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▲ COMPREHENSIVE STUDY
OF
JOB SATISFACTION
IN
TWO EGYPTIAN HOTELS

BY
Amey Ibrahim Shahin

1996

thesis
1996/1175

3

**A COMPARATIVE STUDY
OF
JOB SATISFACTION
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By

Amany Ibrahim Shahin

Under Supervision of

Dr. E . H . Valsan

1175

THESIS FOR THE DEGREE OF
MASTER OF PUBLIC ADMINISTRATION

BY
AMANT IBRAHIM SHAHIN

A COMPARATIVE STUDY
OF
JOB SATISFACTION
IN
TWO EGYPTIAN HOTELS

A Thesis Submitted to the Management Department
at the American University in Cairo in
Partial Fulfillment of the Degree of
Master of Public Administration .

1996

DR. SAMIR FOUAD
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**THESIS FOR THE DEGREE OF
MASTER OF PUBLIC ADMINISTRATION**

**BY:
AMANY IBRAHIM SHAHIN**

APPROVED IN JANUARY, 1996

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To my father

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PART ONE

This part includes chapters one and two , chapter one is an introduction , while chapter two is an explanation of the relationship between job satisfaction and motivation , the chapter concentrates on the job satisfaction of hospitality workers and the environment of hotels in general .

CHAPTER ONE

INTRODUCTION & METHODOLOGY

1.1 INTRODUCTION

Job satisfaction is a complicated issue, however, it is of great importance for any society, it could play a major role in the economic and social development of the society as a whole. Many authors as Maslow, McGregor and Frederick Herzberg have contributed to this issue and developed theories which are considered the best known theories for employee motivation.

Egypt particularly, as a developing country, is facing many economic and social problems. The key to solve these problems are the people specifically the workers. If the people are satisfied with their jobs, they could hopefully contribute to their society in a positive way, as a general belief a satisfied worker could perform better than an unsatisfied worker. Actually this is not always the case as,

"Workers' satisfaction is a complex matter that cannot and should not be the touchstone efforts to invent high performance systems." (1)

According to Herzberg's Motivation Hygiene Theory,

"He indicated the existence of a dual continuum between satisfaction and dissatisfaction; the opposite of satisfaction is no satisfaction, and the opposite of dissatisfaction is no dissatisfaction." (2)

Despite this, studying job satisfaction is worthwhile and many authors have investigated its positive impact on workers. Hence, it is important to study and examine the factors affecting the Egyptian workers' job satisfaction and life satisfaction because he is a worker who is suffering from his job and from the external circumstances.

However, studying workers' job satisfaction is difficult to understand because,

"People are individualistic and have different perspectives." (3)

What satisfies one worker might not satisfy another worker.

Although many sectors in Egypt are facing social and economic problems, the tourism sector nowadays is facing serious problems.

"Since the Spring of 1991 attacks on government leaders and foreign tourists have intensified and, in all probability seriously affected the tourist industry." (4)

Hotels specifically could encourage or discourage tourists in the country. Therefore, hotels are an important corner in the tourism industry. The satisfaction of hotel employees is quite important nowadays, in order to encourage tourism in Egypt according to the Egyptian government's plan which started by 1994. (5)

Hence the researcher found it necessary to study the extent of job satisfaction of hospitality workers in Egypt.

This research, is a comparative study of job satisfaction in two Egyptian hotels which are Forte Grand and Mena House Oberoi.

Forté Grand is a private sector hotel it is owned and managed by the private sector . While , Mena House Oberoi is privately managed by Oberoi company , and it is owned by Egoth company , a government owned company .

This research consists of four chapters:

Chapter One: is an introduction, the research objectives and the methodology are indicated in this chapter.

Chapter Two: In this chapter, the researcher investigates the relationship between job satisfaction and motivation, then examines their impact on workers' satisfaction.

Chapter Three: is a description of the situation of tourism sector in Egypt, the importance of hotels in this sector are also discussed.

In Chapter Four: the empirical investigation is presented. This empirical investigation is a comparative study of the Egyptian hotels employees, job satisfaction in Forté Grand and Mena House Oberoi.

1.2 RESEARCH OBJECTIVES

The objectives of this research is to study the major factors affecting job satisfaction in two Egyptian hotels (Mena House and Forte Grand) . Also, to study the relationship between job satisfaction and life satisfaction.

The aim of this research is to investigate and measure how these factors affect the level of satisfaction of:

- [i] Mena House Oberoi hotel workers compared with Forte Grand hotel workers.
- [ii] The workers under the age of 30 and those over the age of 30.
- [iii] Egyptian hotel workers compared with USA hotel workers.

METHODOLOGY

The basic aim of this research is to identify and analyze the major factors affecting hotel employees' job satisfaction. Hypotheses regarding the research objectives were formulated. An empirical investigation was carried out to test the research hypotheses. Details of the methodology of the empirical investigation and its results are presented in chapter four in detail. An outline of the methodology used is presented below.

1.3 DATA COLLECTION PLAN

This research took place in two major hotels (five stars hotels), one is a private sector hotel (Forté Grand), the other is a privately managed public business sector hotel (Mena House Oberoi).

Data about employees were gathered through questionnaires, which were directed to them. The questionnaires were translated in Arabic in order to enable the employees, to perfectly understand the questions, as some of them did not know perfect English. The questionnaires were collected by the researcher, while in some other few cases the questionnaires were collected by head of the departments. In some other cases responses were written in the presence of the researcher who had to answer any queries. In some cases interviews were conducted with directors and employees in order to investigate the reason for surprising results. Data gathered were then coded and used for statistical analysis in order to test the hypothesis of this study.

1.4 THE SAMPLE

Questionnaires were directed to one-hundred full-time hotel employees. Fifty were from Forte Grand hotel, while the other fifty were from Mena House Oberoi hotel.

This was a stratified sample in which five departments were selected, the same five departments were chosen in both hotels.

The response rate was 84% as follows:

Table 1.1

Response Rate

HOTEL	NUMBER OF QUESTIONNAIRES ADMINISTERED	RESPONSES NO .	%
FORTE GRAND	50	48	96
MENA HOUSE	50	36	72
TOTAL	100	84	84

TABLE 1.2

CLASSIFICATION OF RESPONDENTS BY DEPARTMENT

DEPARTMENT	FREQUENCY	PERCENT
1- ADMINISTRATION	19	22.6
2- FRONT OFFICE	16	19.05
3- HOUSE KEEPING	16	19.05
4- FOOD & BEVERAGE	15	17.9
5- ENGINEERING	18	21.4
TOTAL	84	100

1.5 QUESTIONNAIRE CONSTRUCTION

The questionnaire was divided into three major parts. The first part (questions 1, 2, 3, 4, 5, 6, 7) was for categorizing the participants, it included questions about age, job description, sex, years in hotels, education and department.

In the second part of the questionnaire (question 8), the respondents were asked to rank ten-work related factors in order of importance according to their opinions, where (1) refers to the most important factor while (10) refers to the least important factor.

Part three of the questionnaire (questions 9, 10) was to be answered on a scale ranging from 1-5 where (5) refers to definite satisfaction and (1) refers to complete dissatisfaction. The questions of this part concentrate on employees' job satisfaction as well as life satisfaction.

In order to enable respondents to express their own opinions, there was a part for "comments".

1.6 LIMITATIONS OF THE STUDY

- 1- This research is limited to Mena House Oberoi and Forté Grand hotels, so the results of this comparative study could not be generalized.
- 2- This research focuses on job satisfaction of Egyptian hotel employees, who haven't reached the degree of "Head of Department."

NOTES

- (1) Bassett, Glenn, "The Case Against Job Satisfaction", (Business Horizons), Vol. 37, No. 3, May - June 1994, p. 61.
- (2) Robbins, Stephen, Essentials of Organizational Behavior, (Second Ed.), Englewood Cliffs: Prentice Hall International Inc. 1988, p. 31.
- (3) Vinocur, M. Richard, "The Employee's Perspective", (American Printer), Vol. 214, No. 4, January 1995, p. 72.
- (4) Nakamura, Reiko, "The Current Status of Egypt's Economy and Noticeable Privatization of Public Enterprises", (Jime Review), No. 21, Summer 1993, p. 62.
- (5) The Central Bank of Egypt , (The yearly Economic Report) Vol. 34, No. 3, 1993/94, p. 62.

CHAPTER TWO

THE RELATIONSHIP

BETWEEN

JOB SATISFACTION

AND

MOTIVATION

2.1 THE RELATIONSHIP BETWEEN JOB SATISFACTION AND MOTIVATION

The relationship between job satisfaction and motivation is complicated . Many researchers tried to investigate this relationship. However, there are still many questions which need to be answered. As there are many contradictory research results, some of these aspects that are still unsolved are for example:

- Does job satisfaction lead to motivation?
- Does motivation lead to job satisfaction?
- Does motivation mean higher performance and higher productivity?

From these questions, it is clear that the relation is confusing and still a lot of research is necessary .

However, what researchers have reached is that the most effective way to motivate more people is to make job satisfiers available to the entire workforce. ⁽¹⁾ From here, it was necessary to study job satisfaction and motivation as concepts affecting each other in order to achieve the objectives of this research , which were previously mentioned in chapter one

2.2. EVOLUTION OF JOB SATISFACTION STUDIES

Individual performance depends on the degree to which they are motivated to work. As a general belief, people who are motivated exert greater effort to perform their jobs than those who are not motivated. (2) Job satisfaction is actually a topic of great interest for employees, employers and for the whole society as it is considered a factor affecting the economic and social development of the society as a whole.

2.2.1. HISTORICAL BACKGROUND

2.2.1.1. SCIENTIFIC MANAGEMENT

The Scientific Management School was the first approach to the study of management, it emerged during the early twentieth century. The key contributors to scientific management included Frederick W. Taylor, Frank and Lillian Gilbreth, Henry Gantt and Harrington Emerson. Frederick Taylor, however, is most closely identified with this approach. Taylor assumed that monetary rewards are the primary incentive managers can use to motivate workers to achieve higher levels of output. (3)

"Taylor's principles have served industry well as a guide toward ever increasing productivity, lower unit costs and higher profits, they also dovetailed neatly into the concept of profits before people ". (4)

So during Taylor's days, the worker was not given any attention or care and was not treated as a human being but as a machine.

2.2.1.2. THE CLASSICAL ORGANIZATIONAL THEORY

The Scientific Management School dealt with the interaction between a person and his job. During the period of scientific management popularity, another school of management thought emerged which was the Classical Organization Theory. Whereas scientific management studied how individual workers could be made more efficient, the Classical Organization Theory focused on how a large number of workers and managers could be most effectively organized into an overall structure. Major contributors to the Classical Organization Theory included Henri Fayol, Lyndall Urwick and Max Weber. (5)

2.2.1.3. HUMAN RELATIONS MOVEMENT

Promotion towards more human working conditions were achieved by organizational psychology and organizational development. This was through the contributions of such men as Elton Mayo, Chris Argyris, Douglas McGregor, Abraham Maslow and Frederick Herzberg. (6)

The Human Relations Movement gave more attention to the employees' social needs. The basic premises underlying the Human Relations Movement were that people respond primarily to their social environment, that motivation depends more on social needs than on economic needs, and that satisfied employees work harder than unsatisfied employees. (7)

The decade of the 1950s was a fruitful period in the development of motivation concepts. Many theories became popular during this period as Maslow's Hierarchy of Needs, Theory X and Theory Y, and Herzberg's Motivation Hygiene Theory. These theories are still the best known theories for employee motivation. (8)

Job satisfaction studies emerged due to the importance of this subject for employees and for any organization as a whole. Job satisfaction is considered a factor affecting the economic and social development of the society as a whole.

2.2.2. JOB SATISFACTION

Moorhead and Griffin, defined job satisfaction or dissatisfaction as an individual's attitude toward his or her job. ⁽⁹⁾ According to Greenberg and Baron, job satisfaction involves positive or negative attitudes held by individuals toward their jobs. ⁽¹⁰⁾

Almost all authors as for example Robert Kreitner, Angelo Kinicki, Michael L. Vasu and others, gave the same definition for job satisfaction. However, the definition of job satisfaction is not enough to understand this concept, what gives us a wider meaning is studying the factors affecting job satisfaction. Smith, Kendall and Hulin define job satisfaction as the feeling a worker has about his job. They identify job satisfaction as a feeling or an affective response. According to them, these feelings are associated with a perceived difference between what employees expect and what is actually experienced in comparison with the available alternatives, whether these feelings are positive or negative this depends on the individual's perception.

A recent research from Roper Starch Worldwide Inc., reveals that job satisfaction is at its lowest level in 21 years. The study was by the name of "*The Dream in Danger*", they surveyed approximately 2000 workers who complained about work hours, benefits, and businesses' contribution to society. In the early 1970s, four of every ten workers reported being "extremely satisfied" with their jobs, today, only one in four is "extremely satisfied". ⁽¹¹⁾

Wyatt's latest work on USA Attitude Survey (1995) reported that American workers are surprisingly upbeat about their jobs. In fact, 65% of respondents were satisfied with their jobs and 56% feel their companies provide good job security to workers who perform well. These numbers are unchanged from 1987.

Also Wyatt's survey reported that generation X workers (those under age 30) typically have more positive attitudes about the workplace than any other age group. While those between 30 to 49 (Boomers) are the least positive in their assessments of the business world, and the silent generation (50 and above) falls somewhere in between. ⁽¹²⁾

2.3. FACTORS AFFECTING JOB SATISFACTION

Job satisfaction is affected by many factors relating to organizational policies and procedures, specific aspects of jobs and work settings, and personal characteristics of employees. ⁽¹³⁾ Life satisfaction is also considered a factor affecting job satisfaction.

The major factors affecting job satisfaction could be divided into internal and external factors. Internal factors are basically factors affecting employees' job satisfaction inside the organization, while external factors refers to factors outside the organization and could not be controlled.

2.3.1. INTERNAL FACTORS AFFECTING JOB SATISFACTION

Factors affecting employees' job satisfaction inside the organization, are mainly organizational factors, group factors and personal factors. ⁽¹⁴⁾

2.3.1.1. ORGANIZATIONAL FACTORS

There are major organizational factors toward which employees form attitude toward their jobs. These organizational factors are: financial incentives, opportunities for advancement, the nature of the work itself, policies and procedures of the organization, working conditions, and interpersonal relations. ⁽¹⁵⁾

(1) Financial Incentives:

Financial incentive is a factor which affects employees' job satisfaction. Employees always need at least a reasonable salary to fulfill their basic requirements from food, shelter, etc.

However, financial requirements differ from one employee to another. This issue was investigated by many researchers.

In Doran, Stone, Brief and George (1991), workers who had low financial requirements reported stronger relationships between work attitudes and behaviors than individuals with high financial requirements. Those authors viewed low financial requirements as allowing freedom of choice and high financial requirements as limiting job choices.

This study was expanded by Brelt, Cron and Slocum (1995) regarding this issue. The study examined the role of employees' financial requirements as a moderator of the relationship between their organizational commitment and performance. Hypotheses were tested on two samples of salespeople from different organizations but both are US manufacturing companies that sell a number of products to other organizations and serve national markets. One organization is located on the East Coast and the other in the Midwest. A total of 158 salespeople from organization A (a 66% response rate) and 180 from organization B responded (69% response rate). Results of hierarchical regression analysis indicated stronger relationships between organizational commitment and performance for those with low financial requirements than for those high financial requirements.

This study adds to the developing literature emphasizing the importance of understanding the economic role of work in the attitudes and behaviors individuals have toward their work. ⁽¹⁶⁾

(2) Opportunities for Advancement:

Employees need to make sure that promotion takes place fairly, according to their ability and performance, also they need to feel that they will increase their experience.

(3) The Nature of the Work Itself:

People tend to be most satisfied with jobs that provide them with an overall workload and level of variety that are not so low as to be boring and not so high as to be overwhelming and unduly challenging also they are most satisfied with interesting work. (17)

Work pressure or increased demands that are hard to meet constitutes a threat for workers.

Workers could be threatened in two ways:

First: They could be threatened with losing some control over their environment since they have to work fast and this implies that they cannot control their pace.

Second: Employees could be threatened by loss of rewards (salary increase, transfer to a better job, etc.) and being subject to punishment (dismissals, transfer to lesser jobs).

Pressure is found in competitive environments so in a highly competitive economy they must improve their productive efficiency in order to attain this goal, work pressure is imposed on workers and work groups. (18)

Signs of Stress:

Losses to U.S. economy associated with job stress is currently estimated in 1987 to be as large as \$150 billion per year. The U.S. and Sweden's working population are experiencing increasing signs of stress, although it might be thought that the working population in these industrial countries are experiencing the highest level of satisfaction. The only way to remove stress is to pay attention to the psychological and social aspects at work, this area has not been given enough care as the basic concern was on economic and technological calculations i.e. increased productivity and profit but at the same time increased stress.

It is possible, however, to recognize production in a manner that can both reduce the risk of stress and increase aspects of productivity associated with creativity, skill development and quality. (19)

Melamed, Ben-Avi, Luz and Green (1995) examined the relation of objective work conditions (work underload, repetitive or varied work) and subjective monotony to job satisfaction, psychological distress and sickness absence. Participants were 1278 male and female workers.

"Subjective monotony was moderately related to the objective work conditions. Hierarchical regression analysis showed that the effects on all outcomes were partially mediated by subjective monotony and were also directly related to repetitive work and work underload. Job satisfaction and psychological distress were mainly related to subjective monotony. Whereas sickness absence was equally related to the work conditions and subjective monotony. Testing

sex interactions revealed that sickness absence was related to the work conditions in women but not in men. The findings highlight the significance of noting the actual work conditions in predicting employee outcomes." (20)

The effects of automation at work is another aspect which should be considered, regarding the effect of the nature of the work itself on job satisfaction. New technology in many cases act as a threat upon workers. Those who create new technology rarely think of the human consequences of what they are creating. Modern technology has in many cases dehumanized both workers and managers by mechanizing work at the bottom and provoking over competitiveness at the top. Also, it is important to consider the social psychological effects of this modern technology which could cause the following:

- Lack of responsible citizens as they have no word at work.
- Lack of sensibility because of the inability to determine the pace of one's work and life according to one's rhythm, so workers get to be bored of their work. (21)

Resistance to flexible automation among the workplace is due to employees' fears which include:

- Fear of loss of status.
- Fear of job loss.
- Break-up of work group.
- Loss of intrinsic job satisfaction.
- Fears about actual losses in earnings.

- Lack of general knowledge about the new technology.
- Fears about management's ability to handle the change.

However, these fears are not related to age as the relationship between age and resistance seems to depend more on the level of job experience with non-automated equipment than on age. (22)

Generally the aim for developing technology was not to further human development of the individuals who work with it, but it was and still is a way to achieve maximum production, at the lowest possible cost.

New technology could be beneficial for workers if the following are fulfilled:

One: The availability of skilled technicians who can use the technology.

Two: The society should accept it rather than consider it illegal because for e.g. it pollutes or limits the freedom of the other benefits.

