



International Journal of Applied Business and Economic Research

ISSN : 0972-7302

available at <http://www.serialsjournals.com>

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Volume 15 • Number 19 (Part-II) • 2017

Analysis of Job Satisfaction in The Hotel Industry: a Study of Hotels Five- Stars in Aqaba Special Economic Zone Authority (AZEZA)

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Abstract: Many hotels seek to retain their employees in order to face the new challenges and the global competition pursuing to gain not the local and the regional market segments but also the global ones. The human factor is considered the only factor that hotels could be distinguished by in the light of technological and informational growth happened all over the world. Modern studies have demonstrated that the most important method to retain employees in hotels is through gain their satisfaction and their loyalty to continue working the hotel. This study seeks to identify the job situations of the 5-star hotels' employees in Aqaba, and what are hindrances and difficulties facing them while they are performing their work, and what are the types of discrimination they struggle with and their consequences.

The results of the study has shown that there is a relationship between the tasks and the duties of the employee and his abilities and capabilities in a way that is suitable with the increase in job satisfaction and general productivity of the employee. The study concluded that the rest hours are not enough to break the routine and work supervision during the one shift which will increase the employee's work pressure.

Keywords: Job satisfaction, Aqaba Special Economic Zone, Staff relationship, work environment, incentives, safety program.

1. INTRODUCTION

Human resource management is considered one of the important managerial functions as it concentrates on the human factor which is the most valuable managerial resource and the most effectual ever on productivity. Human resource management is considered a cornerstone in most organizations that seeks to promote organizational capabilities, to empower hotels to recruit and equip the required competencies that are able to cope with the current and future challenges (Brown & Swartz, 1989; Parasuraman, Zeithaml, & Berry, 1988;

Rudie & Wansley, 1985; Thompson, De Souza, & Gale, 1985). It is no wonder that the fall or the rise of the profits of a certain company is attributed to human resource in that company as it could participate strongly in achieving the objectives of the organization and its gains or it could be a burden on it as what happens in most governmental organizations and some private organizations in developing countries. Briefly human resource management means the perfect utilization of the available and expected human factor.

Previous studies have shown that demographic characteristics have a significant affect on job satisfaction (Metle, 2003; Lord, 2002; Loscocco & Roschelle, 1991; Warr, 1990; Rhodes, 1983).

The purpose of this study was to identify the relationship between demographic characteristics of middle-level hotel managers and job satisfaction dimensions (Natures of the work, safety program, training programs, incentives).

The study armies to understanding the relationship between motives and incentives, meeting the motives of 5-Stars hotels' employees and achieving their job satisfaction and highlighting the job turnover rate due to optional leave out of service in the sector.

In particular, the hotel industry has been characterized by high turnover rate (Carbery, Garavan, O'Brien, & McDonnell, 2003; Choi, 2006; Osman & Ronate, 2012).

Depending on the efficiency, abilities and experiences of this human factor and his enthusiasm to work, the efficiency of the organization and its success to reach its goals would be determined (Yong-Ki Lee, 2000; Pettit, 2007). So, management scholars were concerned with setting the fundamentals and principles that could help to maximum benefit of each individual in the organization through human resource management. These fundamentals begin with planning, selection, training, incentives, evaluation and all what is related to human factor (Abu Qahaf, 1988; Gray and Laidlaw, 2004) demonstrated that communication satisfaction has been linked with other important organizational communication outcomes such as job satisfaction and organizational commitment.

The importance of retaining human factor in Aqaba hotels stanza out due to its active nowadays and its future role after finishing projects like Aylah and Saraya etc., today hotels in Aqaba need to retain and withhold their employees more than any time before.

2. THE OBJECTIVES OF THE STUDY

This study aims to reach conclusions that help in: identifying and understanding the relationship between motives and incentives, meeting the motives of 5-star hotels' employees and achieving their job satisfaction and highlighting the job turnover rate due to optional leave out of service in the sector.

