THREE SOUTHERN BORDERS OF
THAILAND**

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Abstract

The objective of this research is as follows: - 1. To study the potential of human capital in the tourism industry of Hajj and Umrah. 2. To provide guidelines for human capital development in the tourism industry of Hajj and Umrah. Examples used in this research were selected by administration officer in Hajj and Umrah companies in the southern borders of Thailand; Pattani, Yala and Narathiwat provinces. The samples were selected by using purposive sampling and snow ball for a total number of 8 people. Semi-Structured interview were the tool of this research and the data analyzed by using content and descriptive analysis. The result shows the following conclusions: i) the recruitment of human capital does not match the line. They have knowledge and skills only on their responsibility duties, lack of confidence in expressing ideas, no leadership as these are due to mostly operated as single proprietorship. All decisions were made by the organization owner. They have no profound knowledge on Hajj and Umrah as well as no knowledge exchange within organization. However, administration officers have strong attachment to the organization. The reason is that it is a small size company and the environment is more like a family. ii) Reinforce the management of Hajj and Umrah tour leader (Sheikh) uplifts the standard and legalize the certificate. Specific training courses should be provided for Hajj and Umrah tour leaders (Sheikh) with clear instructions and effective standards. The organization should educate them about Hajj and Umrah systematically with the supplement skills in services. As for the employees, they should have regular skills development, training and knowledge management classes in the organization.

Keywords: Human capital, Hajj and Umrah

Introduction

The Twelfth National Economic and Social Development Plans (2017 - 2021) set the objectives, strategies and guidelines for national development by giving importance to laying the foundation for national development towards a happy, stable, prosperous and sustainable society in accordance with the 20-year national strategy: a long-term national development framework. The government has also planned to create stability and strength for the national economic system and to increase the quality of society by eliminating various barriers to economic growth and reducing social inequality as well as planning for the development in various areas in the long run including human capital development in order to increase the potentials in competitiveness and creating stable and wealthy national economy and society. It is important for the country to have a clear direction and long-term development goals. All sectors in the society need to have strong cooperation for continuous achievement and conform to the national reformation that aims to be "stable, prosperous and sustainable" in the future.

The Thai tourism industry continues to grow continuously. The board of National Tourism Policy has prepared the Second National Tourism Development Plan (2017 - 2021) to allow continuous tourism management and improvement and to use as a framework for the development. The board has also focused on laying the foundation and solving the main obstacles to tourism development of the country in all aspects including tourism personnel by defining a strategy to develop tourism personnel and to support public participation in tourism development. These aim for the potentials of Thai workers in terms of their quality, knowledge, general skill level, management skills and specialized skills to support the needs of the people in the travel industry which are more complex and diverse in order to create a good experience for the tourists.

Hajj and Umrah are religious practices for Muslims. "Hajj" is compulsory for Muslims to perform by traveling to Mecca, Saudi Arabia in the month of Zul Hijah according the prescribed date, time and location. Hajj is considered the only Islamic principle that has been practiced in groups in national level. It is performed at the same place, time, and dress with the condition of being a Muslim who has consciousness, reaches puberty, becomes liberated and most importantly is to have the ability: being healthy, wealthy and affordable for traveling vehicles as well as convenient and safe traveling. Hajj ceremony has clear guidelines and procedures. As shown in the Qur'an and Al-Hadith, every person who travels to Hajj will have to learn every step before traveling. However, "Umrah" can be perform throughout the year in Mecca, Saudi Arabia. Thai government promotes performing Hajj by setting specific laws in this matter but still there were many problems and inconveniences in

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the service of pilgrims of the Hajj entrepreneurial companies who take pilgrims to the Hajj starting from before traveling to the return of journey after the completion of the Hajj pilgrimage. As a result, pilgrims feel uneasy in the process of Hajj traveling every year.

As a result of this problem, it is very important to study the development of human capital in the tourism industry for Hajj and Umrah.