Three: The workers attitudes should be positive towards this new technology they must be willing to work with it.

However, workers have to accept new technology in any case even if they are dissatisfied because this is the new wave to achieve maximum production and they have to be trained to use it. This enables them to fulfill the requirements of their jobs, therefore will not lose their jobs at any time. (23)

(4) Policies and Procedures:

Job satisfaction is related to the decentralization of power. When the policies and procedures of the organization is directed toward decentralization of power, this causes great satisfaction for employees.

Decentralization refers to the degree to which the capacity to make

decisions resides in many people as opposed to just one (central) person. When power is decentralized many people are allowed to make decisions, and people can freely participate in decision making. Such situations tend to promote job satisfaction. (24)

Participation at the workplace is a way of achieving democratization of the workplace.

* **Workers Interest in Participation:**

Workers participation results in:

- Broader distribution of authority.
- Increasing rather than diminishing responsibility.
- Opportunity to exercise a meaningful measure of autonomy.
- Increasing the creative and innovative ingenuity of the worker.

However, participation is a way for humanizing the workplace as workers feel by participation that they are not just tools but are directed towards being creative, innovative and play a significant role in production. For effective participation to take place, workers should be assured that their participation or involvement in decision making will not affect their job security. The workers role in the business should enable them to relate to the services rendered as well as to their meanings in the whole society. (25)

Involvement in decision making is very important,

"Workers with little autonomy any competence and no collective structures to bind them together are generally unable to actively and constructively relate to their own situation and problems, consequently they are unable to fully participate in a democratic system." (26)

*** Management's Interest in Participation:**

During the last twenty years there has been efforts to democratize work and participatory reforms has increased.

Worker's participation has been the interest of management not just workers in order to deal with unfavorable circumstances. Management usually moves to participatory solutions in cases of adverse economic conditions or when labor are in a strong position.

However, there are negative effects for participative arrangements as it gives workers certain control and power and this makes them demand for more, and workers' participation also implies power redistribution towards workers and this usually implies power struggles in the workplace and also in the larger society. (27)

*** Effects of Participation on Performance and satisfaction:**

Participation has a direct effect on performance and satisfaction, however, this effect varies according to the different forms of participation.

The 1988 review by Cotton and his colleagues analyzed the effects of several different forms of participation and satisfaction at work. These different forms of participation include:

- (1) Participation in work decisions, consists of permanent programs in which workers take a formal direct role in decisions about their work.
- (2) Consultative participation, includes long-term interventions like quality circles and Scanlon plans in which employees' opinions are sought as managers engage in decision making.

- (3) Short-term participation, involves brief but formal exercises in participatory decision making about job issues.
- (4) Informal participation, in which employees and subordinates in informal influence sharing despite the absence of a formal organizational program.
- (5) Employee ownership, wherein employees have the right as stockholders to influence management direction.
- (6) Representative participation, in which employees elect councils or board members to represent their interests to management.

From the findings of Cotton and his colleagues, they found that participation in work decisions, informal participation and employee ownership exert positive effects on performance and enhance satisfaction. The other forms of participation, however, were judged to have little or no effect on performance or satisfaction. This indicates that some forms of participation are more able than others to improve performance and satisfaction at work. However, evidence from the findings of ten other reviews of participation research had the same conclusion. (28)

*** The Relationship between propensity for participative Management and Intentions to leave:**

It is important to study the relationship between intentions to leave and participative decision making (PDM), because of its benefits for employees, for management and for the organization. However, this study has not been frequently discussed in management literature. (29)

"Specifically, positive relationships have been found between PDM and the constructs of satisfaction, self-esteem, loyalty, productivity and positive manager subordinate relations, negative relationship have been found with high production costs, inefficiency and employee incompetence." (30)

Recently, there have been many questions concerning this issue. A question has been addressed by Parnell (1992) - whether individuals possess a learned trait which indicates the propensity to utilize participative management techniques (PPM). PPM - (refers to managers tendency to employ direct participative techniques and therefore shift some of their authority for decision making to their subordinates).

Actually, from a recent survey conducted by Crandall and Parnell, they found that employees who measure high on the PPM scale have lower intentions to leave. In addition PPM was the best indicator of intentions to leave the organization. (31)

*** Examples of Countries that Encouraged Participation among its Workers:**

Many countries encourage participation in order to achieve benefits for employees, management and organizations.

The Case of Sweden:

During the 1960s the labor movement and the social development democrats had to face some serious problems including high labor turnover, absenteeism and strikes. During that period, the social democrats seriously considered the issue of worker participation as a way to solve these problems.

The Case of Norway:

The Norwegian experience indicates changes toward democratization, these changes have been introduced and reinforced by a strong labor movement. The labor movement was able to respond to its member's demands and further expand participatory rights.

The Case of England:

In England, their participative schemes have been introduced for better industrial relation the intent of management was to increase productivity. England's experience actually is limited primarily to plant-level joint consultation schemes and their participative schemes fall within the human relations tradition. (32)

A strong set of norms and values in organizations is important for employees.

"Organizations with strong cultures provide more meaning and guidance to their employees. A strong set of norms and values can substitute for more bureaucratic coordination and control methods such as hierarchical supervision, plans budgets and formal procedures. Thus, organizational culture may be able to infuse members with ardent feeling of organizational commitment while avoiding the negative relations so often generated by a bureaucratic approach to management." ³³

Thomas and Ganster (1995) examined the effects of organizational policies and practices that are supportive of family responsibilities on work-family conflict and psychological, physical and behavioral measures of Strain. Data was gathered at 45 acute - care facilities from 398 health professionals who had children aged 16 years or younger at home. Supportive practices especially flexible scheduling and supportive supervisors had direct positive effects on employee perceptions of control over work and family matters. Control perceptions, in turn were associated with lower levels of work - family conflict, job dissatisfaction, depression, somatic complaints and blood cholesterol. These results suggest that organizations can take steps that can increase employees' control over family responsibilities and that this control might help employees better manage conflicting demands of work and family life. ⁽³⁴⁾

(5) Working Conditions:

Job satisfaction is reduced by overcrowded working conditions and dark noisy environments with extreme temperatures and poor air quality. (35)

The importance of health and safety at the workplace is another major factor affecting working conditions. In order to have pleasant working conditions, employees need to feel protected from any surrounding physical harm. The importance of health and safety at the workplace has not achieved much attention, however, it is necessary for the work environment. Health and safety at the workplace today constitute very complex areas of understanding and improvement. (36)

The US. occupational Safety and Health Act of 1970 and Sweden's Comparable Act in 1974 were both public reactions to longstanding physical hazards in some of the most dangerous industries. However, one fact which is beyond dispute is that costs of health care is very large and rapidly growing. The overall costs for health care in US. was \$511 billion in 1987 which was 11.4% of the GNP as opposed to 7.4% of the GNP in 1975. (37)

(6) Interpersonal Relations:

Employees social needs refer to the need to be affiliative - to have friends and to be accepted by other people. To help meet social needs organizations may encourage participation in social events such as office picnics or parties. (38) Social needs have been identified in Maslow's Hierarchy of Needs. Sometimes people prefer to stay in their jobs because of the people surrounding them even if the job is not worth it.

The social environment at work is important to feel job satisfaction as indicated by an employee, he refused to quit although he had better opportunities because of the people working with him. He said:

"I don't want to quit. There are too many good things that I don't want to give up, I make a good wage and benefits but that really isn't why I'm not going to quit, the reason is that I love the people I work with. I've made hundreds of friends." (39)

Interpersonal relations are a major factor affecting job satisfaction, some consider it a major factor to remain in the job.

2.3.1.2. GROUP FACTORS

Job satisfaction of individuals within a work group also may be influenced by both their coworkers and their supervisors or managers. (40)

(1) Supervisors:

Studies have determined that satisfaction tends to be high when people believe their supervisors are competent and treat them with dignity and respect. On the other hand, satisfaction tends to be lower among those who believe they receive poorer-quality supervision specifically by supervisors believed to be incompetent, selfish and uncaring. (41)

Employees' frustrations result from supervisors who do not provide any help and they give them too much work in too little time - that combination makes their jobs frustrating. One of the biggest sources of frustration is when supervisors do not have any idea of the effort involved in getting things done. No guidance from supervisors, little feedback, poor direction and lack of planning are major causes of frustrations among employees. The supervisors' role is to consider these aspects in order to affect employees' job satisfaction.

Carson (1995) studied the employees in Milwaukee area. A sample of 120 respondents were asked about their opinions of their bosses, 18 were not frustrated, while the remaining 102 were frustrated. They indicated that they were frustrated due to the following reasons:

- Failure to listen and react to concerns.
- Inability to delegate authority.
- Walks away while I'm talking.
- Resistance to planning and lack of commitment.
- Not being honest, and lack of respect. (42)

This indicates that supervisors should consider these frustrations of their employees and try to avoid them in order to increase their job satisfaction. Effective leadership is always required.

(2) The Importance of Cohesive Groups:

It seems that members of cohesive groups do not feel work pressure and are enjoying higher job satisfaction. Janis (1958) reports a number of studies showing that in times of stress, people band together in more integrated groups than under normal conditions. Lanzetta (1955),

Burnstein and Mcrae (1962), as well as Myers (1962), reported the same findings. Feelings of pressure are in fact affected by cohesiveness so group cohesiveness may be perceived as a way to reduce the imposed threat or work pressure among workers. (43)

The importance of groups was studied by many researchers. Steers, Petty and Cashman (1995) studied the quality of exchange relationships between workteams and their members for 103 manufacturing workers. Results proved that higher levels of team member exchange quality, as well as of cohesiveness, satisfaction with coworkers, and general job satisfaction, were reported by members of teams expected to be self-managing (those for which management retains responsibility for the design of the group as a performing unit), while team members assume responsibility for monitoring and managing their own performance processes). (44)

This recent study gives an indication to supervisors about the importance of organizing work members into self-managing groups and delegating responsibilities and power to these groups in order to improve productivity and the quality of the work provided.

2.3.1.3. PERSONAL FACTORS

Personal factors affect job satisfaction to a great extent. These personal factors reflect the employees' personality and personal growth.

(1) Personality Fitting:

Employees need to feel that their personality is suitable for the job they are performing i.e. they find themselves in their jobs.

"The old adage that anybody can do anything if they really put their mind to it is simply not true. Working outside of one's comfort zone is not only stressful it invites poor performance and other associated defense mechanisms." (45)

(2) Personal Growth:

Another factor affecting job satisfaction is the willingness of employees to achieve personal growth. Some employees worry about this and want to feel that their job has contributed to their personality and to their experience.

Bruce Rosells and Jacki Keagy (1995) of Personnel Decisions Inc. suggest six signs that tell if your career is stalled:

- (1) Your job responsibilities haven't changed in three years.
- (2) You no longer get picked for high-powered projects or high-profile committees.

- (3) You've just been passed over for a promotion or you've been demoted.
- (4) The company's strategic focus has shifted and your function is greatly de-emphasized.
- (5) You find your work inherently boring.
- (6) The relationship with your boss and coworkers is deteriorating. (46)

(3) Instrumental Benefits:

Also, important are the instrumental benefits of the job, or the extent to which the job enables the employee to achieve other ends. A person finishing his college degree might take a particular job on a temporary basis because it allows flexible scheduling while paying enough to cover his tuition. (47)

2.3.2. EXTERNAL FACTORS AFFECTING JOB SATISFACTION

Life Satisfaction:

Life satisfaction is an external factor which has a direct impact on job satisfaction. Many researchers studied the relationship between job satisfaction and life satisfaction, however, there is still confusing results regarding this relationship.

Schmitt and Mellon (1980) studied the relationship between job satisfaction and life satisfaction, the results of their study suggested that life satisfaction causes job satisfaction. Another study by Chacko (1983)

reached the result that job satisfaction cause life satisfaction. Recently, Tait, Padgett and Baldwin (1989) provided the first meta-analytic estimate of the relationship between job and life satisfaction. This meta-analysis suggested that a positive relationship exists but this study provided no information about whether job satisfaction causes life satisfaction, life satisfaction causes job satisfaction or the two constructs are mutually causative. Judge and Watanabe (1993) contributed another study of the relationship between job satisfaction and life satisfaction. A causal model was hypothesized and tested, it involved simultaneous consideration of cross-sectional and longitudinal effects between job and life satisfaction. The data used in this study were obtained from the Quality of Employees Surveys (QES). The QES utilized a national probability sample that was representative of the US. workforce in terms of demographic occupational characteristics. Results indicated that job and life satisfaction were significantly and reciprocally related. The cross-sectional results suggested a relatively strong relationship between job and life satisfaction, but the longitudinal results suggested a weaker relationship over a 5-year period, particularly with respect to the effect of job satisfaction on life satisfaction. Beyond replication of the results, it seems that the most fruitful means for future research to build on these results is to investigate cognitive processes underlying the reciprocal relationships between job satisfaction and life satisfaction both at one point in time over time. (48)

Job satisfaction and life satisfaction affect the quality of our lives. Many organizations have responded to this need by developing human resource departments. These departments concentrate on solving employee problems. Many organizations set programs such as flexible work schedules, cafeteria benefit plans, child care and elder care programs. (49)

2.4. THE EFFECTS OF JOB SATISFACTION

Employees satisfaction affects turnover, absenteeism, and performance. When people are dissatisfied with their jobs, they are more likely to call in sick when they really feel fine and may even leave the organization for more attractive jobs elsewhere. Conversely, when employees are satisfied, they come to work more regularly and are less likely to seek other employment. ⁽⁵⁰⁾

2.4.1. TURNOVER

Paying an employee costs money, but losing one costs even more.

"A staffer who walks out of the door is taking an increasingly significant piece of the profits." ⁽⁵¹⁾

Many companies conduct attitude surveys to better understand their employees. In a survey conducted by Darren Hart and presented by Sympson (1995), 1000 unit level employees were randomly selected. This survey was related to Restaurant Business. Some of the questions which employees were asked, were to investigate the likelihood of turnover. These questions included:

"To what extent does your employer look out for your well-being and promote the quality of your work life?"

"To what extent is your work environment positive and reinforcing?"

"To what extent do you feel your input is solicited and listened to?"

"To what extent does your supervisor treat you fairly?"

To what extent do you feel your company treats employees better than other companies?"

"To what extent would you recommend your company as a place for your friends and family to work?" (52)

Turnover could result due to low compensation, faulty or indirect hiring practices and poor management that weakens employee morale. It was found that most companies with high turnover usually have weak selection processes. (53)

2.4.2. ABSENTEEISM

There is a strong negative relationship between satisfaction and absenteeism. Absenteeism actually is costly and managers are always looking for ways to reduce it. (54)

However, several factors probably constrain the ability of many workers to convert their like or dislike of work into corresponding attendance patterns:-

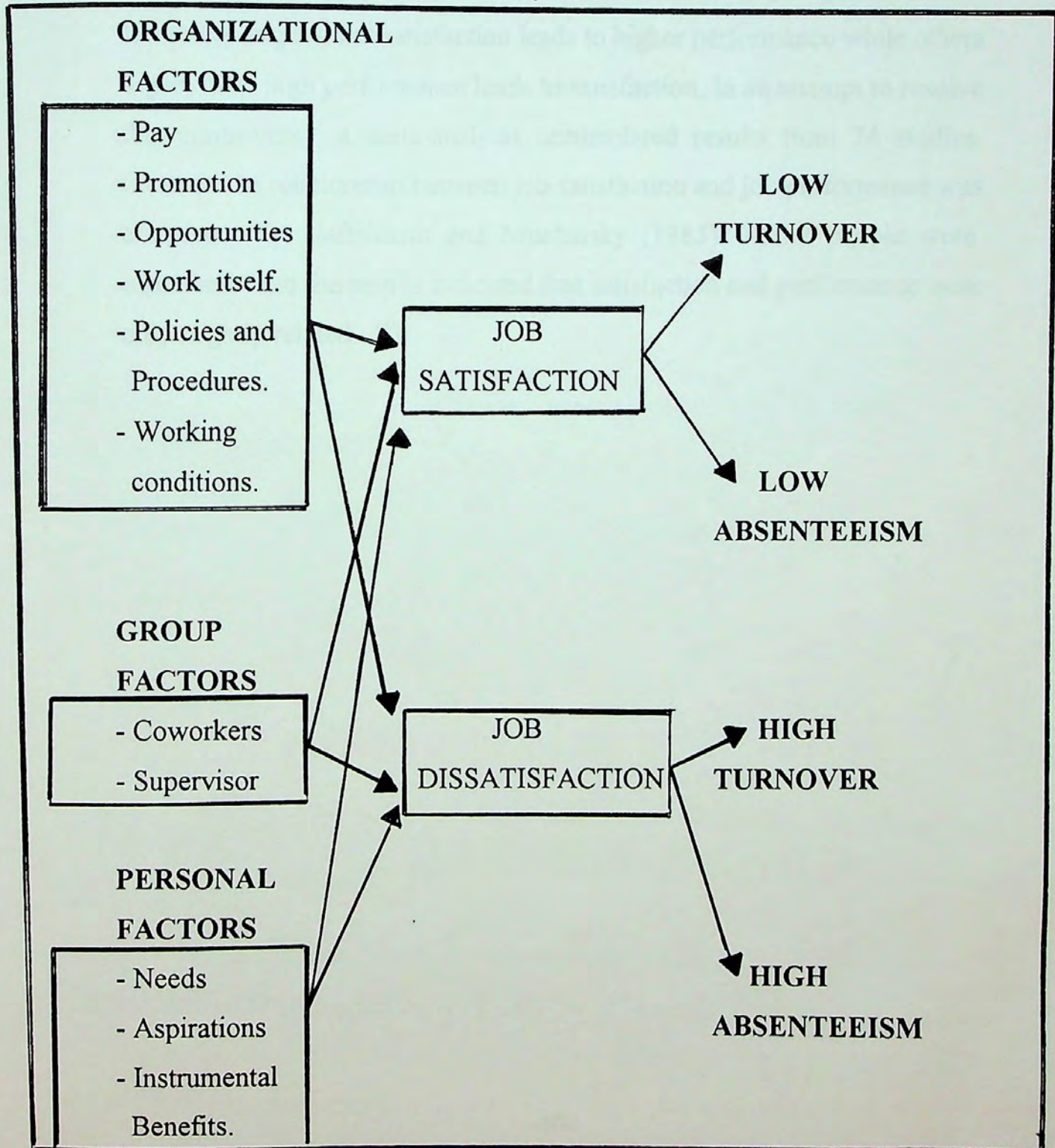
- (1) Some absence is simply unavoidable because of illness, weather, conditions, etc. ... thus some very satisfied workers could be absent due to circumstances beyond their control.
- (2) Opportunities for off-the job satisfaction on a missed day may vary. Thus you may love your job but love skiing or sailing even more. In this case, you might skip work, while a dissatisfied employee who has nothing better to do may show up.
- (3) Some organizations have attendance control policies that can influence absence more than satisfaction does. In an organization that refuses to pay workers for missed days, absence may be more related to economic needs than to dissatisfaction. The unsatisfied employee who absolutely needs money will probably show up for work.