From the previous discussion, it is clear that this study seeks to investigate the reality of human resources in 5-star hotels in Aqaba from all sides with setting a future plan to develop their performance based the needs. So this study tries to achieve these objectives through:

1. Demonstrate the reality of the work environment in 5-star hotels in Aqaba.
2. Understand the job reality of human resources in 5-star hotels in Aqaba.
3. What is the reality of job investment and development and training of human resources in 5-star hotels in Aqaba?
4. What is the reality of human resource job satisfaction in 5-star hotels in Aqaba?

3. THE IMPORTANCE OF THE STUDY

This study was designed to identify the professional situations of the employees in hotel organizations and the factors that impact job satisfaction of the employees in 5-star hotels in Aqaba. The conclusions and recommendations emerged from this study will be delivered to decision makers in touristic sector to be considered.

This study investigate the relationship between individual's orientation toward work at hotels and job satisfaction and some demographic characteristics to help in dealing with the psychological effects of work pressure resulted from employees' perception of those variables.

The importance of this study emerged from the importance of the touristic sector which plays an important role in economic development in the kingdom, this study presents database and important indicators about human resources as communicators (communication between hotel services from one side and guests and customers from the other side) in different hotels from:

1. Identify the reality of human resources in the hotels that consist the sample of the study from all sides (qualitative, administrative- functional- control- problems and job satisfaction.)
2. The functional characteristics presented by the hotel to the employees in the sample of the study, and the opportunities they have in comparison with the others in participation in training, development and promotion.
3. Other professional traits such as: devotion to profession, income, years of experience, qualification and training, job satisfaction in the light of professional situation they live in.
4. Demographic characteristics of the employees: age, educational level, specialization, social and economic status.

4. STUDY METHODOLOGY

This study seeks to identify the job situations of the 5-star hotels' employees in Aqaba, and what are hindrances and difficulties facing them while they are performing their work, and what are the types of discrimination they struggle with and their consequences.

Hypotheses

H0: There are no statistically significant relationship between hotel work environment and employees' job satisfaction in the five-star hotels in Aqaba.

The sub-hypotheses emerged from the first main hypothesis

1. There is no statistically significant relationship between the natures of the work of the employee the five-star hotels in Aqaba and his job satisfaction.
2. There is no statistically significant relationship between security and safety program in the five-star hotels in Aqaba and the employee's job satisfaction.
3. There is no statistically significant relationship between accredited development and training programs in the five-star hotels in Aqaba and the employee's job satisfaction.

4. There is no statistically significant relationship between employee relations with their colleagues in the five-star hotels in Aqaba and the employee's job satisfaction.
5. There is no statistically significant relationship between staff relationship with superiors in the five-star hotels in Aqaba and the employee's job satisfaction.
6. There is no statistically significant relationship between material incentives granted to employees in the five-star hotels in Aqaba and the employee's job satisfaction.
7. There is no statistically significant relationship between moral incentives granted to employees in the five-star hotels in Aqaba and the employee's job satisfaction.

H0: There are no statistically significant relationship between demographic factors of the employees and the hotel work environment in the five-star hotels in Aqaba where they work.

The questions of the study

Since this study is of exploratory analytical studies, and it is the first of its kind in the local community in Aqaba according to the knowledge of researchers, it pursues to answer the following questions:

1. What are the training opportunities and courses obtained by the employee?
2. What is the extent of the employee's job satisfaction?
3. What are the difficulties and social and field obstacles faced by the employee in his career?
4. What is the vision and proposals of the employee to improve professional situation.

The type of study and its methodology

This study belongs to the exploratory analytical studies and touts the method of collecting and analyzing data to get the results, and is performed on the communicators in the five-star hotel establishments in Aqaba, 150 copies of the questionnaire were distributed and 143 copies were returned and 7 copies, so 136 copies were used which are obtained from employees working in five-star hotels in Aqaba. Data were collected through questionnaire, these employees represents the study population and its sample.