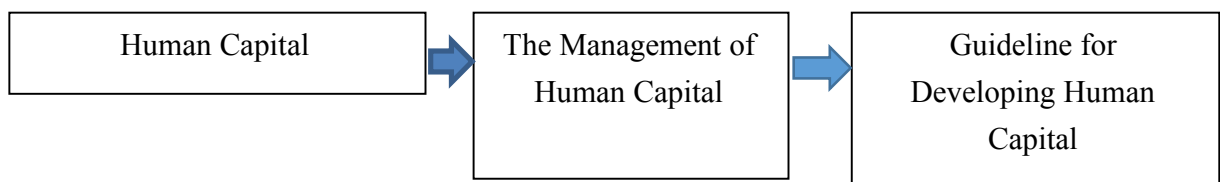
Purpose of Research

- 1) To study the capability of human capital in the tourism industry of Hajj and Umrah
- 2) To study problems and provide guideline for human capital development in the tourism industry of Hajj and Umrah.

Research Questions

- 1) What are the human capability in Hajj and Umrah companies in three southern borders of Thailand?
- 2) What are the challenges in managing human capital and what would be the best solutions?

Concept of Human Capital Framework



Based on the work of Becker (1993) the theory of human capital is derived from macroeconomic theory. The theory raises on knowledge and skills accumulated by people in the process of education and training. Becker (1993) strongly believes that developing human capital will increase productivity and services quality. There are three fundamentals to follow 1). Investing in developing skills and knowledge of people 2). Organization should invest on develop specific skills and knowledge of their employee. However, any basic skills should be develop by employees themselves 3). Organization must be able to retain their human capital from being attainment by other organization. Basically, Human capital theory explains the relation between the operations of human capital and accumulate their human capital. Human capital is directly relevant to the field of economic and social science. For instance, the operation of human capital in Hajj and Umrah companies must focus on

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develop skills and knowledge of administrators. Additionally, pay more attention to understand to role of rewards system, these scheme will certainly increase the productivity of employees. This clarification infers that the most important principle of human capital theory is to emphasis on its human capital, it is a crucial tool to achieved organizational objective.

Methodology

The population used in this research were administration officers in Haj (Pilgrim) and Umrah Companies in three southern borders of Thailand. The data were collected from primary, secondary and Semi-Structured interview using purposive and snowball sampling. The data gathered from 8 persons who are administration officers in 55 Haj and Umrah companies in three southern borders of Thailand.

The research focuses on capability of human capital in Haj and Unrah companies in 4 sections are; Recruiting, Knowledge and skills, Employee engagement and Knowledge management. In addition, the research also attempts to find problems and provide guidelines for human capital development in Haj (Pilgrim) and Umrah companies in three southern borders of Thailand. The data analyzed by content and descriptive analysis.

Literature Review

Human capital

Human capital is essential asset of organization. It requires tremendous manpower for various positions. It is an asset creating services that emphasize on quality, standardization, security and morality. Therefore company should heavily invest in human capital development and management in order to gain high quality and efficient workforce as well as organization loyalty. The human capital is an intangible asset that the most attribute to company value compare to other asset. Furthermore human capital management emphasizes on value of people more than human resource process or function Wedchayanon (2008:19). Fundamentally, human capital management consists of 4 elements Witayaudom (2006: 3-4) 1).Employee; organization should invest in long term yield aiming to gain higher productivity and efficient improvement. 2). Policy, project and task; it should be satisfied economically and emotionally by employee. 3). Work environment; it should be a positive workplace that encourages self-improvement and ability to apply skills in their full potential. 4). Human capital management that should be applied regarding to organization and employee needs. According to Suwetwattanakul, C., Kaewnuch, K. (2012: 952), the study claimed that human management was operational process aiming to gain qualified employee and support them to perform in full potential in

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order to reach organization goal. The particular process should be considered the internal and external organization environment as well.

Wedchayanon (2008:20) stated that successful human capital management conditions relied on planning, strategic setting and involving of high-level management executive and head of department. In Addition to management condition, it contained 4 parts; 1). Internal system relevant to human resource i.e. organization information, personal information, salary, welfare. This particular information was essential for planning and decision making. 2). Automated system that help to reduce expense, especially Internet-bases HR which convenient for human management to retrieve employee personal information. 3). Utilizing Human Capital Management metrics (HCM) for performance measurement. 4). Suitable Work alignment, the organization should put emphasize on selection procedure, selection process, communication, evaluation and compensation.