Research regarding the connection between job satisfaction and absence has interesting implications for managing absenteeism. ⁽⁵⁵⁾

FIGURE 2.1

"Causes and Consequences of Job Satisfaction (56)
and Dissatisfaction"

As presented by Moorhead 1992



2.4.3. JOB PERFORMANCE

One of the biggest controversies within organizational research centers is the relationship between satisfaction and job performance. Herzberg argues that satisfaction leads to higher performance while others argue that high performance leads to satisfaction. In an attempt to resolve this controversy, a meta-analysis accumulated results from 74 studies. Overall the relationship between job satisfaction and job performance was examined by Iaffaldano and Muchinsky (1985). 12192 people were examined and the results indicated that satisfaction and performance were only slightly related. (57)

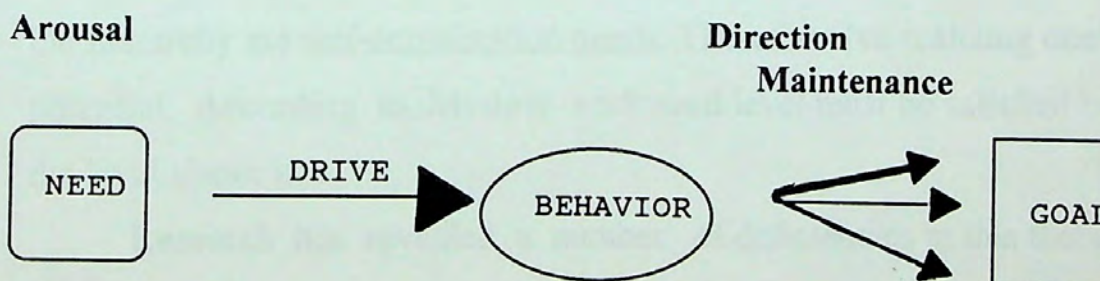
2.5 MOTIVATION

Motivation is difficult to define, however, many authors define motivation as the set of processes that arouse, direct and maintain human behavior toward attaining a goal. (58)

FIGURE 2.2

The Components of Motivation (59) According to Greenberg, 1993

The process of motivation involves the arousal, direction, and maintenance of behavior toward a goal.



2.5.1. THEORIES OF MOTIVATION

Need theories represent the starting point for most contemporary thought on motivation. The basic premise of Needs Theories is that human motivation is caused primarily by deficiencies in one or more important needs or need categories.

2.5.1.1. EARLY THEORIES OF MOTIVATION

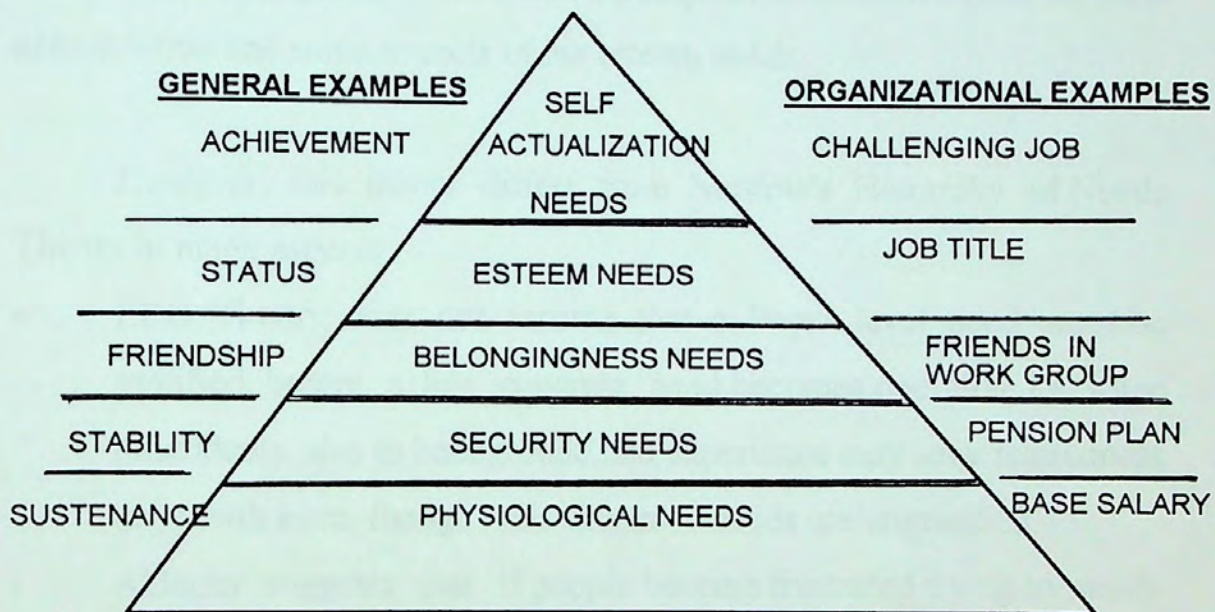
(1) Maslow's Hierarchy of Motivation:

Psychologist Abraham Maslow presented his Hierarchy of Needs Theory in the 1940s. Maslow's Hierarchy of Needs Theory assumes that human needs are arranged in a hierarchy of importance. The most basic needs in the hierarchy are physiological needs which include the need for food, shelter, air, sex, etc. Next in the hierarchy are security needs which include things that offer safety and security such as adequate housing and clothing, health and safety, and freedom from worry. At the third level of the hierarchy are belongingness needs which are primarily social needs. Esteem needs are at the fourth level of the hierarchy. Esteem needs include two types of needs, the need for a positive self-image and self-respect and the need to be respected by others. The fifth and last level of the hierarchy are self-actualization needs. These involve realizing one's full potential. According to Maslow each need level must be satisfied before the level above it.

Research has revealed a number of deficiencies in this theory,(1) need structures are more unstable than the theory would lead us to believe, (2) the actual hierarchy of needs is not always the same as Maslow's Hierarchy of Needs, (3) the five levels of needs are not always present. (60)

FIGURE 2.3.

**Maslow's Hierarchy of Needs (61)
As presented by Moorhead, 1992**



(2) Alderfer's ERG Theory:

Clayton Alderfer has developed another need-based theory called ERG Theory. It extends Maslow's Hierarchy of Needs Theory. However, there are several differences between the two.

ERG stands for existence, relatedness and growth.

Existence Needs: These needs are satisfied by some material substance or condition. They correspond to Maslow's physiological and safety needs.

Relatedness Needs: These needs correspond to Maslow's belongingness and esteem needs. These needs are satisfied by open communication with other organizational members.

Growth Needs: These needs correspond to Maslow's need for self-actualization and some aspects of his esteem needs.

However, this theory differs from Maslow's Hierarchy of Needs Theory in many aspects:

- ERG Theory does not assume that a lower level need must be gratified before a less concrete need becomes operative i.e. some individuals due to background and experience may seek relatedness or growth even though their existence needs are ungratified.
- Alderfer suggests that if people become frustrated trying to satisfy one set of needs eventually will regress back to the previously satisfied set of needs.
- Also according to ERG Theory more than one kind of need as relatedness and growth need may motivate a person at the same time. (62)

(3) **Herzberg's Two Factor Theory** **"Motivation Hygiene Theory"**

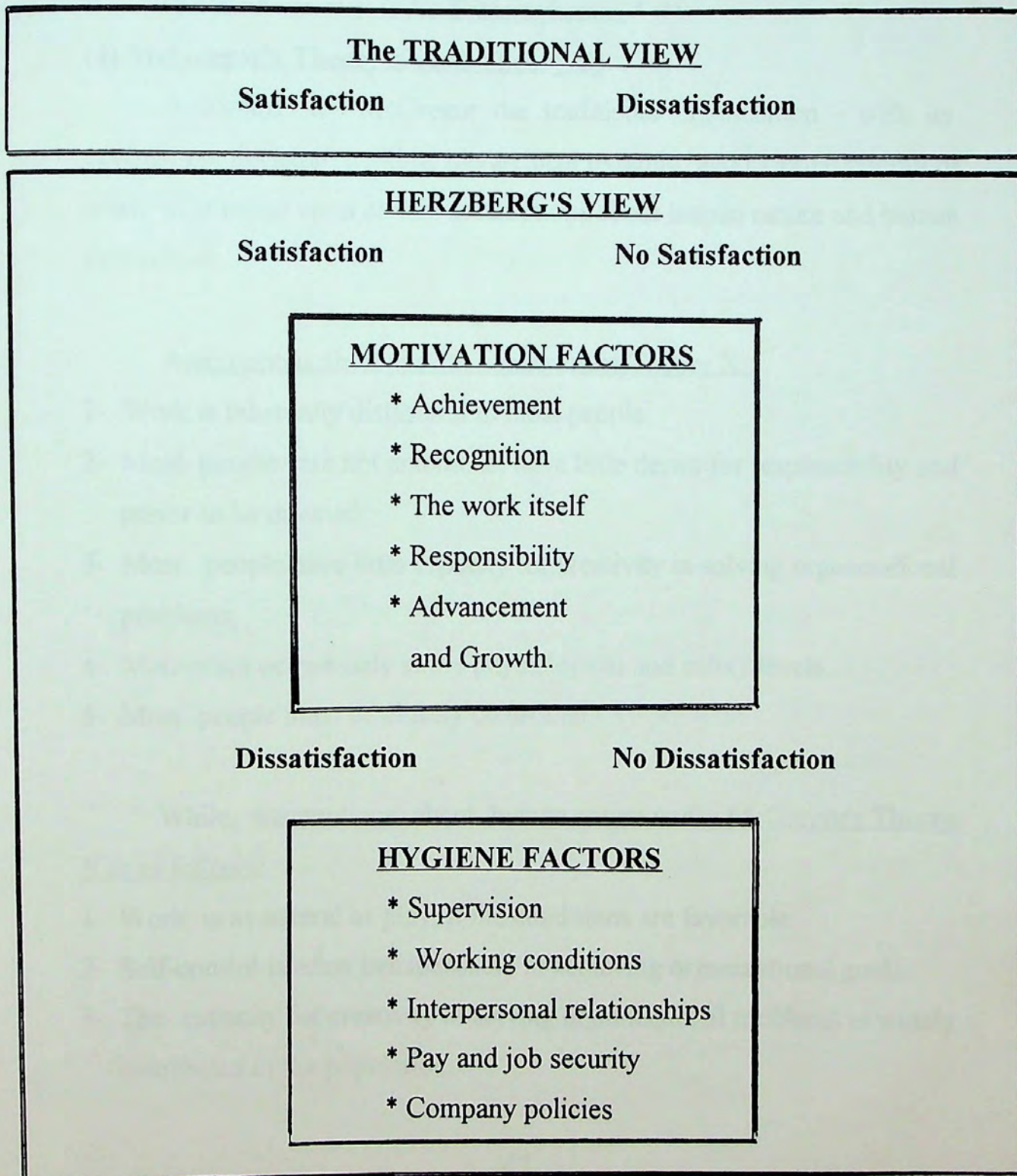
Frederick Herzberg and his associates developed the Two-Factor Theory in the late 1950s and early 1960s. Herzberg interviewed approximately 200 accountants and engineers in Pittsburgh in order to determine the factors responsible for satisfaction and dissatisfaction.

Herzberg found that the factors affecting job satisfaction were entirely different than the factors affecting job dissatisfaction. Herzberg identified motivation factors to affect satisfaction and hygiene factors to affect dissatisfaction. Motivation factors include achievement, recognition, the work itself, responsibility, advancement and growth. While hygiene factors include supervision, working conditions, interpersonal relationships, pay, job security and company policies.

Herzberg did not place dissatisfaction and satisfaction on opposite ends. He recognized that when the motivation factors are present in a job, these factors cause motivation, but when they are absent, the result was feeling of no satisfaction as opposed to dissatisfaction. On the other hand, when the hygiene factors are inadequate in a job, this could lead to feelings of dissatisfaction, when these factors become acceptable, however, the person still does not feel satisfied rather he feels not dissatisfied. (63)

FIGURE 2.4

Herzberg's Two-Factor Theory ⁽⁶⁴⁾
According to Moorhead 1992



"Herzberg proposes that his findings indicate the existence of a dual continuum: the opposite of satisfaction is No Satisfaction, and the opposite of Dissatisfaction is No Dissatisfaction." (65)

(4) McGregor's Theory X And Theory Y:

According to McGregor the traditional organization - with its centralized decision making, hierarchical pyramid, and external control of work - is based upon certain assumptions about human nature and human motivation.

Assumptions about human nature under Theory X:

- 1- Work is inherently distasteful to most people.
- 2- Most people are not ambitious, have little desire for responsibility and prefer to be directed.
- 3- Most people have little capacity for creativity in solving organizational problems.
- 4- Motivation occurs only at the physiological and safety levels.
- 5- Most people must be closely controlled.

While, assumptions about human nature under McGregor's Theory Y is as follows:

- 1- Work is as natural as play, if the conditions are favorable.
- 2- Self-control is often indispensable in achieving organizational goals.
- 3- The capacity for creativity in solving organizational problems is widely distributed in the population.

4- Motivation occurs at the social, esteem and self-actualization levels as well as at the physiological and security levels.

5- People can be self-directed and creative at work if properly motivated.

Managers who accept Theory X assumptions about human nature usually direct, control and closely supervise people, while Theory Y managers are supportive and facilitating. However, Theory X and Theory Y are attitudes toward people. Thus although the best assumptions for a manager to have is Theory Y assumptions, it may not be appropriate to behave consistently with those assumptions all the time, either Theory X or Theory Y assumptions may be appropriate in a particular situation. ⁽⁶⁶⁾

2.5.1.2. CONTEMPORARY THEORIES OF MOTIVATION

(1) McClelland's Three Needs Theory:

David McClelland, a well-known psychologist, identified three major needs at the workplace:

*** The Need for Achievement:**

To achieve in relation to a set of standards, to strive to succeed. McClelland proposed that high achievers are more likely to be successful entrepreneurs. The characteristics of high-achievers according to McClelland are (1) they prefer working on tasks of moderate difficulty. (2) they like situations in which their performance is due to their own effort rather than to other factors as luck for example. (3) they desire more feedback on their successes or failures than do low achievers.

*** The Need for Power**

* **The Need for Affiliation** - the need for friends and close relationships ⁽⁶⁷⁾

2- Goal-Setting Theory:

There is considerable evidence to support the theory that intentions expressed as goals can be a major source of work motivation. Specific goals lead to increased performance, and difficult goals when accepted result in higher performance than easy goals. Specific difficult to achieve goals produce a higher level of output than the generalized goal of 'do your best'. (68)

3- Reinforcement Theory:

In the Reinforcement Theory there is a behaviorist approach which argues that reinforcement conditions behavior.

Reinforcement theorists see behavior as environmentally caused; internal cognitive events are not matters for concern. What controls behavior are reinforcers - any consequences which, when immediately following a response increase the probability that the behavior will be repeated. This theory ignores the inner state of individuals and concentrates on what happens to a person when he or she takes some action. (69)

4- Equity Theory:

"Equity Theory says that employees perceive what they get from a job situation (outcomes) in relation to what they put into it (inputs) and then compare their input-outcome ratio with the input-outcome ratio of relevant others. If they perceive their ratio to be equal to the relevant others with whom they compare themselves,

a state of equity is said to exist. They feel their situation is fair. If the ratios are unequal inequity exists, that is the employees tend to view themselves as underrewarded or overrewarded. When inequities occur employees will attempt to correct them." (70)

5- Expectancy Theory:

The Expectancy Theory argues that needs cause behavior. Motivated behavior is further increased if there is a positive relationship between good performance and outcomes or rewards especially if these outcomes or rewards are attractive. The theory includes three variables (1) attractiveness - the importance that the individual places on the reward , (2) performance-reward linkage - the degree to which the individual beliefs that performing at a particular level will lead to the attainment of a desired outcome , (3) effort - performance linkage - the probability perceived by the individual that exerting a given amount of effort will lead to performance . (71)

2.6 THE CASE AGAINST MOTIVATION

The job satisfaction research literature has been thoroughly reviewed, companies however, always valued the importance of motivating their employees and looking after them.

"Recently the realm of human resource management has undergone a major transformation. Business has come to realize that a motivated and satisfied workforce can deliver powerfully to the bottom line." (72)

Satisfying employees must be a goal in today's companies because of the expected benefits which these employees could contribute. In the late 1980s Xerox named customer and employee satisfaction as business objectives. Today, as suggested by Tom Watson (1994), motivated employees equals satisfied customers equals business success. (73)

However, the presumed relation of job satisfaction and work performance was investigated long ago and was thought to be an ended issue. Many researchers handled this issue again and found completely different results.

Crockett (1955), Vroom (1964), and Locke (1976) observed the limited influence of satisfaction on work output. Iffaldano and Muchinsky (1985) updated the job satisfaction literature. They investigated that:

"empirical support for satisfaction-performance relation does not approximate the degree to which this relation has been espoused in theories of organizational design." (74)

The link between satisfaction and performance or work output will never be supported by the evidence of human relations research alone. Actually, the expectation that worker satisfaction always leads to high performance is naive. (75)

"Worker satisfaction is a complex matter that cannot and should not be the touchstone of efforts to invent high performance systems." (76)

This issue is not as simple as one might think because not all employees could be motivated.

There are many examples of these employees:

- 1- Employees who do not have the motive to reach the top of the organization or even the top of their profession.
- 2- Employees who reach the stage where there are no more promotions.

This is called structural plateau, Judith Bardwick, author of "The Plateauing Trap", defined structural plateau as follows :

"It marks the end of promotions, the point at which a person has climbed the ladder as far as possible and will have to leave the organization to find new challenges and opportunities." (77)

- 3- Employees who do not think that their jobs are significant in their lives. They often have another major factor to become the most significant aspect of their lives as well as the basis of their identity and self-esteem. Judith Bardwick referred to this issue "life plateau." (78)

Despite this , studying job satisfaction is worthwhile and many authors have investigated its positive impact on workers . Hence , it is important to study and examine the factors affecting the Egyptian worker's job satisfaction and life satisfaction , because he is worker who is suffering from his job and from the external circumstances . Although , many sectors in Egypt are facing social and economic problems and are worth studying , the tourism sector nowadays is facing serious problems . Since 1991 attacks on foreign tourists have seriously affected the tourist industry, that is why the researcher found that this sector is specifically worth studying . Hotels , actually are an important corner in the tourism sector , hence , the researcher found it necessary to study the extent of job satisfaction of hospitality workers in Egypt .

In order to encourage tourism in Egypt according to the Egyptian government's plan which started by 1994 . This is specifically presented in the empirical investigation (chapter four)

However , before moving to the empirical investigation and studying the factors affecting job satisfaction of Egyptian hospitality workers , it is important to study the major factors affecting hospitality workers in general , (in Egypt and any where else) .

HOSPITALITY WORKERS

2.7. MAJOR FACTORS AFFECTING HOTEL EMPLOYEES' JOB SATISFACTION

It is noted that hospitality workers' preferences differ from other workers.