Table 1
Number of distributed and received copies of the questionnaire according to the hotels consisting the study sample

<i>Hotel</i>	<i>Distributed copies</i>	<i>Received copies</i>
Inter Continental	35	25
Kempinski	22	21
Double Tree by Hilton	27	25
Oryx	20	20
Mövenpick Resort & Residences	28	22
Radisson Blu Tala Bay Resort	28	23

Theoretical approach of the study

This study is based on the concept of communicator (employee) which is based on the foundation that the employee is the basis and the active part in the communication process with the customer, and focus on two important sides affect the employee as a communicator.

Pressures and professional practice: the most recent conclusions of research studies on this approach said that professional practice is influenced by a large number of factors such as: administrative organization in the enterprise, the practical and vocational rehabilitation, then the direction of the functional and social relations between different levels and between colleagues, in addition to the multiple factors that affect the level of job satisfaction. The touristic Outcome of the employee responsible for communication not only is it affected by external factors in the environment or the social context, but it is also greatly affected by trends of professional practice in hotel establishments (Ozturk, 2014)

Job satisfaction is one of the important entry points to the studies about communicator (the employee), as it concern with revealing the feelings of communicators about the practice of their profession resulted from many factors and variables whether material or moral. The researchers determine the dimensions of job satisfaction in both stature, creativity, independence, influence and income. While other researchers see these factors in: pay, opportunities, harmony with colleagues, realized advantages other than pay, marital status. It is no secret that the implications of job satisfaction among communicators are reflected on the performance efficiency, motives of proficiency, achieving Affiliation and conviction of work (Kaki, 2006,80).

Data collection instrument and procedures of validity and reliability

This study is based on a survey questionnaire carefully designed to collect data and information, to identify the trends and opinions of the sample study, which answers the questions of the study, and reflect their objectives.

5. PREVIOUS STUDIES

Many of the previous studies that have found that variety and task identity had a significant impact on job satisfaction and affective commitment (Bartlett, 2007; Slattery *et al.*, 2010). That a positive relationship exists between job characteristics and both job satisfaction and organizational commitment. According to (Steers, 1977), In the hospitality industry, internal interaction or communication also plays a significant role in enhancing job satisfaction. (Tutuncu and Kozak, 2007; Locke, 1969; (H. J. Kim, Tavitiyaman, & Kim, 2009); employee empowerment (Elbeyi, Yuksel, & Yalcin, 2011; Gazzoli, Hancer, & Park, 2010; Ping, Murrmann, & Perdue, 2010) determined that relationships with coworkers and supervisors were one of the significant sources for enhancing employees' satisfaction and lowering intention to leave in the hotel industry.

Western students have been greatly interested in hotel's employee as a communicator and the obstacles facing him, these studies dealt with the following topics: the impact of the work environment and its relationship with job satisfaction, obstacles related to the environment of the hotel work, his opportunities to reach leadership positions, while Arabic studies were scarce in this area, and almost restricted to the following studies:

Study of Dobbins (1996) aimed to identify the relationship between job development and job satisfaction of hotels' employees. The study sample consisted of 284 participants from the hotel staff in

South Carolina, and the most important findings of the study: The hotel staffs have devoted 148-hours for professional development in the past two years.

Job satisfaction levels were high regarding the relationship with professional colleagues and function generally, supervision and work in the current job.

The study did not record any correlation between the level of participation in professional development and job satisfaction programs (132, 1980, William).

Many researchers have investigated job satisfaction in the tourism industry. Studies have focused relationship between hotel work environment and employees' job satisfaction in the five-star hotels (Tepeci & Bartlett, 2002); customer satisfaction (Testa et al., 1998); labor turnover (Wasmuth & Davis, 1983; Hogan, 1992; Tutncu & Kozak, 2007); job attributes (Qu, Ryan, & Chu, 2001); and organizational commitment (Murray, Gregoire, & Downey, 1991). Outside of this research, there are few empirical studies investigating the relationship between employees' satisfaction levels and their demographic characteristics with particular attention to the tourism industry.