The significant purpose of human capital management was to ensure that employee was capable to achieve organization purpose. The human capital management would be essential process to attribute highest performance for entire organization towards new opportunity. Ulrich and Lake (1990) mentioned in N'takautung (2006: 14-15)

The Importance of Hajj

Hajj pilgrimage which is one of the five pillars in Islam is compulsory for every believer under the main conditions that includes sanity, affording the journey which in good health, safe journey, enough budget to support ones family during ones absence and no obstacles preventing the performance of Hajj as well. The Hajj pilgrimage requires to perform Hajj only in the Holy and religious land of Mecca which must be conducted during the month of Zulhijjah (12th month according to the Islamic calendar) and to perform by an individual Muslim himself. Since this pillar must be performed only in Mecca and environs where mainly in Masjid al-Haram, pilgrims of different knowledge and experiences having a diverse background needs to make a lot of preparation before as well as during the stay in Mecca and Medina. The Hajj pilgrimage in itself is far different from the other obligations of Islam namely the five pillars which are praying five times a day, fasting during Ramadan, and giving Zakat (alms as charity) to the poor as the entire process needs a few days for the completion and movement from one to another place. As a result, the details of the Hajj itself and other additional activities such as visiting historical locations and instructing how to perform Hajj correctly in Mecca and Medina could not be settled without accompanying by a certain person or a group of persons that can lead pilgrims or Hujjaj to fulfill the entire process assuring the accomplishment of the Hajj

pilgrimage. Such a person in the Malay world is known as Sheikh Hajj Hayimasae, N. 2014.

Besides the importance of Mecca and Medina as the obligation city for the Hajj pilgrimage, it also represents as a place focusing on objectively and subjectively for the Muslims worldwide. Historically, Mecca is the birth place of the prophet Muhammad (peace be upon Him) and due to the birth of Islam tenets spread into other lands even as far as the Malay-Indonesian archipelago. It is located by Ka'bah, a cubic building covered by a black dress decorated by intricate Arabic calligraphy which is from the verses taken from the Qur'an. Ka'bah functions as a direction, known as qiblah towards which Muslims around the world face while praying and around which they take rounds counterclockwise as a part of their Hajj pilgrimage. Medina is the burial place of the prophet and his mosque as well as the administrative city during the life of Prophet Muhammad (peace be upon Him) before moving to Baghdad, Damascus and then Istanbul. Medina and its peripheries were once locations of historic battles during the period of the prophet Muhammad (peace be upon Him). Furthermore, two cities or in a single so called name Haramayn was a major location for acquiring Islamic knowledge for those who came from the Malay-Indonesian archipelago including from Patani.

“Going on to the journey to holy land of Mecca to fulfill the obligation of Hajj is a long and cherished ambition for Muslims. In fact, the Hajj is not demanded on those who cannot canvass the strength and earning to leave their routines and family dependents behind in order to complete the intense rituals of Hajj.” The journey to the heartland of Islam for the purpose of Hajj seen from the present situation looks like a simple way to reach Mecca and its vicinity as they get served from the Hajj service agency to settle everything before as well as during their stay up till they return back their homeland. However, things are not as easy as it seems or what is portrayed and promised by the Hajj brokers. The Hajj pilgrims would receive a lot of lessons, face a lot of barriers and obstruction during the journey of Hajj that needs much patience and inspiration to receive what Islam terms “Hajj Mabrur”, the completed Hajj. Those who could control their emotions and face all the challenges could impact and lead them into new and pious characters after returning to their homeland as found in many cases worldwide Hayimasae (2014).

Thus Hajj and Umrah business unlike any others management, the services is sacred, involves many activities and recitation word from the Quran. Hajj tour leader (Shiekh) need to explain and taught precisely. Mistaken of the activities will caused a lot of trouble causing in achieving of Hajj. It is very important to recruit Hajj tour leader (Shiekh) of highly experiences, professional and also develop their knowledge and skills in term of hospitality and services in order to work accordingly.