Research (e.g., 1987) examined studies which were carried out between 1980 and 1985 in order to identify factors that influence

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(1) the

(2) the

Platt and Stone (1974) analysed data gathered from 103 United States and 73 Canadian librarians. Platt and Stone conducted their study within the framework of Maslow's Hierarchy of Needs and Herzberg's Theory of Hygiene and Motivation Factors. Among the librarians surveyed the more personal goals of achievement and recognition were the most important factors contributing to job satisfaction followed by factors that are more 'problem related' such as the work itself, responsibility and advancement. The findings related to achievement which were cited by



HOSPITALITY WORKERS

2.7 MAJOR FACTORS AFFECTING HOTEL EMPLOYEES' JOB SATISFACTION

It seems that hospitality workers' preferences differ from other workers.

Kenneth Kovach (1987) examined studies which were carried out between 1946 and 1986. In these studies thousands of industrial employees were asked to rank ten job-reward factors. Kovach compared the results of these studies and found that these industrial employees preferred the rewards of interesting work and appreciation over job security or good wages. These 40 years of study proved that money is not a high motivator for industrial employees.

Industrial employees ranked their preferences as follows:

- (1) interesting work,
- (2) appreciation,
- (3) feeling of being on things,
- (4) security,
- (5) good wages,
- (6) opportunities,
- (7) good working conditions,
- (8) loyalty to employees,
- (9) tactful discipline,
- (10) sympathetic personal help. ⁽⁷⁹⁾

Plate and Stone (1974) analyzed data gathered from 162 United States and 75 Canadian Librarians. Plate and Stone conducted their study within the framework of Maslow's Hierarchy of Needs and Herzberg's Theory of Hygiene and Motivation Factors. Among the Librarians surveyed the more personal goals of achievement and recognition were the most important factors contributing to job satisfaction followed by factors that are more "position related" such as the work itself, responsibility and advancement. The incidents related to achievements which were cited by

the librarians surveyed usually centered on their personal feelings of a job well-done after involving completion of a difficult or complex project or program. (80)

Simons and Enz (1995) studied the factors affecting hotel employees' job satisfaction. Their survey was conducted in 12 US. and Canadian hotels and a total of 278 employees participated in this survey. Simons and Enz found that these employees' preferences were as follows: (1) good wages, (2) job security, (3) opportunities for advancement and development.

This indicates that high levels of effort can be expected by above average pay scales. In addition, other employee rewards are valued as well for example job security and a chance for promotion.

Good working conditions were ranked number four by respondents. This is considered another high potential motivator for hotel employees. Actually, it was found through this survey that hotel employees preferred good working conditions to sympathetic personal help. In other words, they preferred having a safe and clean work environment and did not want their bosses to act as their parents or their psychotherapists.

In sum, hotel workers differed substantially from other workers in the ranking they ascribed to different job factors. It was found that hotel workers ranked their preferences of job-related factors as follows: (1) good wages, (2) security, (3) opportunity, (4) good working conditions, (5) interesting work, (6) appreciation, (7) loyalty to employees, (8) feeling of being on things, (9) tactful discipline, (10) sympathetic personal help. (81)

2.8 EFFECTIVE WAYS TO MOTIVATE HOTEL EMPLOYEES

Motivation and job satisfaction are complex issues because they deal with human beings. However, there are certain aspects which should be considered in order to motivate employees, specifically hotel employees

2.8.1. JOB SATISFIERS

The most effective way to motivate more people is to make job satisfiers available to the entire workforce. (82) In order to motivate hotel employees, managers should ensure that these employees are provided with good wages, job security and have chances for opportunities and advancement, because research in this area show that these are the major factors affecting hotel employees' job satisfaction.

2.8.2 WORKER EXCHANGE PROGRAMS

Workers need to be involved in planning and modifications in the workplace organization. It is necessary at any workplace to encourage worker exchange programs. (83) It could be of great advantage to send hotel employees to see other hotels on the local as well as the international level. These exchange programs attempt to increase workers' knowledge about hotels. These programs could play a major role in increasing employees' satisfaction as it enables him to gain experience and to modify his work.

2.8.3. CONTROL

Recently control has come to replace satisfaction as the key concept of work reform. This refers to the extent to which workers (individually and collectively) are able to influence the conditions pertinent to the work situation.

Actually, control is of basic significance for 3 issues:

- Human ability to withstand problems and pressure in the work role.
- The ability to develop collective action in the workplace so as to improve conditions.
- The ability to deal actively with problems. ⁽⁸⁴⁾

Managers should take these issues into consideration, in order to motivate employees.

2.8.4. PERFORMANCE STANDARDS

Bobko and Colella (1994) studied the employees' reactions to performance standards. They found that the use of performance standard continuum has more motivating potential than the use of minimum performance standard.

Bobko and Colella defined "performance continuum standards" as standards which can be used to define points along that continuum, while "minimum performance standards" was defined as a standard below which a person is demoted or fired. Furthermore, Bobko and Colella suggested that operationalizing standards and feedback in the form of change may

increase motivation and provide more satisfaction. These recent investigations must be considered by managers, as they evaluate their employees or subordinates. (85)

However, due to the importance of performance standards, it should be studied in more depth to evoke motivation and satisfaction.

2.8.5. IDENTIFYING KEY EMPLOYEES

Managers' most valuable assets are the employees which they rely on, so managers must compensate these employees in order to keep them dedicated and productive. Managers should identify key employees in the workplace (hotel) and determine a variety of benefits for them such as bonuses, deferred compensation (an amount of the employees' yearly pay could be invested in life insurance, money market funds or securities) and other forms of benefits. (86)

2.8.6. JOB DESCRIPTION

Managers should make sure that employees understand exactly what is required from them before hiring them. If the managers don't consider this aspect carefully, they might be faced with dissatisfied employees just because there was a problem with the job definition. Employees' dissatisfaction later on might lead to turnover, and all of this is very costly.

"Imagine this situation which recently occurred at a government agency. Each employee reviewed their job description

when they were hired, and by accepting employment appeared to understand and agree with job description. But suddenly there existed a group of dissatisfied employees. Because firing the majority of the department was a generally unacceptable solution, management faced a problem." (87)

Management had identified some problems. They had to determine whether the employees were the wrong choice for the job or if there was a problem with the job definition itself. Actually, they found out that the problem was with the job definition which was not defined clearly for employees. (88)

2.8.7. ETHICAL BEHAVIOR

Managers should encourage ethics training programs and evaluate these programs in order to ensure correct ethical behavior.

Vitell and Davis (1990) found that unethical behavior was related to job dissatisfaction. They further reported that managers were more satisfied with various dimensions of their work and were optimistic about the relationship between ethics and success. Lemke and Schminke (1989) studied the relation between ethics and performance, they found that declining organizations have a greater propensity for unethical behavior and suggest that those firms performing poorly will be the least ethically inclined. (89)

2.8.8. EMPLOYEES' PERSPECTIVES

What managers should always put in mind is that people or employees are individualistic and have different perspectives.

"What motivates one employee isn't necessarily what motivates another, whether the motivation is money or making a difference, employers had better found out what makes their staffs tick." (90)

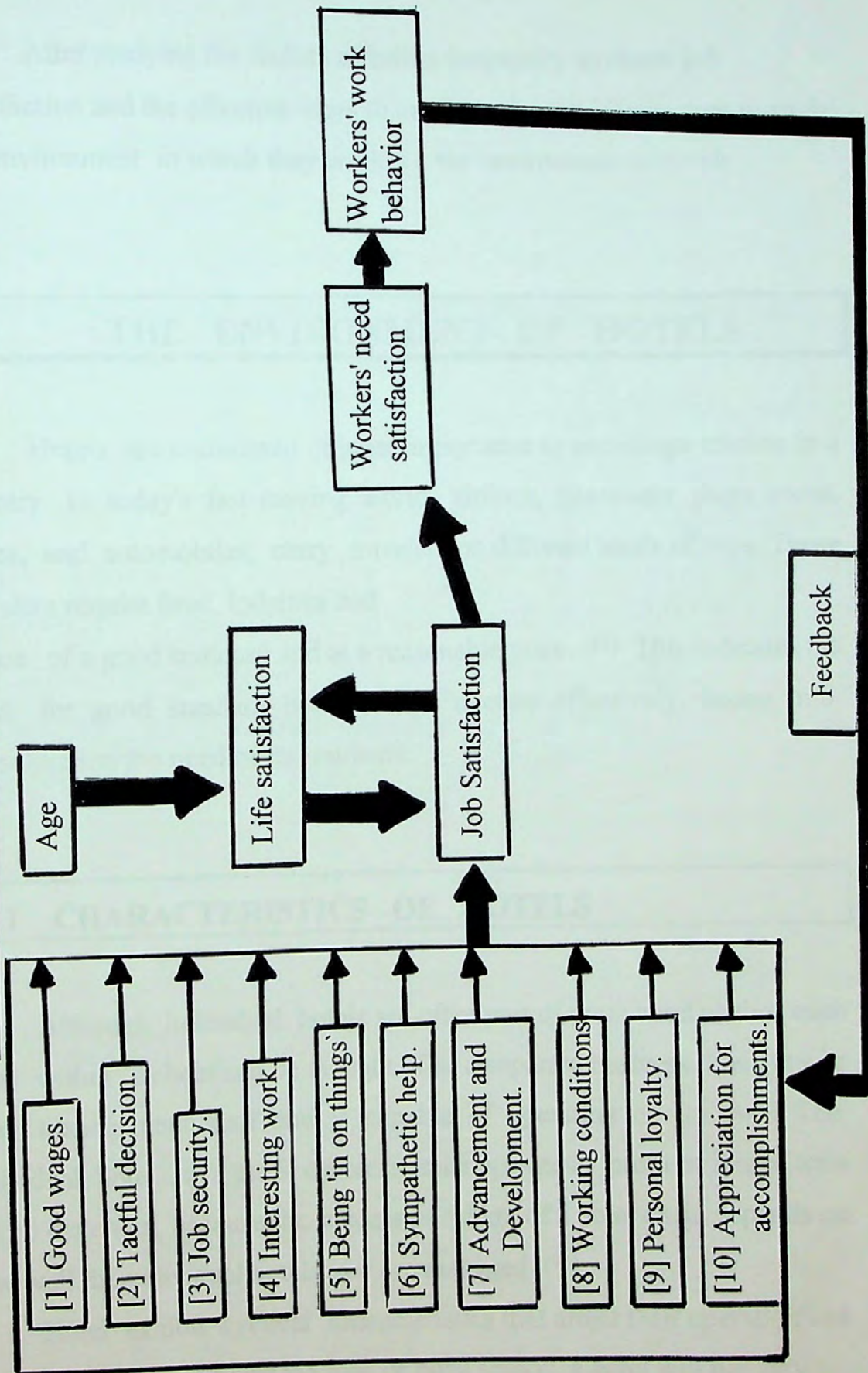
2.8.9. THE EMPLOYEES' ROLE

It is important to understand that the manager is not the only one responsible for motivating employees. The employees themselves also have a role.

Employees need passion about their work, they need to believe in what they are doing and stick to it. This is something which each employee must take into consideration in order to move towards a better future. (91)

Employees need to be adaptable, cooperative and willing to accept change, they must work together productively. (92)

CONCEPTUAL FRAMEWORK
RELATIONSHIPS OF MAJOR FACTORS AFFECTING JOB SATISFACTION



After studying the factors affecting hospitality workers' job satisfaction and the effective ways to motivate them it is important to study the environment in which they work i.e the environment of hotels .

2.9 THE ENVIRONMENT OF HOTELS

Hotels are considered of great importance to encourage tourism in a country. In today's fast-moving world, airlines, passenger ships, trains, buses, and automobiles, carry travelers on different kinds of trips. These travelers require food, lodgings and Service of a good standard and at a reasonable price. ⁽⁹³⁾ This indicates the need for good standard hotels which operate effectively, taking into consideration the need of its residents.

2.9.1 CHARACTERISTICS OF HOTELS

Although individual hotels are often part of great hotel chains, each hotel within a chain can be thought of as a separate business. Each has its own management staff and is capable of operating on its own. The individual hotel is a profit center, it must operate at profit or it is of little use to the chain, because the success or failure of a hotel chain depends on how well the individual hotels in it are managed. ⁽⁹⁴⁾

Hotel exhibit cyclical characteristics that affect their operation and their management. During the high or busy season, a hotel will run very

high occupancies. During the off-season, it may have half or less the business it enjoyed during the high season. The cyclical nature of demand causes hotels problems. When demand is high and all or most of its rooms are occupied, hotels can keep their room prices high and are very profitable businesses. During slack periods, however, rates tend to be driven down and hotels operate at a loss. This cyclical nature of hotels is a characteristic which must be accepted. Revenues vary in this cyclical characteristic of hotels. One of a hotel's major cost is its people - both its hourly staff and its management. Thus, adjusting staffing levels to coincide with cyclical swing in occupancy is one way a hotel tries to maintain profits or minimize losses. Frequent staff fluctuations could cause dissatisfaction of employees and it makes it particularly difficult for hotels to maintain service standards. (95)

Today, advanced hotel management is controlled by computers and data processors which spew out a continuous stream of information on unit costs budgets, payroll control systems, market research analysis and statistics. Enterprising analysts study the latest trends and development endeavoring to anticipate future trends. (96) It is important to identify the duties and responsibilities of hotel personnel, it is also important to have clear lines of authority and communications.

2.9.2. INTERNATIONAL HOTEL REGULATIONS

The International Hotel Industry published its first Hotel Regulations 60 years ago. However, these regulations have been revised several times due to the expansion of international tourism in the last 20 years.

(1) Objectives:

The International Hotel Regulations aim to generally accept the International Trade Practices governing the contract of hotel accommodation. They inform the guest and the hotel keeper of their mutual rights and obligations.

(2) Contracting Parties:

Contracting parties are the customer from one side and the hotel from another side. In the International Hotel Regulations the term "customer" refers to the legal person having concluded a hotel reservation contract who is responsible for payment. The term "guest" however, means the individual who is going to stay in the hotel, this guest could be the customer or not, as the customer could be a third party between the guest and the hotel but he is the legal person responsible for payment.

PART ONE: CONTRACTUAL RELATIONSHIP:

The hotelkeeper is responsible to provide accommodation and additional services for the guest. The services should be provided according to the hotel category. The contract, however, takes place when

one party accepts the offer of the other party. And it would be agreed upon for a definite or indefinite period. The contract ends at midday i.e. if the guest is going to leave, he should leave by midday (12:00 a.m.) not after that.

PART TWO: OTHER OBLIGATIONS:

The liability of the hotelkeeper depends on the National Law.

- The liability for guests properties is usually limited except when the hotelkeeper or his employees are at fault.
- The liability of hotels to accept valuables in deposit depends on the size of the hotel.
- The hotelkeeper is not liable for cars or their contents.

On the other hand, the guest and the customer are liable to the hotelkeeper for any damage caused to persons, buildings, furnishing or equipment if the fault is attributable to them.⁽⁹⁷⁾

For detailed information, see Appendix A.

After studying the factors affecting hospitality workers' job satisfaction and the environment of hotels in general, it is important to consider specifically the Egyptian hotels and the Egyptian hospitality workers and this is presented in the following chapters (part two).

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PART TWO

Part two includes chapter 3 and 4 in this part the researcher studies the Egyptian environment , so in chapter three the environment of Egyptian hotels is presented while chapter four is an empirical investigation of the main factors affecting the job satisfaction of Egyptian hospitality workers .

CHAPTER THREE

THE ENVIRONMENT

OF

EGYPTIAN HOTELS

3.1 HOTELS IN EGYPT:

Hotels in Egypt are either private sector hotels or privately managed public business hotel

* Private Sector Hotels:-

Private sector hotels are owned and managed by the private sector

* Privately Managed Public Business Sector Hotels:-

The privately managed public business hotels are owned by the government and are privately managed .

Privatization is considered an effective economic tool in a market economy, it has been adopted recently as part of the comprehensive economic and stabilization program agreed upon in May 1991 with the International Monetary Fund (IMF). (1) The privatization of the public sector in Egypt was to start with the implementation of the business public sector law (Law 203) which was passed by legislature in June 1991. Even though the law was passed by the legislature in June, it only became effective in 1992 after an agreement was reached by legislators on its detailed provisions. (2)

TABLE 3.1 Number of Hotels, Rooms, and Beds in Egypt, by Sector and Year. ⁽³⁾

SECTOR / ITEM	YEAR					
	1988	1989	1990	1991	1992	1993
All Sectors:						
Hotels	1295	1316	1346	1365	1383	NA.
Rooms	48654	50850	55905	60544	61993	NA.
Beds	97447	101165	109003	121062	122701	NA.
Business Public Sector:						
Hotels	30	31	36	39	37	NA.
Rooms	5679	5505	6636	9147	7920	NA.
Beds	10304	10616	12357	17540	14847	NA.
Private Sector:						
Hotels	1265	1285	1310	1326	1346	NA.
Rooms	42975	45345	49269	51397	54073	NA.
Beds	87143	90549	96646	103522	107854	NA.

3.2. OBJECTIVES OF THE EGYPTIAN HOTEL ASSOCIATION (EHA)

The association is responsible for everything related to hotels, it is to fulfill specialized departments in planning activities for the benefits of the hotels.

The association is responsible for the following activities:

- To advertise and promote hotels locally and internationally.
- To assist in organizing hotel schools as well as establishing training centers for hotel employees.
- To suggest modifications on laws and sanctions related to hotels.
- To issue a hotel newsletter or magazine for publication on researches, up to date studies on hotel industry and information on the activities of the Association.
- To publish a yearly guide for all hotels and floating hotels in Egypt.
- To inspire members with the spirit of cooperation and integration and to provide opportunities of personal contact between members through meetings, lectures and seminars.
- To work at reconciling between Association members when misunderstandings arise.
- To provide assistance in the evaluation of hotel categories and the determination of hotel prices.
- To guide members in legal, financial, administrative and taxation affairs.

- To establish saving and insurance plans for the benefit of the Association members.
- To provide the necessary requirements of the hotel industry, including the provision of goods, services and machinery, whether imported or locally produced. This can be achieved in several ways, for instance, by establishing a cooperative society for selling such items with suitable prices.
- To introduce and recommend their establishments within International Federations and Organizations to obtain membership.
- To assess training programs abroad and encourage them for members of the Association in order to raise and improve the professionalism of those engaged in the hotel industry. (4)

3.3. HOTEL CATEGORIES IN EGYPT

TABLE 3.2 Hotel Categories in Egypt. ⁽⁵⁾
1980 - 1988

YEAR	80	81	82	83	84	85	86	87	88
CATEGORY									
* EXCELLENT HOTELS (5 STARS)	12	15	17	17	21	22	27	28	30
* FIRST HOTELS (A) (4 STARS)	23	26	33	33	39	36	28	35	36
* FIRST HOTELS (B) (3 STARS)	61	54	66	66	71	69	77	79	85
* SECOND HOTELS (A) (2 STARS)	57	60	63	63	86	82	89	89	92
* SECOND HOTELS (B) (1 STAR)	49	47	64	64	68	69	75	71	71
* OTHER HOTELS	-	41	32	43	-	8	14	23	25
TOTAL	202	243	275	286	285	286	310	325	339

3.4. THE EFFECT OF HOTELS ON THE TOURISM SECTOR IN EGYPT.

Hotels are considered of great importance for encouraging tourism in Egypt. Actually the tourism sector in Egypt has been recently threatened to a great extent.