Al-Zayed study (1417 H) entitled "work environment and its relationship with job satisfaction: a practical study on employees working in 5-star hotels in Aqaba." This study aimed to investigate the most important social characteristics that distinguish internal environment of work in the 5-star hotels that are represented in: leadership style and supervision, quality of work and its content, available material and moral incentives, dominating work relationship between employees, available job promotion opportunities, the nature of the relationship between the characteristics of this environment and to what extent does it impact job satisfaction, in addition to reach a perfect perception of work environment suitable for employees in a way that achieve job satisfaction and increase performance efficiency.

Studies also indicated that an employee's satisfaction with an organization is closely related to length of service (K. Smith, Gregory, & Cannon, 1996; Oshagbemi, 2003; K. Smith *et al.*, 1996).

Al-Shehri study (2003) entitled "job satisfaction and its relationship with productivity: an applied study of customs employees in Riyadh region." This research aimed to identify the actual reality of the prevailing job satisfaction and performance levels of the customs inspectors in Riyadh area also to identify the level of job satisfaction and productivity in accordance with the following personal and occupational variables: gender, years of experience, educational qualification, age, job security, relationships among supervisors and employees, promotion and advancement in work). The research indicated the existence of a relation between the level of functional satisfaction and productivity.

Moreover, the salary received by the employees was not satisfactory, as it was the last in the sample distribution according to the functional satisfaction measure. In addition, the study showed that there are differences of statistical significance attributed to gender variable, where the functional satisfaction is increased in women. Also, the study revealed that there are some differences of statistical significance attributed to age variable, i.e. with age progression the functional satisfaction decreases. The study, also, revealed that there are differences of statistical significance at the level 0.01 showing the increased satisfaction among the ones of the least service years. Finally, the study showed that there are differences of statistical significance at the level 0.01 showing increased satisfaction among the ones of the lowest educational achievements.

Study of Muhtaseb and Jal'ud (1426H), which was entitled "influential factors in the development of the hotel staff's performance: An Empirical Study on the Alexandria Governorate -Egypt and their relationship to job satisfaction." The aim of this study is to identify the relationship between job satisfaction and all of the following factors: incentives and training, and the nature of the job, and the relationship with colleagues at work, and the relationship with the direct superior, and the impact of job satisfaction on both: productivity, loyalty and abstention rate and the rate of the working sessions. The most important findings of the study include:

There is an effective impact of each of: incentives, and direct the President, and the nature of the employment, training, and co-workers on job satisfaction (factors in descending order according to their impact strength).

B) There is a disparity in the importance of incentives and direct the President, and loyalty, and the nature of the employment and training, and co-workers, work environment on job satisfaction (descending order (C) There is a positive relationship between job satisfaction and productivity and loyalty, while there is a negative relationship between job satisfaction and the rate of absenteeism and labor turnover rate (Muhtaseb and Jal'ud, 2001.35).

Study of Petrović revealed that organizational support is more important to men because they value more structured labor and service procedures than women. In contrast, customer focus is more relevant to a woman because it is more crucial to see satisfied guests. It is of great importance for hotel management to have in mind that male and female employees respond and behave differently depending on the stimuli in the work environment and their satisfaction varies because of it (Petrović, 2014).

Hakeem study (1409), which was entitled "Job satisfaction for the hotel staff with four stars" The goal of this research is to get a true description of job satisfaction of four-star hotel staff through information obtained from a questionnaire distributed randomly, about their situation services provided they provide after getting their opinions with regard to administrative measures. 500 prepared copies of the questionnaire were distributed while only (378) copies were restored representing about 75% of the total number of what was distributed. The results of this study indicated there is a lack of job satisfaction among the staff of the four-star hotels with regard to the four standards (Facilities and equipment, Functional services., Employment and promotion policy, Hakeem, 1995, 43)

6. STATISTICAL TREATMENT

After entering data in the computer, it has been statistically treated using SPSS program (to extract the arithmetic means and standard deviations of the fields of study and its items, the following statistical methods were used:

- 1) To answer the first and the second questions the arithmetic means and standard deviations of the responses of the study sample.
- 2) To answer the third question, the analysis of variance was used.
- 3) To determine the degree of application of leadership skills the following equation was used:

$$\text{class length} = \frac{\text{higher value} - \text{lower value}}{\text{no. of levels}} = \frac{5 - 1}{3} = 1.33$$

So the lower degree will be $1+1.33=2.33$, more specifically from 1 to less than 2.33.