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The journey to holy land of Mecca is to fulfill the obligation of Hajj, it is a long and cherished ambition for all Muslims. Most Muslim who are able to afford this excessive traveling cost will headed to one direction that is Mecca Saudi Arabia as soon as they can. The procedures in taking the journey to Mecca Saudi Arabia can be divided to two sections; 1). Government fully funded to all travelers, government would hired tour operator to proceed everything needed for Hajj and Umrah process 2). Going with Hajj and Umrah companies, travelers pay travel cost directly to the company's owner. Traveling with government has never cause any problem but with private Hajj and Umrah companies always on the headlines.

Hajj and Umrah in Thailand faced corruption since 2007 and it is one of the main problems for Thai Muslim pilgrimage, as they are unable to trust any department. in 2007 there were headline of problems associated with the Hajj regarding rental accommodation for 2006 – 2007 pilgrimage Wongsamuth (2016) pilgrim arrived in Mecca Saudi Arabia and was left with deprived state of accommodation, long distance of walk to the main pilgrim sites which was not mentioned tour package. In 2011 pilgrimage were abandoned at the airport casing a lot of problems additionally with no confirmation of traveling besides have already paid for traveling cost. Thus causing complain from pilgrims on poor management and dishonest of tour operator. Additionally, pilgrims was left with the lack support by government department. However, after this incident the government public relation had announce on accelerate on organizing the pilgrimage system for Hajj and Umrah.

Hajj and Umrah is a huge economic growth for government, unlike most of Muslim countries Hajj and Umrah is well manage and control by government. Thai government should impose rules and regulation on Hajj and Umrah appropriately, through providing training, knowledge understanding about Hajj and Umrah. From the process of this study researcher found that government try to intervene on Hajj and Umrah enterprise as to lessening issues each year. However, none solid rule and regulation has been made because of the instability of government in the country.

Finding and Discussion

The result and discussions are divided into 2 parts as follows:-

1. The capability of human capital which is divided into 4 parts as follows

- * Recruiting (recruitment process) * Knowledge and skills * Employee engagement
- * Knowledge management

2. Problems and guideline for human capital development.

1. The capability of human capital.

i. The recruitment process companies do not have an explicit requirement for personal specifications on, companies always uses an internal recommendation process. As a result the recruiting often hires someone who does not matches the actual job specification qualification and skills. As per the interview with Muhammdad Sofian Manosa on 10th July 2018, the recruitment process takes place according to the recommendation from the current staff in the office. The study has found that Hajj and Umrah companies should have a systemized recruitment process. The procedure must include qualifications that align with the job description as follows:-

A. The Manager should be very knowledgeable with strong leadership skills, crisis management, fundamental knowledge about Hajj and Umrah. Responsible and interpersonal skills which means that one is able to negotiate.

B. The Administrator should be excellent in the administration task, coordination skills, proficient in handling computer software as well, i.e. Microsoft office and as office supplies and service minded. As per the interview with Muhammdad Sofian Manosa on 10th July 2018, he explained that the manager should have fundamental knowledge about Hajj and Umrah and good leadership skills as they have to work internationally which consists of a lot of decision making on various issues concerning the customers and their immigration process. Moreover, negotiation skills also plays an important role.

Based on the study, it is discovered that it aligns perfectly with the Suwetwattanakul, C., Kaewnuch, K. (2012:952), and that human capital planning along with recruitment is considered as the first activity of human capital management. The recruitment process includes preparation, selection and admission. Firstly, the organization had to analyze the manpower planning that aligns with the organizational strategies and should also support operational activities. According to Wedchayanon (2008:19), it is claimed that successful human resource management and planning involves high level executives and team leader participation as well. One of most essential elements was workforce alignment which contained huge impact on the organization. Therefore, the organization should invest in improving the relevant procedures which are selection, communication, evaluation and compensation.