"Since the Spring of 1991 attacks on government leaders and foreign tourists have intensified and, in all probability, seriously affected the tourist industry." (6)

This lead the Egyptian government to set a plan to encourage tourism in Egypt. The plan started its activities on January 1994, it included many aspects to encourage tourism in Egypt, however, the most important aspect was to provide the tourists with special services compared with other countries. (7)

These special services could be mainly offered by hotels. Hotels should try to make tourists feel comfortable, and to satisfy their needs. The services, however, should be provided at reasonable prices, in order to compete with other countries.

The Situation of Tourism in Egypt Today.

TABLE 3.3 Statistics of Hotel Activities. (8)

	1992 / 1993 JULY / MARCH	1993 / 1994 JULY/MARCH	CHANGE IN % + (-)
Number of Tourists (in thousands)	2313	1813	(21.6)
Number of Tourists Nights (in thousands)	15590	10921	(29.9)
Revenue from Tourism (in million dollars)	1948.8	1419.7	(27.2)
The average expenditure of Tourists per day. (in dollars)	125	130	4
The average expenditure of Tourists. (in dollars)	842.5	783.1	(7.1)

Actually, the decrease of the average expenditure of tourists was mainly due to the decrease in the prices of hotels' accommodation and other services, in order to encourage tourism.

TABLE 3.4 Improvement in the Number of Tourists. ⁽⁹⁾

(in thousands).

	1992/1993		1993/1994		CHANGE IN %	
	No.	%	No.	%	+	(-)
JULY / MARCH	2313	100	1813	100		(21.6)
JULY / SEPTEMBER	975	42.1	744	41		(23.7)
OCTOBER / DECEMBER	746	32.3	566	31.2		(24.1)
JANUARY / MARCH	592	25.6	503	27.8		(15)

No. = number.

The number of tourists between July and March 1993 / 1994 is less than the number of tourists between July and March 1992 / 1993. However, as seen in Table (3.4) this decrease in the number of tourists in 1993/1994 did not continue, there was a reduction in the decreasing rate.

TABLE 3.5 Improvement in the Number of Tourist Nights. ⁽¹⁰⁾

(in thousands).

	1992/1993		1993/1994		CHANGE IN %	
	No.	%	No.	%	+	(-)
JULY / MARCH	15590	100	10921	100		(29.9)
JULY / SEPTEMBER	7179	46	4761	43.6		(33.7)
OCTOBER / DECEMBER	4722	30.3	3232	29.6		(31.6)
JANUARY / MARCH	3689	23.7	2928	26.8		(20.6)

No. = number.

The number of tourists nights in the period July and March 1993/1994 is less than that of July and March 1992/1993. However, this decrease which occurred in 1993/1994 did not continue as shown in Table (3.5), there was a reduction in the decreasing rate.

From the above tables, it seems that the situation of tourism in Egypt is starting to improve (move in a positive direction) and hopefully this will continue.

This means that there is a serious role of hotels in Egypt. Hotels should provide high-quality services, and should try to satisfy the tourists' needs even if the hotel was not excellent or a 5 star hotel.

If hotels play this role effectively this will certainly encourage more tourists to come to Egypt and this will help the Egyptian Government to fulfill its plan of encouraging tourism.

NOTES

- (1) Sultan, Fouad, "Privatization and Prospects of Growth in Tourism", (Al Ahram Lktisadi), 21 September 1992, p. 3.
- (2) Nakamura, Reiko, "The Current Status of Egypt's Economy and Noticeable Privatization of Public Enterprises", (Jime Review), No. 21, Summer 1993, pp. 57-58.
- (3) The Central Agency For Public Mobilization And Statistics, Statistical Year Book: Arab Republic of Egypt , June 1994, p. 263.
- (4) Egyptian Hotel Guide, (11th ed .), Cairo : Egyptian Hotel Association , 1990 -91 , pp 13 -15 .
- (5) Mohana, Vivian Mohammed Ryiad, A Quantitative Model For Measuring The Effects of Invested Capital Indicators and its Application on The Hotels' Sector In Egypt. , (In Arabic), (Ph.D. Cairo University, 1989), p. 258.
- (6) Nakamura, op.cit., p. 62.
- (7) The Central Bank of Egypt's Yearly Report, The Economic Report , Vol. 34, No. 3, 1993 / 94, p. 62.
- (8) Ibid., p. 62.
- (9) Ibid., p. 63.
- (10) Ibid., p. 65.

CHAPTER FOUR

**EMPIRICAL
INVESTIGATION
OF
THE MAIN FACTORS
AFFECTING THE JOB
SATISFACTION
OF
EGYPTIAN
HOSPITALITY
WORKERS**

Empirical Investigation of The Main Factors Affecting the Job Satisfaction of Egyptian Hospitality Workers In Egyptian Hotels

An empirical investigation was carried out in two Egyptian five star hotels representing a private sector hotel (Forté Grand) and a privately managed public business sector hotel (Mena House Oberoi) .

The investigation was carried out to achieve the research objectives previously outlined. ⁽¹⁾

Details of the investigation are presented in this chapter as follows:

- (4.1) Research hypotheses.
- (4.2) Research variables and their relation to each question .
- (4.3) Research sample, including sample selection, response rates and classification of respondents.
- (4.4) Empirical results including the findings and conclusions.

(1) See Chapter One.

4.1 RESEARCH HYPOTHESES

In view of the research objectives previously outlined in chapter One the following hypotheses have been developed:

Hypothesis (H1):

There is a significant difference between the ranking of major factors affecting job satisfaction by Fortè Grand hotel workers and the ranking of these factors by Mena House Oberoi hotel workers.

Hypothesis (H2):

There is a significant difference between the ranking of major factors affecting job satisfaction by Egyptian hotel workers under the age of thirty and the ranking of those over that age.

Hypothesis (H3):

There are many differences between the ranking of major factors affecting job satisfaction by USA hotel workers, and the ranking of these factors by Egyptian hotel workers.

Hypothesis (H4):

Egyptian hotel workers are satisfied with their jobs.

Hypothesis (H5):

There is a positive association between life satisfaction of Egyptian hotel workers and their job satisfaction.

4.2 VARIABLES TESTED AND THEIR RELATION TO EACH QUESTION

In order to test the above hypotheses, a questionnaire was designed. (See Appendix B). Questions were related to the hypothesis. Other information regarding classifications of the data were also included. The following table indicates these relationships:

QUESTION NUMBER IN QUESTIONNAIRE	RELATED HYPOTHESIS	VARIABLE LIST (*)
2	H2	X1
4	Sample Classification	X2
5	Sample Classification	X3
6	Sample Classification	X4
7	Sample Classification	X5
8a, 8b, 8c, 8d, 8e, 8f, 8g, 8h, 8i, 8j	H1, H2, H3	X6, X7, X8, X9, X10, X11, X12, X13, X14, X15.
9a, 9b, 9c, 9d, 9e, 9f, 9g, 9h, 9i, 9j	H1, H2, H3	X16, X17, X18, X19, X20, X21, X22, X23, X24, X25
9k, 9l	H4, H5	X26, X27
10a, 10b, 10c	H5	X28, X29, X30

The questionnaire was translated into Arabic. Each respondent was asked whether he wishes to answer in Arabic or in English. Most of the respondents answered in Arabic. The Arabic version is presented in Appendix (B).

(*) As identified in the computer program used in analyzing the data.

Questionnaires were distributed according to the manner explained in the next section. Response rates and classification of respondents are also presented in the next section.

The data was analyzed using the computer Statistical Package for the Social Sciences (SPSS).

(1) Mena House Oberoi Hotel:

Mena House Oberoi Hotel is a five-star hotel owned by Egoth Company, a government owned company and is privately managed by Oberoi company. Mena House is the closest hotel to the pyramids of Giza and is one of the oldest and most famous Egyptian hotels. During World War II, a meeting of the leaders of the allies was held in this hotel.

The hotel has about 950 employees. It is currently managed by Oberoi Organization on behalf of the owners.

(2) Pyramids Grand Pyramids Hotel:

This hotel is a privately owned hotel. It was previously known as "Holiday Inn Pyramids" hotel. It is a five star hotel. The hotel has been burnt and closed during a riotous happening that had taken place for some time. However, the hotel was later renovated and reopened in its original capacity. It is now managed by the British Company "Pyramids Grand" on behalf of the owners. The owners are Egyptian and Saudi Arabian investors. It has about 150 employees.

4.3 DATA AND SAMPLE SELECTION

Two five-star Egyptian Hotels were selected for the empirical investigation: the first is Mena House Oberoi hotel and the second is Forte Grand hotel. Both hotels are in the pyramids of Giza area, they can both view the pyramids and are located at a distance of about one mile from each other. These hotels are:

(1) Mena House Oberoi Hotel:

Mena House Oberoi Hotel is a five-star hotel owned by Egoth Company, a government owned company and is privately managed by Oberoi company. Mena House is the closest hotel to the pyramids of Giza and is one of the oldest and most famous Egyptian hotels. During World War II, a meeting of the leaders of the allies was held at this hotel.

The hotel has about 950 employees. It is currently managed by Oberoi Organization on behalf of the owners.

(2) Forte-Grand Pyramids Hotel:

This hotel is a privately owned hotel. It was previously known as "Holiday-Inn Pyramids" hotel. It is a five-star hotel. The hotel has been burnt and looted during a rarely happening riot and halted business for some time. However, the hotel was later innovated and restored to its original elegance. It is now managed by the British Company "Forte-Grand" on behalf of the owners. The owners are Egyptian and Saudi Arabian investors. It has about 750 employees.

Questionnaire Distribution:

Altogether 100 questionnaires were directed to the two hotels, 50 for each hotel. The questionnaires were distributed in five departments in each hotel. Also, the researcher attempted to include various groups in the sample taking into account the following aspects:

- (i) Age.
- (ii) Sex.
- (iii) Years of experience as hotel workers.
- (iv) Education.

In most cases, the questionnaires were collected by the researcher, while in some other few cases, the questionnaires were collected by heads of the departments. In some other cases, responses were written in the presence of the researcher who had to answer any queries.

The response rate was 84% as follows:

TABLE 1.1

RESPONSE RATE

HOTEL	NUMBER OF QUESTIONNAIRES ADMINISTERED	RESPONSES	
		NO.	%
FORTE GRAND	50	48	96%
MENA HOUSE	50	36	72%
TOTAL	100	84	84%

Despite being a stratified sample, the sample has included a wide group in terms of age, sex, experience, education and departments.

Tables 4.1.1, 4.1.2, 4.1.3, 4.1.4, 4.1.5, and 4.1.6, present the various classification of respondents as follows:

- (i) Table 4.1.1 presents the classification of respondents between the two hotels. Of the respondents 42.9% work for Mena House Oberoi hotel, while 57.1% work for Forte- Grand .
- (ii) Table 4.1.2 presents a classification of respondents by departments. The respondents are reasonably spread over the following main departments:
 - (a) Administration.
 - (b) Front Office.
 - (c) House Keeping.
 - (d) Food and Beverage.
 - (e) Engineering.
- (iii) Table 4.1.3 presents a classification of respondents by age. Of the respondents 35.7% are less than 30 years old, while 64.3% are thirty years old or over.
- (iv) Table 4.1.4 presents a classification of respondents by years of experience in hotels. The table indicates a reasonable spread over the years. Evidently, workers with over 20 years

experience (20.2%) should be less than people with an experience of 10-19 years (34.5%) and those should also be less than people with less than 10 years' experience (45.2%). However, the three groups are reasonably represented in the sample.

- (v) Table 4.1.5 presents a classification of respondents by sex. Male workers represent 65.5% of the respondents, while female workers represent 34.5%. This seems reasonable in terms of the actual distribution of workers in these hotels. The average ratio is about 2:1 (male to female).
- (vi) Table 4.1.6 presents a classification of respondents by education. It indicates that 50% of the respondents hold a university degree. While the other 50% have a less than university education.

Evidently, the research results and conclusions are subject to the sample representativeness, as outlined above, and its possible limitations.

TABLE 4.1.1

**CLASSIFICATION OF RESPONDENTS
BY EMPLOYER**

EMPLOYER	FREQUENCY	PERCENT
MENA HOUSE	36	42.9
FORTE GRAND	48	57.1
TOTAL	84	100

TABLE 4.1.2

**CLASSIFICATION OF RESPONDENTS
BY DEPARTMENT**

DEPARTMENT	FREQUENCY	PERCENT
1- ADMINISTRATION	19	22.6
2- FRONT OFFICE	16	19.05
3- HOUSE KEEPING	16	19.05
4- FOOD & BEVERAGE	15	17.9
5- ENGINEERING	18	21.4
TOTAL	84	100

TABLE 4.1.3

**CLASSIFICATION OF RESPONDENTS
BY AGE**

AGE	FREQUENCY	PERCENT
LESS THAN 30 YEARS	30	35.7
30 YEARS AND OVER	54	64.3
TOTAL	84	100

TABLE 4.1.4

**CLASSIFICATION OF RESPONDENTS
BY YEARS OF EXPERIENCE IN HOTELS**

YEARS OF EXPERIENCE	FREQUENCY	PERCENT
1-9 YEARS	38	45.24
10-19 YEARS	29	34.52
20 AND OVER	17	20.24
TOTAL	84	100

TABLE 4.1.5

**CLASSIFICATION OF RESPONDENTS
BY SEX**

SEX	FREQUENCY	PERCENT
MALE	55	65.5
FEMALE	29	34.5
TOTAL	84	100

TABLE 4.1.6

**CLASSIFICATION OF RESPONDENTS
BY EDUCATION**

EDUCATION	FREQUENCY	PERCENT
UNIVERSITY DEGREE	42	50.0
LESS THAN UNIVERSITY EDUCATION	42	50.0
TOTAL	84	100

4.4 EMPIRICAL RESULTS

The empirical investigation was carried out to test the research hypotheses according to the methodology described above. It included the following aspects:

- 1- Ranking of major factors affecting job satisfaction by Egyptian hotel workers for both samples.
- 2- Ranking of major factors affecting job satisfaction in Egyptian hotels by different age groups.
- 3- A comparison of the ranking of major factors affecting job satisfaction between Egypt (our sample) and the USA (sample of the study by Simons and Enz , 1995).
- 4- Measurement of overall job satisfaction for the two samples.
- 5- Measurement of overall life satisfaction for the two samples.
- 6- A study and analysis of the relationship between life satisfaction and job satisfaction for the two samples.

Results of the empirical investigation of these factors were as follows:

4.4.1 RANKING OF THE MAJOR FACTORS AFFECTING JOB SATISFACTION

[1] Ranking of Factors in Mena House Oberoi and Forte

Grand :

Ten major factors were selected based on the literature survey. These are the factors considered by most authorities to be the most important factors affecting job satisfaction. ⁽¹⁾

(1) See chapter Two .

These factors are:

- (a) Good wages.
- (b) Tactful discipline.
- (c) Job security
- (d) Interesting work.
- (e) Feeling of being "in on things".
- (f) Sympathetic help with personal problems.
- (g) Opportunities for advancement and development.
- (h) Good working conditions.
- (i) Personal loyalty to employees.
- (j) Appreciation for accomplishment.

Each respondent was asked to rank these work-related factors in order of importance. Table 4.2.1 presents the ranking by employees of Forte Grand, table 4.2.2 presents the ranking by employees of Mena House Oberoi hotel, while table 4.2.3 presents the ranking by both samples.

Weights were assigned to each rank as follows:

First rank	10 points
Second rank	9 points
Third rank	8 points
Fourth rank	7 points
Fifth rank	6 points
Sixth rank	5 points
Seventh rank	4 points
Eighth rank	3 points
Ninth rank	2 points
Tenth rank	1 point

A total weight was calculated for each factor (sum of weights for the factor).

Table 4.2.1 presents the ranking by Forte Grand hotel. It indicates that the most important factor is job security (ranked first) followed by interesting work (ranked second), while good wages were ranked third. This seemed to the researcher somewhat of a surprise. Accordingly, an interview was conducted with the training director and some of the employees. The reason seemed obvious to them. The hotel was subjected to a riot in 1984 and was burnt and halted business for several years. During that period, most employees felt the threat of unemployment. Accordingly, job security is their top priority, it is more important than good wages.

Table 4.2.2 presents the ranking by Mena House Oberoi hotel employees. This table indicates that job security is also the most important factor, despite the fact that Mena House was never subjected to the riots and never closed. However, further investigation during interviews indicated that most hotel workers in both hotels are subject to "temporary contracts" and they are faced with the threat of unemployment. Particularly, because most Egyptian hotel guests are tourists and the hotel revenue is dependent on tourism. Egypt has a thriving tourist industry. However, in some periods, as a result of the 1984 riots or after terrorist attacks in 1991, the number of tourists decreased sharply and this hit many hotels for some time.

Table 4.2.3 presents a comparison of the ranking between the two samples. Many similarities appear in this comparison as follows:

- (i) Ranking of the first four factors are the same for the two hotels as follows:

RANK	FACTOR
1	Job security
2	Interesting work.
3	Good wages.
4	Tactful discipline.

- (ii) Both hotel employees indicated that job security is the most important factor. However, a comparison of mean weights for both hotels indicated that this factor is more important to the private hotel (mean weight = 8.4) compared to the privately managed public business hotel (mean weight = 7.4). This could be a result of more insecurity in the private sector, it could also be a result of the special circumstances of the closure of the private hotel for several years.

- (iii) Two factors occupy middle level ranks. there is a slight difference between the two hotels regarding these factors as follows:

Forte Grand hotel employees rank opportunities for advancement as the sixth factor while Oberoi hotel employees rank this factor as the fifth factor . The mean difference between them is 0.78 . Good working conditions is the fifth factor for Forte Grand hotel , while it is the sixth factor for Oberoi hotel . The mean difference between the two samples is 0.12 .

Two other factors occupy the lowest levels in the rankings as follows:

Forté Grand hotel employees rank sympathetic help with personal problems as the ninth factor ,while Oberoi hotel rank this factor as the tenth factor . The mean difference between them is - 0.18 .

' Personal loyalty to employees ' is the tenth factor for Forté Grand hotel , while it is the ninth factor for Oberoi hotel . The mean difference between them is - 2.1 .

Despite the close range in terms of rankings, yet a comparison of means regarding "personal loyalty to employees" indicates a noticeable difference between Forté Grand hotel (mean weight = 1.8) and Mena House hotel (mean weight = 3.9). Thus suggesting that Mena House Oberoi hotel workers attach more importance to "personal loyalty" than private hotel. However, it is also evident that the two samples rank both factors (sympathetic help and personal loyalty) at the lowest level of importance.