The moderate degree from 2.33 to 3.66

The higher degree from 3.66 to 5.00

Table 2
The distribution of the study sample according to the personal factors

<i>Variable</i>	<i>Class</i>	<i>Frequency</i>	<i>Percentage</i>
Gender	Male	136	100
	Female	—	—
Marital status	Single	93	68.4%
	Married	43	31.6%
Age	20-25	79	58.1%
	25-29	43	31.6%
	30-34	8	5.9%
	35 or more	6	4.4%
Years of experienceIn Hotels	Less than 2 years	65	47.8%
	2 - 3 years	60	44.1%
	4 - 5 years	8	5.9%
	6 - 7 years	3	2.2%
Years of experience in touristic sector	1-2 years	52	38.2%
	3-5 years	53	39.0%
	6-10 years	23	16.9%
	11 or more	8	5.9%
Average of total salary	250 -500 JD	71	52.2%
	501-750 JD	45	33.1%
	751-1000 JD	17	12.5%
	1001 or more	3	2.2%
Total		136	100.0

The table 2 shows the distribution of the study sample according to the personal factors, where we note the following:

Gender: the percentage of male to be 100%.

Marital Status: The majority of the study sample were single, with a percentage of (68.4).

Age class: The majority of the study sample ranged between (20-25 years), which accounted for (58.1%).

The number of years of experience in the current hotel: the majority of the study sample are those who work less than two years, with a percentage (47.8%).

Number of years of experience in the tourism sector: the majority of the study sample are those who have experience in the tourism sector between (3-5 years), with a percentage (39.8%).

Average of total salary: the salaries of the majority of the study sample ranges between (250 -500 JD with a percentage (52.2%).

Table 3
Averages, standard deviations, and the degree of approval of items expressing the first field of study

<i>Item</i>	<i>Arithmetic average</i>	<i>S.D</i>	<i>Degree of approval</i>
Tasks and duties assigned to suit your abilities and your potential	4.15	.664	High
The nature of your work in the department comply with the size and the level of future ambitions	3.61	.993	Moderate
The hotel takes into account your personal circumstances as giving you a work shift that commensurate with your circumstances	3.50	1.304	Moderate
You have hours of during the work shift	3.35	1.315	Moderate
Your business is repeated daily without change while doing other work	3.34	.932	Moderate
The type of your business in line with your religious beliefs, customs and traditions	4.15	1.288	Moderate
There is a commitment for determining your working hours within a work shift without delay or increase or decrease	3.61	1.537	Moderate
	3.50	.824	Moderate
Total average			

Table 3 shows that all the items that represent the first field of the study have got moderate arithmetic averages except for the item (Tasks and duties assigned to suit your abilities and your potential) where it got a high arithmetic average, while the total approval degree of the first field was moderate.

Table 4
Averages, standard deviations, and the degree of approval of items expressing the second field of study

<i>Item</i>	<i>Arithmetic average</i>	<i>S.D</i>	<i>Degree of approval</i>
In the hotel doctor clinic, medicines, and first aid kits are available	4.44	.654	High
In the sections of the hotel signs warning of approaching some of the sections or mechanical and electrical tools that may cause harm to the employee are available	4.37	.710	High
The hotel is keen to set up a private security awareness programs to evictions during disasters and accidents	4.30	.759	High
There are directives that the equipment should not be tampered with	4.20	.862	High
The hotel set up professional awareness programs to warn individual worker of the risk of the wrong use of the equipment and tools, especially in the kitchen or maintenance department	4.19	.966	High
The hotel imposes a special uniform systems must be worn while working up to safety from accidents such as medical boot	4.17	.860	High
Total average	4.28	.589	High

Table 4 shows that all the items that represent the second field of the study have got high arithmetic averages and the total approval degree of the first field was also high.