ii. Knowledge and skills showed that employee can only manage tasks on their regular responsibility and do not have various skills and knowledge on different aspects. Moreover, employees do not have fundamental understanding about Hajj and Umrah. Hence, they are not very confident in performing the tasks. It is of utmost

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importance that operational employees should have various skills, knowledge and experiences in managing their work professionally which will a benefit to their companies Nadler, L. and Nadler, Z. (1989)

The majority of Hajj and Umrah Company's owner can communicate in English as well as Arabic fluently and are well accustomed to the geographical features. They can also coordinate smoothly with the Saudi Arabia authorities on a professional level. As per the interview with Afnan Samoh on 10th July 2018, she explained that the owner used to live or study in Middle Eastern countries, therefore they were able to communicate in Arabic and English fluently, he is very well accustomed to the working environment in Arab environment as well as seen reliable in the Arab countries. The study also found that Sheikhs (Hajj and Umrah Tour Leader) are mostly the people who have lived or studied in Middle Eastern countries. Therefore they were able to communicate in Arabic fluently as well as are accustomed to the geographical features. Regarding the Hajj and Umrah process information, it showed that tour leaders contained lack of knowledge to the actual religiose process and services industry. The companies did not provide any suitable development program such as proper field trip or any other instructions for them. As most of the Hajj and Umrah companies are microbusiness or sole proprietorship, therefore it had lack of capacity to provide knowledge management program for tour leaders because most of the employment was on a temporary contract. Instead of a long term development program, the companies briefly provided the task information.

Hajj and Umrah Companies require proper religion knowledge integrated with service skill. Therefore the entrepreneur should commit to skill and knowledge development of their employees. The company should be able to demonstrate employee's career path as well. Knowledge management process is an essential tool for establishing the knowledge exchange system that provides sufficient information for employee to apply in real life situations. Information technology would be a key as well as a convenient device to create a particular process and it would lead to increase in productivity and efficiency. The statement aligned with the definition of human capital management is that every activity enhances knowledge, skills, capabilities, perspectives and behavior that aligns and accomplishes strategic organization as well as the company's purpose Wisetsak (2009).

iii. Employee Engagement exactly showed that an employee's duration of work is 5 to 10 years because they have felt a strong commitment towards the companies and are extremely proud of their job. Owing to the small size of the company, they feel more like working with a family and so they put a lot of effort to complete their job efficiently and within time according to O'Malley (2000:13) mentioned in Ramlaall

(2004). “Commitment is very critical for the performance of an organization. However, the company should have retention program in order to drive the performance and motivation of their employees. It is crucial to create a consistent working environment, promotion opportunities and earn a reasonable salary as well. Wedchayanon (2008) explained that one of the main objectives in human capital development is in order to recruit acquiring talent, the company should create brand image by following the plan of recruitment and selection process. The creation of employee Engagement, Company’s should build good relationship with the employee right at the beginning when they start through training and challenging the skills of the employees. Moreover, companies should be able to lead and manage the amount of talent their company has. Companies should provide leader development program as well as a program in retaining talent employees. Moreover, Employee’s recognition is very important in order to build an environment where employees are engaged consistently.

iv. Knowledge Management showed that they were giving training through coaching their employees. One on one coaching by senior employees while being on actual duty. There were no orientation for new employees. If any problems occur, the management will be responsible to solve them. Therefore, employees do not have the opportunity to use their skills in solving problem and mainly doing tasks according to order from the management due to the higher position of the management. Employees gain skills through a certain number of years and the experience they have gained while they working in the company as well as through meeting employees from other Hajj companies. This enables them to exchange issues and techniques while doing their task. Mondy and Noe (2005) explained that knowledge management is the process of creating, sharing, using and managing the knowledge and information of an organization. It refers to a multidisciplinary approach in achieving organizational objectives by making the best use of their knowledge. Which will have to knowledge integration consistently with technology and organizational structure. This study showed that the company should have consistent knowledge management, a study by Wicharn (2004) explained that knowledge cannot be managed. Companies cannot order employees to transfer their knowledge to other employees but companies must create an environment that encourages to exchange knowledge which will eventually lead to a distinct organizational culture.