TABLE 4.2.1

**RANKING OF MAJOR FACOTRS AFFECTING
JOB SATISFACTION
BY
EGYPTIAN HOTEL WORKERS
(FORTE GRAND) N = 48**

RANK	FACTOR	TOTAL WEIGHT	MEAN * WEIGHT
1	Job security	405	8.4
2	Interesting work	366	7.6
3	Good wages	364	7.5
4	Tactful discipline	339	7.06
5	Good working conditions	292	6.08
6	Opportunities for advancement and development	289	6.02
7	Appreciation for accomplishment	197	4.1
8	Feeling of being "in on things"	182	3.79
9	Sympathetic help with personal problems	118	2.4
10	Personal loyalty to employees	87	1.8

* Mean Weight = Total Weight / n

TABLE 4.2.2

**RANKING OF MAJOR FACTORS
AFFECTING JOB SATISFACTION
BY
EGYPTIAN HOTEL WORKERS
(MENA HOUSE) N = 36**

RANK	FACTOR	TOTAL WEIGHT	MEAN * WEIGHT
1	Job security	267	7.4
2	Interesting work	254	7.06
3	Good wages	238	6.6
4	Tactful discipline	223	6.19
5	Opportunities for advancement and development	214	5.9
6	Good working conditions	192	5.3
7	Feeling of being "in on things"	174	4.8
7	Appreciation for accomplishment	174	4.8
9	Personal loyalty to employees	142	3.9
10	Sympathetic help with personal problems	116	3.2

* Mean Weight = total weight / n

TABLE 4. 2.3 A COMPARISON OF THE RANKING OF
 MAJOR FACTORS AFFECTING JOB SATISFACTION BY
 EGYPTIAN HOTEL WORKERS BETWEEN FORTE GRAND & OBEROI HOTELS

FACTOR	RANK FOR N1	RANK FOR N2	MEAN WEIGHT FOR BOTH SAMPLES	RANK FOR BOTH SAMPLES *
- Job security	1	1	7.9	1
- Interesting work	2	2	7.33	2
- Good wages	3	3	7.05	3
- Tactful discipline	4	4	6.63	4
- Opportunities for advancement and development	6	5	5.96	5
- Good working conditions	5	6	5.69	6
- Feeling of being "in on things"	8	7	4.3	8
- Appreciation for accomplishment	7	7	4.45	7
- Personal loyalty to employees	10	9	2.85	10
- Sympathetic help with personal problems	9	10	2.8	9

KEY: N1: Forte Grand N2: Mena House

Mean weight for both samples = mean weight for N1 + mean weight for N2 / 2.

(*) Based on mean weight for both samples.

[2] The Impact of Age on Ranking:

Do people at different age levels have difference preferences regarding these rankings?

An attempt to answer this question was made in the investigations. Accordingly, respondents were broken down into two age groups as follows: (*)

- (i) Less than 30 years.
- (ii) 30 years and over.

Rankings were calculated for each group on the basis of weights on the same basis for calculating ranks previously described in the previous section.

Table 4.1.3 presents the results of these measures. It indicates that older employees attach more importance to wages (ranked second) as compared to younger employees who rank good wages as the fourth important factor.

This finding is reasonable in terms of the current Egyptian culture. People less than 30 years are mainly starting their lives with a good deal of ambition and, perhaps, many dreams. At this age, most people are still not married and their financial obligations are less. Accordingly, they ranked the factors of job security, interesting work and tactful discipline as more important than good wages.

* See also Table 4.1.3

On the other hand, older employees (30 years and over), are mainly people with families and financial responsibilities. Accordingly, they ranked job security and good wages as the two most important factors.

Equal rankings for the following factors were noted for both age groups:

RANK	FACTOR
1	Job Security
5	Opportunities for advancement.
6	Good working conditions.
7	Appreciation for accomplishments.
8	Feeling of being "in on things".

The lower two factors in the ranking in all previous analyses are still the same for both groups. However, the younger group ranks "sympathetic help with personal problems" as the lowest rank (tenth). Whilst the older group rank it in ninth position. This could also be a characteristic of the current Egyptian culture, since older people (fathers and mothers) usually bear the burdens of their families including grown up sons and daughters. These burdens could include financial burdens of marrying sons and/or daughters, as well as supporting a graduated son or daughter until he is employed. Thus they require some sympathetic help with these personal problems.

TABLE 4.3

**RANKING OF MAJOR FACTORS
AFFECTING JOB SATISFACTION
BY
DIFFERENT AGE GROUPS**

FACTOR	RANK	
	BY AGE GROUPS	
	LESS THAN 30 YEARS	30 YEARS OR OVER
- Job security	1	1
- Interesting work	2	3
- Good wages	4	2
- Tactful discipline	3	4
- Opportunities for advancement and development	5	5
- Good working conditions	6	6
- Appreciation for accomplishment	7	7
- Feeling of being "in on things"	8	8
- Personal loyalty to employees	9	10
- Sympathetic help with personal problems	10	9

(3) RANKING OF HOTEL WORKERS IN EGYPT AND THE USA

A comparison is made here between the ranking by Egyptian hotel workers of the major factors affecting job satisfaction and the ranking of the same factors by USA hotel workers.

The comparison is between our sample of Egyptian hotel workers and the USA sample in the study by Tony Simons and Cathy Enz in 1995. In this study a total of 278 employees from twelve different hotels located in the United States and Canada participated in the study. Employees from the hotels voluntarily participated and were representatives of the various departments in each hotel. The typical employee surveyed was a full-time employee about 30 years old . Employees were asked to rank ten job-reward factors, the results of this study were ranked as follows:

- 1- Good wages.
- 2- Security.
- 3- Opportunities for advancement and development .
- 4- Good working conditions.
- 5- Interesting work.
- 6- Appreciation for accomplishment .
- 7- Loyalty to employees.
- 8- Feeling of being "in on things".
- 9- Tactful discipline.
- 10- Sympathetic personal help.

Table 4.4 provides a comparison between the two samples.

Many differences are noted, USA hotel workers rank "Good wages" as the most important factor. While Egyptian hotel workers rank this factor as the third most important (second most important for older workers).

Egyptian workers rank "job security" as the most important factor while USA workers rank it as the second most important. This indicates that hotel workers both in Egypt and the USA consider "job security" as one of the most important factors. However, Egyptian hotel workers rank it at a higher level (first compared to second), this could be a result of the fluctuating situation of the Egyptian tourism industry.

Factor	Egypt	USA
Job security	1	2
Interesting work	2	3
Feeling of being "in on things"	3	4
Opportunities to learn new things	4	5
Opportunities for advancement and development	5	6
Good working conditions	6	7
Personal growth in employees	7	8
Appreciation for working hard	8	9

TABLE 4.4

**A COMPARISON OF RANKINGS
OF
MAJOR WORK FACTORS BY HOTEL WORKERS
BETWEEN EGYPT AND THE USA**

WORK FACTORS	USA *	EGYPT **	DIFFERENCE IN RANKS ***
- Good wages.	1	3	-2
- Tactful discipline.	9	4	5
- Job security.	2	1	1
- Interesting work.	5	2	3
- Feeling of being "in on things".	8	8	0
- Sympathetic help with personal problems.	10	9	1
- Opportunities for advancement and development.	3	5	-2
- Good working conditions.	4	6	-2
- Personal loyalty to employees.	7	10	-3
- Appreciation for accomplishments.	6	7	-1

* Based on the study by Simons and Enz (1995) "Motivating Hotel Employees" p. 23.

** Based on table 4.2.3 above and subject to the sample representatives.

*** USA sample rank less Egyptian sample rank.

A significant difference is noted regarding the ranking of the "tactful discipline" factor by both samples. The Egyptian sample ranks it fourth, whilst the USA sample rank it ninth. This indicates that Egyptian workers attach much more importance to this factor than USA workers.

USA workers are also less interested in having "interesting work" (ranked fifth), while Egyptian workers rank it as the second most important factor.

However, USA workers attach more importance to "opportunities for advancement" (ranked third compared to the Egyptian ranking fifth) and "good working conditions" (ranked fourth compared to the Egyptian sample ranked sixth).

On the other hand, the USA sample rank "personal loyalty" and "appreciation for accomplishment" higher than the ranking of the Egyptian sample of these factors. The Egyptian sample ranks "sympathetic help" as ninth while it is ranked by the USA sample as tenth. It seems that both samples consider it one of the least important factors.

Finally, one factor has an equal rating by the two samples. The factor "feeling of being in on things" was ranked eighth by both samples.

In conclusion, while there are some similarities between the two samples, there are considerable differences. The comparison could be summarized as follows:

<u>DIFFERENCE OF RANKS</u>	<u>FACTORS</u>
One rank	<ul style="list-style-type: none"> - Job security. - Sympathetic help with personal problems. - Appreciation for accomplishment.
Two ranks	<ul style="list-style-type: none"> - Good wages. - Opportunities for advancement and development. - Good working conditions.
Three ranks	<ul style="list-style-type: none"> - Interesting work. - Personal loyalty to employees.
Five ranks	<ul style="list-style-type: none"> - Tactful discipline.
No difference	<ul style="list-style-type: none"> - Feeling of being "in on things".

Evidently, these findings are subject to the extent of representativeness and possible limitations of both samples.

4.4.2 LIFE SATISFACTION AND JOB SATISFACTION

Is there a relationship between job satisfaction and life satisfaction? and is there a difference between the satisfactions of private sector employees and privately managed public business sector employees in this aspect ?

The empirical investigation has attempted to answer these questions. This investigation included the following aspects:

- 1- Overall job satisfaction.
- 2- Differences in job satisfaction between Forté Grand and Mena House Oberoi hotel employees.
- 3- Overall life satisfaction of hotel employees.
- 4- Difference in life satisfaction between Forté Grand and Oberoi hotel employees.
- 5- The relationship between job satisfaction and life satisfaction of Oberoi and Forte Grand hotel workers .

Results of the empirical investigation regarding these aspects are presented as follows:

1- Overall Job Satisfaction:

To measure the overall job satisfaction both samples were requested to indicate the following:

- 1- The extent to which your job has contributed to your achievements.
- 2- The extent of satisfaction from the type of work you are performing.

It was believed that asking a direct question such as , "Are you satisfied with your current job?", might invoke a biased response. Accordingly, the two somehow indirect questions were directed to the two samples to ensure consistency of responses and to decrease response biases.

Table 4.5.1, and 4.5.2, present the responses to these two questions. Table 4.5.1 presents the responses to the first question, while table 4.5.2 presents the responses to the second questions.

Table 4.5.1 indicates that both samples are satisfied - Median in all, (for each sample), equals 4 (satisfied). While the mean ranged between 3.53 for Oberoi hotel and 3.65 for Forte Grand, with a mean difference of 0.12 and an overall mean of 3.59.

TABLE 4.5.1

**THE EXTENT TO WHICH YOUR JOB HAS
CONTRIBUTED TO YOUR ACHIEVEMENTS
(VARIABLE X 26)**

COMMENT	WEIGHT	MENA HOUSE N 1		FORTE GRAND N 2		BOTH SAMPLES (ALL)	
		NO.	%	NO.	%	NO.	%
Definitely Satisfied	5	6	16.7	4	8.3	10	11.9
Satisfied	4	13	36.1	24	50.0	37	44.0
Little Satisfaction	3	13	36.1	19	39.6	32	38.1
Unsatisfied	2	2	5.55	1	2.1	3	3.6
Definitely Unsatisfied	1	2	5.55	--	--	2	2.4
TOTAL		36	100	48	100	84	100

Median (N 1) = 4
 Median (N 2) = 4
 Median (all) = 4

Mean (N 1) = 3.53

Mean (N 2) = 3.65

Mean (all) = 3.59

Mean Difference = - 0.12

TABLE 4.5.2

**THE EXTENT OF SATISFACTION FROM
THE TYPE OF WORK YOU ARE PERFORMING
(VARIABLE X 27).**

COMMENT	WEIGHT	MENA HOUSE N 1		FORTE GRAND N 2		BOTH SAMPLES (ALL)	
		NO.	%	NO.	%	NO.	%
Definitely Satisfied	5	11	30.55	10	20.8	21	25.0
Satisfied	4	20	55.55	26	54.2	46	54.8
Little Satisfaction	3	5	13.9	10	20.8	15	17.9
Unsatisfied	2	--	--	2	4.2	2	2.4
Definitely Unsatisfied	1	--	--	--	--	--	--
TOTAL		36	100	48	100	84	100

Median (N 1) = 4
 Median (N 2) = 4
 Median (all) = 4

Mean (N 1) = 4.12
 Mean (N 2) = 3.9
 Mean (all) = 4.0

Mean Difference = - 0.22

(For the two samples) of 3.59, midway between little satisfaction and satisfied.

Taking into account the two statistical measures (the mean and the median), the evidence suggests that both samples are "satisfied" regarding the extent to which their jobs have contributed to their achievements.

Table 4.5.2, presents responses to the second question. It indicates that both samples are satisfied, both samples scored a median of 4 (satisfied). Mean for Mena House Oberoi hotel is 4.12, while the mean

for Forté Grand hotel was 3.9, with the total mean for the two samples was 4.0. Thus suggesting that both samples were satisfied from the type of work they are performing.

2- Differences in Job Satisfaction Between Mena House and Forte Grand Hotel Workers:

Further analysis was carried out to determine whether there is a significant difference between job satisfaction of hotel workers..

Responses to both questions were amalgamated for each sample and a new variable was created : X 267. X 267 is therefore the overall measure of job satisfaction. The calculated means of X 267 for each sample were as follows:

	Number of Cases	Mean	SD	SE of Mean
Forte-Grand	48	3.7813	.635	.092
Mena House	36	3.8472	.642	.107

Mean difference for both samples was = 0.66 which = 1.32% of the 5-point scale.

Furthermore, a t-test for the difference in means has provided insignificant results. Evidence, previously reported in the previous section indicated also that responses to the two questions comprising X 267 by the two samples produced the same median = 4 (see tables 4. 5.1 & 4. 5.2).

Accordingly, it could be concluded, based on the evidence in this section and the previous section that there are no significant differences between employees' job satisfaction in Oberoi and Forté Grand hotels.

3- **The Extent of Life Satisfaction:**

A direct question like, for example, "are you satisfied with your life ? " might be the best measure of life satisfaction if answered correctly. However, usually individuals never answer this direct question correctly either as a result of intentional bias or unintentional bias.

Accordingly, the following three statements were designed to measure life satisfaction:

- (1) I feel extremely happy with my life.
- (2) I feel that my life has been worthwhile.
- (3) I have achieved all my expectations in my life.

Table 4.6.1 presents the response to the first question, while tables 4.6.2 and 4.6.3 present the responses to the second and third statement.

TABLE 4.6.1

THE EXTENT OF LIFE SATISFACTION

STATEMENT (1) (VARIABLE X 28)

I feel extremely happy with my life.

COMMENT	WEIGHT	MENA HOUSE N 1		FORTE GRAND N 2		BOTH SAMPLES (ALL)	
		NO.	%	NO.	%	NO.	%
Strongly Agree	5	9	25.0	11	22.9	20	23.8
Agree	4	21	58.3	37	77.1	58	69.0
Undecided	3	3	8.3	--	--	3	3.6
Disagree	2	2	5.6	--	--	2	2.4
Strongly Disagree	1	1	2.8	--	--	1	1.2
TOTAL		36	100	48	100	84	100

Mean (N 1) = 3.97

Mean (N 2) = 4.23

Mean (all) = 4.1

Mean Difference = - 0.26

Median (N 1) = 4.00

Median (N 2) = 4.00

Median (all) = 4.00

TABLE 4.6.2

THE EXTENT OF LIFE SATISFACTION

STATEMENT 2

(VARIABLE X 29)

I feel that my life has been worthwhile.

COMMENT	WEIGHT	MENA HOUSE N 1		FORTE GRAND N 2		BOTH SAMPLES (ALL)	
		NO.	%	NO.	%	NO.	%
Strongly Agree	5	5	13.9	7	14.6	12	14.3
Agree	4	15	41.7	21	43.8	36	42.8
Undecided	3	14	38.9	20	41.7	34	40.8
Disagree	2	2	5.6	--	--	2	2.4
Strongly Disagree	1	--	--	--	--		
TOTAL		36	100	48	100	84	100

Mean (N 1) = 3.64

Mean (N 2) = 3.73

Mean (all) = 3.7

Mean Difference = - 0.09

Median (N 1) = 4.00

Median (N 2) = 4.00

Median (all) = 4.00

TABLE 4.6.2

THE EXTENT OF LIFE SATISFACTION

STATEMENT 3 (VARIABLE X 30)

I have achieved all my expectations in life.

COMMENT	WEIGHT	MENA HOUSE N 1		FORTE GRAND N 2		BOTH SAMPLES (ALL)	
		NO.	%	NO.	%	NO.	%
Strongly Agree	5	1	2.8	--	--	1	1.2
Agree	4	10	27.8	8	16.7	18	21.4
Undecided	3	15	41.7	36	75.0	51	60.7
Disagree	2	9	25.0	4	8.3	13	15.5
Strongly Disagree	1	1	2.8	--	--	1	1.2
TOTAL		36	100	48	100	84	100

Mean (N 1) = 3.03

Mean (N 2) = 3.08

Mean (all) = 3.06

Mean Difference = - 0.05

Median (N 1) = 3.00

Median (N 2) = 3.00

Median (all) = 3.00

Responses to the first statement as presented in table 4.6.1 indicate that both samples are reasonably happy with their lives. The median for both samples = 4.00 (Agree), while both means are close to the median score.

Responses to the second statement are presented in table 4.6.2. Both samples agree that their lives have been worthwhile. The median for both samples = 4.00 (Agree), however, the means are less than statement (1) as follows:

Sample	Statement (1)	Statement (2)	Difference
N 1	3.97	3.64	0.33
N 2	4.23	3.73	0.5
All	4.1	3.7	0.4

Thus suggesting a slight decrease in agreement.

Responses to the third statement are presented in table 4.6.3. The median for both samples = 3.00 (undecided), while the means are near the same score.

This was an expected response since achieving "all" expectations is something extremely difficult to achieve. This statement was intended to balance the possible upward biases in responses to the first two statements. That the response to this last statement was not "disagree" or "strongly disagree" indicates a reasonable level of life satisfaction.

4- Difference in Life Satisfaction Between Mena House Oberoi and Forté Grand Hotel Workers:

Is there a difference in the extent of life satisfaction between Forte Grand and Oberoi hotel workers ?

Responses to the three measures of life satisfaction, presented in tables 4.6.1, 4.6.2 and 4.6.3 indicate that there are no significant differences. The medians were equal for the samples in their responses to the three statements. Mean differences were also minimal as follows:

Statement (1): Mean difference = -0.26 (5.2% of scale).

Statement (2): Mean difference = -0.09 (1.8% of scale).

Statement (1): Mean difference = -0.05 (1 % of scale).