Table 5
Averages, standard deviations, and the degree of approval of items expressing the third field of study

<i>Item</i>	<i>Arithmetic average</i>	<i>S.D</i>	<i>Degree of approval</i>
The hotel offers free internet service to the employee for the purpose of development of his ability and knowledge for the purposes of future creativity and innovation	4.07	.908	High
The hotel provides you with training and development opportunities	3.93	.908	High
The hotel is interested in providing the latest techniques and training methods within the training program	3.77	.863	High
The hotel seeks to develop the ability of department heads in order to enable them to better manage departments	3.68	1.137	High
The hotel is keen to develop your skills and experience through the participation in conferences, meetings and seminars	3.62	.905	Moderate
The hotel provides you with a workshop to re-feed and revitalize your previous information	3.56	1.055	Moderate
The hotel is interested in providing trainers with effective expertise for the management of training and development programs	3.33	1.183	Moderate
Total average	3.71	.735	High

Table 5 shows that the following items of the third field of study have got high arithmetic averages ranged from (3.68-4.07). Items “The hotel offers free internet service to the employee for the purpose of development of his ability and knowledge for the purposes of future creativity and innovation; The hotel provides you with training and development opportunities; The hotel is interested in providing the latest techniques and training methods within the training program; The hotel seeks to develop the ability of department heads in order to enable them to better manage departments,” while the items “The hotel is keen to develop your skills and experience through the participation in conferences, meetings and seminars; The hotel provides you with a workshop to re-feed and revitalize your previous information; The hotel is interested in providing trainers with effective expertise for the management of training and development programs,” came in moderate degree with arithmetic averages ranged from (3.33 - 3.62). the total average of the third field was high with an arithmetic average of 3.71.

Table 6 shows that the following items of the fourth field of study have got high arithmetic averages ranged from (3.73-4.05).The items “The staff have their own cafeteria where they spend rest breaks; The hotel relies on team spirit in order to create convergence and cooperation between staff; The hotel shows the staff that the achievement of the objectives of the hotel means fulfilling their personal goals; The hotel aspires to create a spirit of loyalty among employees within the same department and set; The hotel strives to enhance the spirit of teamwork,” while the items “Volunteer action committees are available at the hotel that include volunteer staff to work on the guidance , advice and help staff urging them to communicate together; The hotel share staff in their sorrows and joys collectively by attendance under the guidance of the hotel administration; The hotel offers to employees and their families social welfare leisure programs

Table 6
Averages, standard deviations, and the degree of approval of items expressing the fourth field of study

<i>Item</i>	<i>Arithmetic average</i>	<i>S. D.</i>	<i>Degree of approval</i>
The staff have their own cafeteria where they spend rest breaks	4.05	.867	High
The hotel relies on team spirit in order to create convergence and cooperation between staff	3.93	.825	High
The hotel shows the staff that the achievement of the objectives of the hotel means fulfilling their personal goals	3.84	.971	High
The hotel aspires to create a spirit of loyalty among employees within the same department and set	3.79	.776	High
The hotel strives to enhance the spirit of teamwork	3.73	.901	High
Volunteer action committees are available at the hotel that include volunteer staff to work on the guidance, advice and help staff urging them to communicate together	3.53	1.028	Moderate
The hotel share staff in their sorrows and joys collectively by attendance under the guidance of the hotel administration	3.47	.871	Moderate
The hotel offers to employees and their families social welfare leisure programs within and outside the scope of work	3.47	.929	Moderate
Total average	3.72	.587	High

within and outside the scope of work,” came in moderate degree with arithmetic averages ranged from (3.47 - 3.53). the total average of the third field was high with an arithmetic average of 3.72.