2. Problem and Guideline for Human Capital Development

Hajj and Umrah are religious activities for Muslim, It is a religious activities that all Thai Muslims looking forwards to what is call once-in- a-lifetime experiences.

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Despite the cost of traveling to Hajj has been complained by Thai Muslims as excessively expensive, yet each year they are thousands of Muslim registered to undertake this journey. Thailand has 108 Hajj operators which all registered by law under the DRA, with a five years renewal. Kamon cited in Wongsamoth (2016). They are business operated companies to assists Thai Muslim pursuing their religious believe. In three Southern Borders of Thailand where Muslim densely populated and with a high hope to perform their religious believe in Mecca. In these areas there are 55 Hajj and Umrah companies, some are well known nationally and some are known locally. Nonetheless, each companies still have potential pilgrims every year as most of the tour leader (Sheikh) will have personal contact with local people or words of mouth about their services from previous pilgrimage.

The operation of Hajj and Umrah companies however, still face some limitations and problems. It is the factor that companies have not been as successful as it should be. The companies do not have a profound job description in recruiting their employee, they are lack of self-confident and afraid to express their opinion. Therefore companies should have work orientation as well as performance development scheme in order to increase operational efficiency of its company. The scheme should consist of orientation, workshops as well as personality and leadership development related to the job descriptions such as language skills, computer skills and etc. In modern economy capital of every organization means the people with their knowledge, proficient, experience, creative ideas and capabilities.

Therefore investing a professional and qualified staff is the key to the success and profitable operation of companies. Qualifies employee is a significant player within the company to help running business and negotiate with stakeholders. Knowledge in marketing is also a critical element for Hajj and Umrah business. Marketing workshop should be provided by employee so that they will able to deliver outcome immediately. This aligned with the study from Prapiroon and Rakanoykitt (2013) mentioned that learning system had significant constructive impact on human development in term of increasing industry productivity. Additionally, company should invest in educated workforce or high skill labor which generated higher value to business. Organization should emphasize on retention scheme by improving employee satisfaction in job such as creating friendly work environment, explicit career path, providing fair compensation and suitable welfare as much as possible under organization's regulation.

Hajj and Umrah Tour leader (Sheikh) are person who used to live and study in the Middle Eastern countries, they are fluent in Arabic, English and religious knowledge. However, they have never been working within the services industry hence they have no profound knowledge in services industry and concept of service

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mindful in tourism industry. Therefore, company should provide work orientation or short course on services in order to deliver higher quality and standardizing services. This mechanism will lead to higher quality and standard of Hajj and Umrah service. The tour leader who participated the course would be a legalized tour leader.

Recommendation for Further Research

1. Further study on Hajj and Umrah enterprises should undertake throughout the country in order to operate the business in same standard.
2. Should examine skills needed for human capital in Hajj and Umrah enterprises and short training course must in place for all Hajj and Umrah tour leader (Sheikh) to have a fundamental knowledge in services industry.

Conclusion

Human capital can be defined in the 21st century economy as a set of production skills, talent and knowledge of individual workforce, which can be developed through education, job training and experience. They are people who are employed in the companies engaged in providing services. Hajj and Umrah industry represent human's i.e. Managers, administrators, tour leader (Sheikh) etc.

Hajj and Umrah are religious activities for Muslim. It is a mandatory religious duty for all Muslim around the world to undertake in Mecca, Saudi Arabia. However, Hajj and Umrah can be define as religious tourism. Religious tourism involved visiting of religious sites, such as churches, Temples, holy Shrine and for Muslim undertaking Hajj and Umrah is a kind of traveling for religious purposes. Moreover, travelers would have to spend on hotels and services hence the act of traveling create a great input to the local economy.

The development of human capital in tourism industry for Hajj and Umrah in three southern borders of Thailand should continuously develop for the benefit of both Pilgrimage and entrepreneurs.

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Interviews

Muhammad Sofian Masano, Graphic Designer and Public Relation of Abu Adli Travel Company Limited at his office on 10th July 2018

Afnan Samoh, Administrator of Abu Adli Travel Company Limited at her office on 10th July 2018.