To calculate one overall measure of the extent of life satisfaction as perceived by both samples, the three responses were amalgamated into one variable (Variable X 28930). The calculated means of X 28930 for both samples were as follows:

	Number of Cases	Mean	SD	SE of Mean
Forte-Grand	48	3.6806	.435	.063
Mena House	36	3.5463	.633	.106

Mean Difference = .1343 (2.7% of scale).

A t-test for the difference in means has produced insignificant results.

Accordingly, it could be concluded that there is no significant difference between the perceived life satisfaction of both samples.

5- The Relationship Between Job Satisfaction and Life Satisfaction:

Analysis was made to study the relationship between job satisfaction (Variable X 267) and life satisfaction (Variable X 2.8930).

Spearman's rank order correlation coefficient was calculated for each sample as well as for the whole data. This correlation is more suited to measure the association between ranked data.

Table 4.7 presents the result of this analysis. It indicates that there is a positive significant association between the two variables for the two samples together (Spearman $r_s = 0.2893$). However, a reanalysis of the data after separating the private hotel (Forte Grand) sample from the privately managed public business hotel (Mena House) sample gave a different picture. A stronger significant positive association was calculated for the private hotel $r_s = 0.4207$. However, the relationship for Oberoi hotel was statistically insignificant.

A further regression analysis was carried out with life satisfaction (X 28930) as the dependent variable. Tables 4.8.1, 4.8.2, and 4.8.3 present the result of this analysis. These results are similar to the correlation analysis presented in table 4.7. It indicates that there is a significant relationship for the total sample (both hotels) with an adjusted variation. $R^2 = .09923$. However, after separating the data, a stronger

TABLE 4.7

**THE RELATIONSHIP BETWEEN
LIFE SATISFACTION AND JOB SATISFACTION
(Spearman's rank order correlation, r_s)**

SAMPLE	CORRELATION COEFFICIENT (r_s)	SIGNIFICANCE (2 TAILED)
Both samples	.2893	.008
Forté Grand (Private)	.4207	.003
Mena House	.1715	.310

TABLE 4.8.1

**REGRESSION RESULTS OF THE RELATIONSHIP
BETWEEN
LIFE SATISFACTION AND JOB SATISFACTION
(BOTH SAMPLES, $n = 84$)**

Dependent Variable : Life Satisfaction (X 28930)
Independent Variable : Job Satisfaction (Variable X 267)

VARIABLE	COEFFICIENT	DIAGNOSTIC STATISTICS
CONSTANT	2.602 (7.723) (*)	$R^2 = .0923$ SSR = 20.88
X 267	.268 (3.073) (**)	F = 9.442 (**)

TABLE 4.8.2
REGRESSION RESULTS OF THE RELATIONSHIP
BETWEEN
LIFE SATISFACTION AND JOB SATISFACTION
(FORTE GRAND SAMPLE, n = 48)

VARIABLE	COEFFICIENT	DIAGNOSTIC STATISTICS
CONSTANT	2.388 (7.125) (*)	R ² = .23312 SSR = 6.665
X 267	.342 (3.910) (*)	F = 15.287 (*)

TABLE 4.8.3
REGRESSION RESULTS OF THE RELATIONSHIP
BETWEEN
LIFE SATISFACTION AND JOB SATISFACTION
(MENA HOUSE SAMPLES, n = 36)

VARIABLE	COEFFICIENT	DIAGNOSTIC STATISTICS
CONSTANT	2.833 (4.371) (*)	R ² = .007 SSR = 13.539
X 267	0.185 (1.115) (***)	F = 1.244 (***)

Key for tables 4.8.1, 4.8.2, and 4.8.3:

- (*) Significant at $p < .001$
- (**) Significant at $p < .003$
- Values in parentheses are T-value (student T)
- SSR = sum of squared residual.
- R² = Adjusted R²
- F = F statistic (a nova)
- (***) Not significant.

relationship was calculated for Forté Grand hotel with a higher $R^2 = .233$.

For Mena House Oberoi hotel sample, however, the relationship between the two variables was statistically insignificant.

Accordingly, it could be concluded that there is a significant relationship between job satisfaction and life satisfaction in the private hotel. This relationship represents a positive association with life satisfaction depending on job satisfaction. The extent of this dependence as measured by the regression equation is 0.233, (approximately 23%). Since the coefficient of determination R^2 measures the extent of variation in the dependent variable as a result of the change in the independent variable.

On the other hand the evidence did not support the hypothesis that there is a positive association between life and job satisfaction in Mena House hotel.

CONCLUSION AND SUGGESTIONS FOR FUTURE RESEARCH :

The results of the empirical investigation, presented above could be summarized as follows:

- 1- Egyptian hotel workers in both hotels (Forté Grand and Oberoi) rank job security as the most important factor in determining job satisfaction.
- 2- Egyptian hotel workers in both sectors agree on the ranks of the four most important factors in determining job satisfaction as follows:

RANK	FACTOR
1-	Job security
2-	Interesting Work.
3-	Good wages
4-	Tactful discipline

- 3- The two following factors occupy middle rank for both sectors though different in one rank, but with a relatively small mean difference.
 - Opportunity for advancement.
 - Good & working conditions.
- 4- The following two factors occupy the lowest levels in the ranking by Oberoi and Forté Grand hotel workers though different in one rank.
 - Sympathetic help with personal problems.
 - Personal loyalty to employees.

However, a comparison of mean weights indicated that Oberoi hotel workers, attach significantly more importance to "personal loyalty" than Forte Grand hotel workers.

5- Older hotel employees (30 years and over) attach more importance to wages than younger employees.

6- Younger hotel employees rank "sympathetic help with personal problems" as the lowest rank. While the older group rank it in ninth position, a difference of one rank.

7- Equal ranking for the following factors were noted for both age groups:

RANK	FACTOR
1	Job Security
5	Opportunities for advancement
6	Good working conditions
7	Appreciation for accomplishments
8	Feeling of "being in on things"

8- A significant difference has been noted between the ranking of the major factors affecting job satisfaction by USA hotel workers and the ranking of these factors by Egyptian hotel workers.

Agreement between the two samples was only for one factor. Disagreements existed for five ranks (one factor), three ranks (two factors), two ranks (three factors) and one rank (three factors).

9- Both samples of Mena House Oberoi and Forte Grand hotel workers are satisfied regarding the extent to which their jobs have contributed to their achievements and the type of work they are performing. There are no significant differences between the extent of job satisfaction of both groups.

10- There are no significant differences between the perceived life satisfaction of Forte Grand hotel workers and that of Oberoi hotel workers .

11- A significant positive association exists between life satisfaction and job satisfaction for Forte Grand hotel sample, with job satisfaction being a function of life satisfaction.

12- No significant association existed between life satisfaction and job satisfaction for Oberoi hotel sample.

Possible explanations of these results were discussed and presented with the empirical evidence above.

In conclusion, the empirical results of testing the hypotheses are as follows:

HYPOTHESIS (H1):

There is a significant difference between the ranking of major factors affecting job satisfaction by Forté Grand hotel and Oberoi hotel .

This hypothesis was mainly rejected as there are many similarities between the ranking of major factors affecting job satisfaction by both hotels .

HYPOTHESIS (H2):

There is a significant difference between the ranking of major factors affecting job satisfaction by Egyptian hotel workers under the age of thirty and those over thirty .

This hypothesis was mainly rejected also. Since most ranks were similar between both age groups. However, it was partly accepted as there were noticeable agreement between their ranking of two factors: wages and job security.

HYPOTHESIS (H3):

There are many differences between the ranking of major factors affecting job satisfaction by USA hotel workers and the ranking of these factors by Egyptian hotel workers .

This hypothesis was accepted. The ranking was different for all factors but one. Accordingly, it could be concluded that USA hotel workers rank the factors affecting job satisfaction differently from Egyptian hotel workers.

HYPOTHESIS (H4):

Egyptian hotel workers are satisfied with their jobs .

This hypothesis was accepted for both samples, private and public business hotel workers.

HYPOTHESIS (H5):

There is a positive association between life satisfaction of Egyptian hotel workers and their job satisfaction .

This hypothesis was partly accepted. It was accepted for private hotel workers as indicated above. It was not accepted for the public business hotel workers (insignificant results).

From the results of this comparative study, the researcher found that there are many similarities between the ranking of major factors affecting job satisfaction by both hotels (Oberoi and Forte Grand), actually , there are hardly any difference . The Egyptian hospitality workers in both hotels rank job security as the most important factor in determining job satisfaction . The reasons seemed obvious after the 1984 riots and after the attacks on foreign tourists in 1991 .

SUGGESTIONS FOR FUTURE RESEARCH :-

This comparative study is limited to two Egyptian hotels Oberoi and Forte Grand . However , further research could be carried out to study the factors affecting job satisfaction in other Egyptian hotels , including Egyptian hotels in different governorates .

It would be beneficial to study the major factors affecting job satisfaction in other sectors of the society and for different employees such as industrial employees .

Actually , future studies could investigate the relationship between job performance and job satisfaction in Egypt . It is important to know whether high performance leads to job satisfaction or job satisfaction leads to high job performance .

This complicated issue is left for future research , it could be of great importance to motivate Egyptian employees .

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ALL INTERNATIONAL HOTEL REGULATIONS

The International Hotel Industry published its first Hotel Regulations of 1924. However, these regulations have been revised

APPENDIX A

3.1.2. INTERNATIONAL HOTEL REGULATIONS

The International Hotel Industry published its first Hotel Regulations 60 years ago. However, these regulations have been revised several times due to the expansion of international tourism in the last 20 years.

(1) Objectives:

The International Hotel Regulations aim to generally accept the International Trade Practices governing the contract of hotel accommodation. They inform the guest and the hotel keeper of their mutual rights and obligations.

(2) Contracting Parties:

Contracting parties are the customer from one side and the hotel from another side. In the International Hotel Regulations the term "customer" refers to the legal person having concluded a hotel reservation contract who is responsible for payment. The term "guest" however, means the individual who is going to stay in the hotel, this guest could be the customer or not, as the customer could be a third party between the guest and the hotel but he is the legal person responsible for payment.

PART ONE: CONTRACTUAL RELATIONSHIP:

ARTICLE 1: Contract of Accommodation:

The hotelkeeper is responsible to provide accommodation and additional services for the guest. The services should be provided according to the hotel category.

ARTICLE 2: Form of Contract:

The contract is not subject to any prescription as to form. It takes places when one party accepts the offer of the other party.

ARTICLE 3: Duration of Contract:

The contract could be agreed upon for a definite or indefinite period. The contract ends at midday i.e. if the guest is going to leave, he should leave by midday (12:00 a.m.) not after that.

ARTICLE 4: Performance of the Contract:

The hotelkeeper and the customer are obliged to respect the terms of the contract.

ARTICLE 5: Non-Performance of the Contract:

If the contract was not performed, the defaulting party must fully compensate the other party.

ARTICLE 6: Termination of the contract:

No contract can be terminated before its complete performance unless both contracting parties mutually agree.

ARTICLE 7: Payment:

The hotel can ask full or partial pre-payment. Payment should be made in the appropriate currency unless the hotel requests otherwise.

ARTICLE 8: Breach of Contract:

Any serious breach of the contractual obligations will entitle the injured party to terminate the contract immediately.

PART TWO: OTHER OBLIGATIONS:

ARTICLE 1: Liability of the Hotel Keeper:

The liability of the hotel keeper depends on the National Law.

- The liability for guests properties is usually limited except when the hotel keeper or his employees are at fault.
- The liability of hotels to accept valuables in deposit, depends on the size of hotels.
- The hotel keeper is not liable for cars or their contents.

ARTICLE 2: Liability of the Guest /Customer:

The guest and the customer are liable to the hotel keeper for any damage caused to persons, buildings, furnishing or equipment if the fault is attributable to them.

ARTICLE 3: Retention of Guest's Property:

The hotel shall, as a guarantee for payment of any amount due to customers, have the right to retain and to dispose any property of commercial value brought to the premises of the hotel by guests.

ARTICLE 4: Behavior of Guests:

The guests should behave in conformity with the hotel custom, otherwise the hotelkeeper has the right to terminate the contract.

ARTICLE 5: Domestic Animals:

If a guest wishes to bring with him a domestic animal to the hotel, he should make sure that this is permitted by the hotel.

ARTICLE 6: Occupation and Vacation of Rooms:

Unless otherwise stated, rooms which have been reserved for a guest must be ready at 2 p.m. and rooms of guests leaving the hotel must be vacated by noon. ⁽⁵⁾

APPENDIX B

QUESTIONNAIRE

1. NAME :

2. AGE :

3. JOB DESCRIPTION :

4. YEARS IN HOTEL :

5. SEX :

6. EDUCATION :

7. DEPARTMENT :

8. The following are ten factors that contribute to job satisfaction.

Please rank these work-related factors in order of importance according to your opinion.

(Most important = 1 ; Least important = 10)

FACTORS AFFECTING YOUR WORK SATISFACTION	RANK	COMMENT
[a] Good wages.		
[b] Tactful discipline.		
[c] Job security.		
[d] Interesting work.		
[e] Feeling of being 'in on things'.		
[f] Sympathetic help with personal problems.		
[g] Opportunities for advancement and development.		
[h] Good working conditions.		
[i] Personal loyalty to employees.		
[j] Appreciation for accomplishment.		

9. Please indicate the extent to which you are satisfied regarding the following aspects of your job.

(Please tick one box only for each factor).

FACTOR	EXTENT OF SATISFACTION				
	DEFIN- ITELY SATIS- FIED	SATIS- FIED	LITTLE SATIS- FAC- TION	UNSATIS- FIED	COMPLETELY UNSATIS- FIED
(a) The wages and other monetary incentives which you receive.					
(b) Tactful decisions by your superiors.					
(c) The security of your employment.					
(d) The extent of your interest in your job.					
(e) Your level of involvement in decision making.					
(f) The extent to which you get help from your superiors regarding problems					
(g) Prospects of advancement in your work.					
(h) Working conditions					

FACTOR	EXTENT OF SATISFACTION				
	DEFIN- ITELY SATIS- FIED	SATIS- FIED	LITTLE SATIS- FAC- TION	UN- SATIS- FIED	COMPLETELY UNSATIS- FIED
(i) Your feeling of strong personal loyalty towards your superiors.					
(j) The extent to which your superiors appreciate your accomplishments.					
(k) The extent to which your job contributed to your achievements.					
(l) The type of work you are performing.					

COMMENT:

10. Please indicate your opinion concerning the following statements by ticking one box only on each line:

STATEMENT	STRONGLY AGREE	AGREE	UNDECIDED	DISAGREE	STRONGLY DISAGREE
(a) I feel extremely happy with my life.					
(b) I feel that my life has been worthwhile.					
(c) I have achieved all my expectations in life.					

COMMENT:

THANK YOU

* اسانقصاء *

(١) الاسم :

(٢) السن :

(٣) وصف الوظيفة " باختصار " :

(٤) عدد سنوات العمل في الفنادق :

(٥) الجنس : ذكر انثى

(٦) الشهادات العلمية :

(٧) اسم القسم الذى تعمل به :

الادارة

٨- فيما يلي عشرة من العوامل التي تساهم في الرضاء الوظيفى للعاملين .
 والمرجو أن تقوم بترتيب هذه العوامل المرتبطة بعملك وفقا لأهميتها فى رأيك بحيث
 يعطى الرقم (١) لأفضلها والرقم (١٠) لأقلها تفضيلا .

التعليق	الرتبة	العامل المؤثر على رضائك الوظيفى
		أ - الاجور المناسبة
		ب - العمل المنظم بحكمة
		ج - الضمان الوظيفى
		د - العمل يثير اهتمامى
		هـ - الشعور بأننى محيط بما يجرى فى مجال العمل
		و - المعاونة من الادارة فى حل المشاكل الشخصية
		ز - فرصة الترقى والتقدم
		ح - ظروف العمل المناسبة
		ط - الولاء الشخصى للروساء وأصحاب العمل
		ك - التقدير على الانجازات التى أقوم بها

٩- المرجو توضيح مدى رضائك عن العناصر التالية المرتبطة بعملك (رجاء وضع علامة (✓) واحده فقط لكل عنصر)

العنصر	راضى تماما	راضى	رضاء قليل	غير راضى	غير راضى بالمره
أ- المراتب وغير ذلك من الحوافز النقدية التي تتبناها					
ب- القرارات الحكيمه بواسطة الرؤساء					
ج - الامان الوظيفى					
د - مدى اهتمامك بعملك					
هـ - درجة مشاركتك فى اتخاذ القرارات					
و - درجة المعاونة التى تشعر ان رؤسائك يقدمونها لك فى حالة وجود مشاكل شخصية					
ز - احتمالات الترقى فى عملك					
ح- ظروف العمل					
ط- شعورك بالولاء الشخصى القوى تجاه رؤسائك					
ك - المدى الذى تشعر ان رؤسائك يقرون عملك					
ل- المدى الذى اسهمت به وظيفتك فى تحقيق الانجازات الشخصية التى ترنو اليها					
م- طبيعة العمل الذى تراه					

التعليق

١٠ - المرجو توضيح رأيك في العبارات التالية بوضع علامة (✓) واحده امام كل
عبارة

العبارة	أوافق تماما	أوافق	لا أعرف	لا أوافق مطلقا
أشعر بسعاده فى حياتى				
أشعر بأن الحياه كانت ذات فائده بالنسبة لى				
لقد حققت كل امالى فى الحياه				

التعليق :

COMPUTER PROGRAM

APPENDIX C

DATA CLASSIFICATION

COMPUTER PROGRAM

FOR

DATA CLASSIFICATION

aaaaaa

X1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.0	30	35.7	35.7	35.7
	2.0	54	64.3	64.3	100.0
	Total	84	100.0	100.0	
Valid cases	84	Missing cases	0		

YEARS

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00	38	45.2	45.2	45.2
	2.00	29	34.5	34.5	79.8
	3.00	17	20.2	20.2	100.0
	Total	84	100.0	100.0	
Valid cases	84	Missing cases	0		

X3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.0	55	65.5	65.5	65.5
	2.0	29	34.5	34.5	100.0
	Total	84	100.0	100.0	
Valid cases	84	Missing cases	0		

X4

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.0	42	50.0	50.0	50.0
	2.0	42	50.0	50.0	100.0
	Total	84	100.0	100.0	
Valid cases	84	Missing cases	0		

X5

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.0	19	22.6	22.6	22.6
	2.0	16	19.0	19.0	41.7
	3.0	16	19.0	19.0	60.7
	4.0	15	17.9	17.9	78.6
	5.0	18	21.4	21.4	100.0
	Total	84	100.0	100.0	
Valid cases	84	Missing cases	0		

COMPUTER
PROGRAMS
APPENDIX D
FOR
RANKING

COMPUTER

PROGRAMS

FOR

RANKING

(THIS PROGRAMME IS TO CALCULATE RANKS) FOR X6 - X15.
=====

```
INC 'data1'  
title 'AMANY SHAHIN JOB-SATISFACTION'.  
DATA LIST / CASEID 1-3 x1 6 x2 8-9 x3 11 x4 13 x5 15 x6 17-18  
x7 20-21 x8 23-24 x9 26-27 x10 29-30 x11 32-33 x12 35-36  
x13 38-39 x14 41-42 x15 44-45 x16 47 x17 49 x18 51 x19 53 x20 55  
x21 57 x22 59 x23 61 x24 63 x25 65 x26 67 x27 69 x28 71 x29 73 x30 75.  
BEGIN DATA.  
END DATA.
```

48 cases are written to the compressed active file.