Table 7
Averages, standard deviations, and the degree of approval of items expressing the fifth field of study

<i>Item</i>	<i>Arithmetic average</i>	<i>S.D</i>	<i>Degree of approval</i>
The size of favoritism affects your trends as an employee at the hotel	3.67	.773	High
Heads of departments deal fairly and without bias, with staff	3.63	.968	Moderate
Heads of Departments are committed to the laws and regulations and employment rules	3.61	.970	Moderate
Heads of Departments are seeking to develop their employees in an effort to be promoted	3.56	.834	Moderate
Department heads have the exclusive rights to issue instructions even if they are at the expense of employee’s comfort	3.46	.896	Moderate
Department heads take care of special humanitarian cases of the staff	3.41	1.060	Moderate
Head of Department supports the appropriate punishment without compromise with negligent employee	3.25	1.244	Moderate
Department heads committed to the involvement of employees in the decision-making on the management of the department	3.21	1.185	Moderate
Department heads often take into account the suggestions and interventions of staff	3.16	1.136	Moderate
Usually department heads adopt a positive and material motivation style	3.15	1.130	Moderate

Table 7 shows that all the items that represent the first field of the study have got moderate arithmetic averages ranging (2.91 - 3.63) except for the item (The size of favoritism affects your trends as an employee at the hotel) where it got a high arithmetic average, while the total approval degree of the fifth field was moderate with an arithmetic average of 3.32.

Table 8
Averages, standard deviations, and the degree of approval of items expressing the sixth field of study

<i>Item</i>	<i>Arithmetic average</i>	<i>S.D</i>	<i>Degree of approval</i>
There are periodic salary increase on an annual basis	3.73	1.121	High
The hotel provides a free shuttle service to employees	3.67	1.257	High
The hotel contributes to the provision of loans to employees according to seniority of appointment	3.41	1.135	Moderate
The size of the salary commensurate with the needs of the living	3.31	1.231	Moderate
The value of ex gratia payments from customers distributed to the employees in a fair way	3.03	1.369	Moderate
Overtime pay system is available in the hotel	2.23	1.928	Low
Total average	3.23	0.730	Moderate

It is indicated in Table 8 that the two items “ There are periodic salary increase on an annual basis; The hotel provides a free shuttle service to employees,” have got high arithmetic averages while the items “ The hotel contributes to the provision of loans to employees according to seniority of appointment; The size of the salary commensurate with the needs of the living; The value of ex gratia payments from customers distributed to the employees in a fair way,” have got moderate arithmetic averages, but the item “Overtime pay system is available in the hotel,” has got al low arithmetic average. The total approval degree of the sixth field was moderate with an arithmetic average of 3.23.

Table 9
Averages, standard deviations, and the degree of approval of items expressing the seventh field of study

<i>Item</i>	<i>Arithmetic average</i>	<i>S.D</i>	<i>Degree of approval</i>
The hotel offers free or subsidized housing for the staff	4.23	.668	High
The hotel provides a suitable health insurance system	4.21	.965	High
The hotel gives his staff a discount on room rates at any of its branches inside or outside the country	4.10	.762	High
The hotel gives his staff a discount on various hotel services if the employee or a family member stayed at the hotel	4.01	.855	High
Total average	4.14	0.632	High

It is indicating Table 9 that all the items of the seventh field of the study have got high arithmetic averages and the total arithmetic average was also high with a value of 4.14.

Hypothesis testing

The first main hypothesis: There are no statistically significant relationship between hotel work environment and employees' job satisfaction in the five-star hotels in Aqaba.

In order to test the first hypothesis, one sample t-test was used as shown in the following table.

Table 10
The results of testing the first main hypothesis

<i>T_{tabulated}</i>	<i>Sig.</i>	<i>Degree of freedom</i>	<i>T_{calculated}</i>
3.00	.000	134	16.093

From table 10 We note that the value of t calculated is greater than T tabulated at ($\alpha \leq 0.05$), which leads us to reject the first main hypothesis and accept the alternative hypothesis which states: there is a statistically significant relationship between hotel work environment and employees' job satisfaction in the five-star hotels in Aqaba.

The first sub-hypotheses: There is no statistically significant relationship between the nature of the work of the employee the five-star hotels in Aqaba and his job satisfaction.

In order to test the first sub-hypothesis, one sample t-test was used as shown in the following table.