This procedure was completed at 23:06:24
descriptives /variables x6 x7 x8 x9 x10 x11 x12 x13 x14 x15 /statistics all.

WARNING 11003
PAGE TOO NARROW TO PRINT COLUMNAR STYLE DESCRIPTIVE STATISTICS--Too many
statistics are requested to print them in columns. Serial format is used.

Page 2 JOB-SATISFACTION 11/12

Number of Valid Observations (Listwise) = 48.00

Variable X6

Mean	7.583	S.E. Mean	.273
Std Dev	1.889	Variance	3.567
Kurtosis	-.011	S.E. Kurt	.674
Skewness	-.926	S.E. Skew	.343
Range	7.000	Minimum	3
Maximum	10	Sum	364.000

Valid Observations - 48 Missing Observations - 0

Page 3 JOB-SATISFACTION 11/12

Number of Valid Observations (Listwise) = 48.00

Variable X7

Mean	7.063	S.E. Mean	.250
Std Dev	1.731	Variance	2.996
Kurtosis	-1.005	S.E. Kurt	.674
Skewness	.311	S.E. Skew	.343
Range	6.000	Minimum	4
Maximum	10	Sum	339.000

Valid Observations - 48 Missing Observations - 0

Page 4 JOB-SATISFACTION 11/12

Number of Valid Observations (Listwise) = 48.00

Variable X8

Mean	8.437	S.E. Mean	.247
Std Dev	1.712	Variance	2.932
Kurtosis	.761	S.E. Kurt	.674
Skewness	-1.017	S.E. Skew	.343
Range	7.000	Minimum	3
Maximum	10	Sum	405.000

Valid Observations - 48 Missing Observations - 0

 Page 5 JOB-SATISFACTION 11/12

Number of Valid Observations (Listwise) = 48.00
 Variable X9

Mean	7.625	S.E. Mean	.326
Std Dev	2.256	Variance	5.090
Kurtosis	.205	S.E. Kurt	.674
Skewness	-.855	S.E. Skew	.343
Range	9.000	Minimum	1
Maximum	10	Sum	366.000

Valid Observations - 48 Missing Observations - 0

 Page 6 JOB-SATISFACTION 11/12

Number of Valid Observations (Listwise) = 48.00
 Variable X10

Mean	3.792	S.E. Mean	.251
Std Dev	1.738	Variance	3.020
Kurtosis	1.449	S.E. Kurt	.674
Skewness	.868	S.E. Skew	.343
Range	8.000	Minimum	1
Maximum	9	Sum	182.000

Valid Observations - 48 Missing Observations - 0

 Page 7 JOB-SATISFACTION 11/12

Number of Valid Observations (Listwise) = 48.00
 Variable X11

Mean	2.458	S.E. Mean	.191
Std Dev	1.320	Variance	1.743
Kurtosis	2.610	S.E. Kurt	.674
Skewness	1.454	S.E. Skew	.343
Range	6.000	Minimum	1
Maximum	7	Sum	118.000

Valid Observations - 48 Missing Observations - 0

 Page 8 JOB-SATISFACTION 11/12

Number of Valid Observations (Listwise) = 48.00
 Variable X12

Mean	6.021	S.E. Mean	.300
Std Dev	2.078	Variance	4.319
Kurtosis	-.388	S.E. Kurt	.674
Skewness	.001	S.E. Skew	.343
Range	9.000	Minimum	1
Maximum	10	Sum	289.000

Valid Observations - 48 Missing Observations - 0

 Page 9 JOB-SATISFACTION 11/12

Number of Valid Observations (Listwise) = 48.00
Variable X13

Mean	6.083	S.E. Mean	.291
Std Dev	2.019	Variance	4.078
Kurtosis	-.860	S.E. Kurt	.674
Skewness	-.086	S.E. Skew	.343
Range	8.000	Minimum	2
Maximum	10	Sum	292.000

Valid Observations - 48 Missing Observations - 0

Page 10 JOB-SATISFACTION 11/12

Number of Valid Observations (Listwise) = 48.00

Variable X14

Mean	1.813	S.E. Mean	.183
Std Dev	1.266	Variance	1.602
Kurtosis	1.311	S.E. Kurt	.674
Skewness	1.551	S.E. Skew	.343
Range	4.000	Minimum	1
Maximum	5	Sum	87.000

Valid Observations - 48 Missing Observations - 0

Page 11 JOB-SATISFACTION 11/12

Number of Valid Observations (Listwise) = 48.00

Variable X15

Mean	4.104	S.E. Mean	.353
Std Dev	2.443	Variance	5.968
Kurtosis	-.036	S.E. Kurt	.674
Skewness	.980	S.E. Skew	.343
Range	9.000	Minimum	1
Maximum	10	Sum	197.000

Valid Observations - 48 Missing Observations - 0

Page 12 JOB-SATISFACTION 11/12

This procedure was completed at 23:06:32

stop.

End of Include file.
Errors encountered: 0
Warnings encountered: 1

THIS PROGRAMME IS TO CALCULATE RANKS FOR X1(AGE) NOTE THAT (Y IF X1=1
Y1 = IF X1=2).
=====

SPSS/PC+ The Statistical Package for IBM PC

INC 'DATA1'
title 'JOB-SATISFACTION'.
DATA LIST / CASEID 1-3 x1 6 x2 8-9 x3 11 x4 13 x5 15 x6 17-18

THIS PROGRAMME IS TO CALCULATE THE RANKS OF X5 - X15
=====

SPSS/PC+ The Statistical Package for IBM PC

11/12

INC 'DATA2'

title 'AMANY SHAHIN JOB-SATISFACTION'

DATA LIST / CASEID 1-3 x1 6 x2 8-9 x3 11 x4 13 x5 15 x6 17-18

x7 20-21 x8 23-24 x9 26-27 x10 29-30 x11 32-33 x12 35-36

x21 57 x22 59 x23 61 x24 63 x25 65 x26 67 x27 69 x28 71 x29 73 x30 75.

BEGIN DATA.

END DATA.

36 cases are written to the compressed active file.

This procedure was completed at 23:18:31

DESCRIPTIVES /VARIABLES X6 X7 X8 X9 X10 X11 X12 X13 X14 X15 /STATISTICS ALL.

WARNING 11003

PAGE TOO NARROW TO PRINT COLUMNAR STYLE DESCRIPTIVE STATISTICS--Too many statistics are requested to print them in columns. Serial format is used.

Page 2 AMANY SHAHIN JOB-SATISFACTION

11/12

Number of Valid Observations (Listwise) = 36.00

Variable X6

Mean	6.611	S.E. Mean	.554
Std Dev	3.323	Variance	11.044
Kurtosis	-1.013	S.E. Kurt	.768
Skewness	-.701	S.E. Skew	.393
Range	9.000	Minimum	1
Maximum	10	Sum	238.000

Valid Observations - 36 Missing Observations - 0

Page 3 AMANY SHAHIN JOB-SATISFACTION

11/12

Number of Valid Observations (Listwise) = 36.00

Variable X7

Mean	6.194	S.E. Mean	.497
Std Dev	2.984	Variance	8.904
Kurtosis	-1.169	S.E. Kurt	.768
Skewness	-.213	S.E. Skew	.393
Range	9.000	Minimum	1
Maximum	10	Sum	223.000

Valid Observations - 36 Missing Observations - 0

Page 4 AMANY SHAHIN JOB-SATISFACTION

11/12

Number of Valid Observations (Listwise) = 36.00

Variable X8

Mean	7.417	S.E. Mean	.480
Std Dev	2.882	Variance	8.307
Kurtosis	-.070	S.E. Kurt	.768
Skewness	-1.111	S.E. Skew	.393
Range	9.000	Minimum	1

Maximum 10
 Valid Observations - 36 Sum 267.000

 Missing Observations - 0
 Page 5 AMANY SHAHIN JOB-SATISFACTION ----- 11/12

Number of Valid Observations (Listwise) = 36.00
 Variable X9

Mean	7.056	S.E. Mean	.483
Std Dev	2.898	Variance	8.397
Kurtosis	-.499	S.E. Kurt	.768
Skewness	-.864	S.E. Skew	.393
Range	9.000	Minimum	1
Maximum	10	Sum	254.000

Valid Observations - 36 Missing Observations - 0

 Page 6 AMANY SHAHIN JOB-SATISFACTION ----- 11/12

Number of Valid Observations (Listwise) = 36.00
 Variable X10

Mean	4.833	S.E. Mean	.415
Std Dev	2.490	Variance	6.200
Kurtosis	-1.290	S.E. Kurt	.768
Skewness	.084	S.E. Skew	.393
Range	8.000	Minimum	1
Maximum	9	Sum	174.000

Valid Observations - 36 Missing Observations - 0

 Page 7 AMANY SHAHIN JOB-SATISFACTION ----- 11/12

Number of Valid Observations (Listwise) = 36.00
 Variable X11

Mean	3.222	S.E. Mean	.382
Std Dev	2.294	Variance	5.263
Kurtosis	-.818	S.E. Kurt	.768
Skewness	.734	S.E. Skew	.393
Range	7.000	Minimum	1
Maximum	8	Sum	116.000

Valid Observations - 36 Missing Observations - 0

 Page 8 AMANY SHAHIN JOB-SATISFACTION ----- 11/12

Number of Valid Observations (Listwise) = 36.00
 Variable X12

Mean	5.944	S.E. Mean	.398
Std Dev	2.390	Variance	5.711
Kurtosis	-.679	S.E. Kurt	.768
Skewness	-.157	S.E. Skew	.393
Range	9.000	Minimum	1
Maximum	10	Sum	214.000

Valid Observations - 36 Missing Observations - 0

 -171-

Number of Valid Observations (Listwise) = 36.00

Variable X13

Mean	5.333	S.E. Mean	.316
Std Dev	1.897	Variance	3.600
Kurtosis	-1.152	S.E. Kurt	.768
Skewness	.047	S.E. Skew	.393
Range	7.000	Minimum	2
Maximum	9	Sum	192.000

Valid Observations - 36 Missing Observations - 0

Number of Valid Observations (Listwise) = 36.00

Variable X14

Mean	3.944	S.E. Mean	.451
Std Dev	2.704	Variance	7.311
Kurtosis	-.426	S.E. Kurt	.768
Skewness	.843	S.E. Skew	.393
Range	9.000	Minimum	1
Maximum	10	Sum	142.000

Valid Observations - 36 Missing Observations - 0

Number of Valid Observations (Listwise) = 36.00

Variable X15

Mean	4.833	S.E. Mean	.320
Std Dev	1.920	Variance	3.686
Kurtosis	.209	S.E. Kurt	.768
Skewness	.328	S.E. Skew	.393
Range	9.000	Minimum	1
Maximum	10	Sum	174.000

Valid Observations - 36 Missing Observations - 0

This procedure was completed at 23:18:35
STOP.

End of Include file.

Errors encountered: 0

Warnings encountered: 1

THIS PROGRAMME IS TO CALCULATE THE RANKS OF X1 (NOTE THAT Y= IF X1=1,
Y1= IF X1=2).
=====

SPSS/PC+ The Statistical Package for IBM PC

INC 'DATA2'
title 'AMANY SHAHIN JOB-SATISFACTION'.
DATA LIST / CASEID 1-3 x1 6 x2 8-9 x3 11 x4 13 x5 15 x6 17-18

x7 20-21 x8 23-24 x9 26-27 x10 29-30 x11 32-33 x12 35-36
 x13 38-39 x14 41-42 x15 44-45 x16 47 x17 49 x18 51 x19 53 x20 55
 x21 57 x22 59 x23 61 x24 63 x25 65 x26 67 x27 69 x28 71 x29 73 x30 75.
 BEGIN DATA.
 END DATA.

48 cases are written to the compressed active file.

This procedure was completed at 23:28:00

IF (X1 EQ 1) Y=1.

IF (X1 EQ 2) Y1=2.

descriptives /variables Y Y1 /statistics all.

The raw data or transformation pass is proceeding

48 cases are written to the compressed active file.

 Page 2 JOB-SATISFACTION

11/12

WARNING 11003

PAGE TOO NARROW TO PRINT COLUMNAR STYLE DESCRIPTIVE STATISTICS--Too many statistics are requested to print them in columns. Serial format is used.

 Page 3 JOB-SATISFACTION

11/12

Number of Valid Observations (Listwise) = .00

Variable Y

Mean	1.000	S.E. Mean	.000
Std Dev	.000	Variance	.000
Kurtosis	.	S.E. Kurt	.
Skewness	.	S.E. Skew	.
Range	.000	Minimum	1.00
Maximum	1.00	Sum	18.000

Valid Observations - 18 Missing Observations - 30

 Page 4 JOB-SATISFACTION

11/12

Number of Valid Observations (Listwise) = .00

Variable Y1

Mean	2.000	S.E. Mean	.000
Std Dev	.000	Variance	.000
Kurtosis	.	S.E. Kurt	.
Skewness	.	S.E. Skew	.
Range	.000	Minimum	2.00
Maximum	2.00	Sum	60.000

Valid Observations - 30 Missing Observations - 18

 Page 5 JOB-SATISFACTION

11/12

This procedure was completed at 23:28:15

stop.

End of Include file.

Errors encountered: 0

Warnings encountered: 1

SPSS/PC- The Statistical Package for IBM PC

11/12

COMPUTER PROGRAMS

OF CORRELATION

AND

REGRESSION ANALYSIS

APPENDIX E

OF

THE RELATION BETWEEN

JOB SATISFACTION

(VARIABLE X 267)

LIFE SATISFACTION

(VARIABLE X 28930)

**COMPUTER PROGRAMS
OF CORRELATION
AND
REGRESSION ANALYSIS
OF
THE RELATION BETWEEN
JOB SATISFACTION
(VARIABLE X 267)
LIFE SATISFACTION
(VARIABLE X 28930)**

aaaaaa

correlation for both Forte and Mena House (Job and Life)

--- SPEARMAN CORRELATION COEFFICIENTS ---

X28930 .2893
N(84)
Sig .008

X267

(Coefficient / (Cases) / 2-tailed Significance)

". " is printed if a coefficient cannot be computed

correlation for Forte (Job and Life)

áááááá

- - - S P E A R M A N C O R R E L A T I O N C O E F F I C I E N T S - - -

X28930 .4207
N(48)
Sig .003

X267

(Coefficient / (Cases) / 2-tailed Significance)

" . " is printed if a coefficient cannot be computed

correlation for Mena House (Job and Life)

- - - S P E A R M A N C O R R E L A T I O N C O E F F I C I E N T S -

X28930 .1715
 N(37)
 Sig .310

X267

(Coefficient / (Cases) / 2-tailed Significance)

" . " is printed if a coefficient cannot be computed

aaaaaa

***** MULTIPLE REGRESSION *****
All (1-84)

Listwise Deletion of Missing Data

Equation Number 1 Dependent Variable.. X28930

Block Number 1. Method: Enter X267

Variable(s) Entered on Step Number
1.. X267

Multiple R .32134
R Square .10326
Adjusted R Square .09232
Standard Error .50461

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	1	2.40430	2.40430
Residual	82	20.88009	.25464

F = 9.44214 Signif F = .0029

----- Variables in the Equation -----

Variable	B	SE B	Beta	T	Sig T
X267	.268090	.087246	.321338	3.073	.0029
(Constant)	2.601720	.336895		7.723	.0000

End Block Number 1 All requested variables entered.

Forte (1-48)

áááááá

* * * * MULTIPLE REGRESSION * * * *

Listwise Deletion of Missing Data

Equation Number 1 Dependent Variable.. X28930

Block Number 1. Method: Enter X267

Variable(s) Entered on Step Number
1.. X267

Multiple R .49944
R Square .24944
Adjusted R Square .23312
Standard Error .38064

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	1	2.21492	2.21492
Residual	46	6.66471	.14489

F = 15.28741 Signif F = .0003

----- Variables in the Equation -----

Variable	B	SE B	Beta	T	Sig T
X267	.341852	.087432	.499438	3.910	.0003
(Constant)	2.387927	.335137		7.125	.0000

End Block Number 1 All requested variables entered.

Mena (49-84)

aaaaaa

* * * * MULTIPLE REGRESSION * * * *

Listwise Deletion of Missing Data

Equation Number 1 Dependent Variable.. X28930

Block Number 1. Method: Enter X267

Variable(s) Entered on Step Number

1.. X267

Multiple R .18785
R Square .03529
Adjusted R Square .00691
Standard Error .63103

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	1	.49521	.49521
Residual	34	13.53874	.39820

F = 1.24362 Signif F = .2726

----- Variables in the Equation -----

Variable	B	SE B	Beta	T	Sig T
X267	.185382	.166235	.187847	1.115	.2726
(Constant)	2.833092	.648132		4.371	.0001

End Block Number 1 All requested variables entered.

APPENDIX F

DATA MATRIX

11 2 20 1 1 1 10 07 08 09 04 02 05 06 01 03 5 4 4 5 4 3 4 4 3 4 3 4 5 4 3
12 2 11 1 1 1 10 06 09 08 03 04 07 05 01 02 4 4 4 5 3 4 4 5 3 4 3 4 5 4 3
13 2 08 1 1 1 09 05 08 10 04 02 07 06 01 03 5 3 4 5 4 4 4 5 4 4 4 5 4 3
14 2 16 1 1 1 08 07 10 04 06 05 03 09 01 02 4 5 5 5 4 4 3 4 4 4 3 4 5 4 3
15 2 16 1 1 1 09 04 07 05 06 01 08 02 03 10 4 3 4 5 5 3 2 4 4 4 5 4 5 5 4
16 2 22 1 1 1 07 10 06 01 05 04 03 08 02 09 2 4 4 3 4 3 2 3 4 4 4 3 4 4 4
17 1 02 2 2 1 09 05 10 06 04 01 08 07 03 02 4 3 4 5 3 2 3 4 5 4 4 3 4 3 3
18 2 22 1 1 1 07 06 08 10 05 03 09 04 01 02 4 4 4 5 3 3 4 4 3 5 4 4 4 3 3
19 2 24 1 1 1 09 10 08 07 04 03 06 05 01 02 4 4 4 5 3 4 3 4 3 4 4 4 5 4 3
110 2 14 2 2 1 09 08 10 07 04 03 05 06 01 02 4 3 5 5 4 4 3 4 4 4 3 3 4 3 3
111 2 03 2 1 2 08 07 06 10 02 04 05 09 01 03 4 4 4 5 3 4 3 4 4 4 3 4 4 3 3
112 2 16 1 1 2 10 08 07 04 03 01 06 05 02 09 4 4 4 5 5 4 3 4 3 3 4 4 4 5 4
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