Table 11
The results of testing the first sub-hypothesis

<i>T_{tabulated}</i>	<i>Sig.</i>	<i>Degree of freedom</i>	<i>T_{calculated}</i>
3.00	.000	134	6.249

From table 11 We note that the value of t calculated is greater than T tabulated at ($\alpha \leq 0.05$), which leads us to reject the first main hypothesis and accept the alternative hypothesis which states: There is a statistically significant relationship between the nature of the work of the employee the five-star hotels in Aqaba and his job satisfaction.

The second sub-hypotheses: There is no statistically significant relationship between security and safety program in the five-star hotels in Aqaba and the employee's job satisfaction.

In order to test the second sub-hypothesis, one sample t-test was used as shown in the following table.

Table 12
The results of testing the second sub-hypothesis

<i>T_{tabulated}</i>	<i>Sig.</i>	<i>Degree of freedom</i>	<i>T_{calculated}</i>
3.00	.000	134	25.179

From table 12 We note that the value of t calculated is greater than T tabulated at ($\alpha \leq 0.05$), which leads us to reject the second main hypothesis and accept the alternative hypothesis which states: There is a

statistically significant relationship between security and safety program in the five-star hotels in Aqaba and the employee's job satisfaction.

The third sub-hypotheses: There is no statistically significant relationship between accredited development and training programs in the five-star hotels in Aqaba and the employee's job satisfaction.

In order to test the third sub-hypothesis, one sample t-test was used as shown in the following table.

Table 13
The results of testing the third sub-hypothesis

<i>T_{tabulated}</i>	<i>Sig.</i>	<i>Degree of freedom</i>	<i>T_{calculated}</i>
3.00	.000	134	11.215

From table 13 We note that the value of t calculated is greater than T tabulated at ($\alpha \leq 0.05$), which leads us to reject the third main hypothesis and accept the alternative hypothesis which states: There is a statistically significant relationship between accredited development and training programs in the five-star hotels in Aqaba and the employee's job satisfaction.

The fourth sub-hypotheses: There is no statistically significant relationship between employee relations with their colleagues in the five-star hotels in Aqaba and the employee's job satisfaction.

In order to test the fourth sub-hypothesis, one sample t-test was used as shown in the following table.

Table 14
The results of testing the fourth sub-hypothesis

<i>T_{tabulated}</i>	<i>Sig.</i>	<i>Degree of freedom</i>	<i>T_{calculated}</i>
3.00	.000	134	14.339

From table 14 We note that the value of t calculated is greater than T tabulated at ($\alpha \leq 0.05$), which leads us to reject the fourth main hypothesis and accept the alternative hypothesis which states: There is a statistically significant relationship between employee relations with their colleagues in the five-star hotels in Aqaba and the employee's job satisfaction.

The fifth sub-hypotheses: There is no statistically significant relationship between staff relationship with superiors in the five-star hotels in Aqaba and the employee's job satisfaction.

In order to test the fifth sub-hypothesis, one sample t-test was used as shown in the following table.

Table 15
The results of testing the fifth sub-hypothesis

<i>T_{tabulated}</i>	<i>Sig.</i>	<i>Degree of freedom</i>	<i>T_{calculated}</i>
3.00	.000	134	7.145

From table 15 We note that the value of t calculated is greater than T tabulated at ($\alpha \leq 0.05$), which leads us to reject the fifth main hypothesis and accept the alternative hypothesis which states: There is a

statistically significant relationship between staff relationship with superiors in the five-star hotels in Aqaba and the employee's job satisfaction.

The sixth sub-hypotheses: There is no statistically significant relationship between material incentives granted to employees in the five-star hotels in Aqaba and the employee's job satisfaction.

In order to test the sixth sub-hypothesis, one sample t-test was used as shown in the following table.

Table 16
The results of testing the sixth sub-hypothesis

<i>T_{tabulated}</i>	<i>Sig.</i>	<i>Degree of freedom</i>	<i>T_{calculated}</i>
3.00	.000	134	3.653

From table 16 We note that the value of t calculated is greater than T tabulated at ($\alpha \leq 0.05$), which leads us to reject the sixth main hypothesis and accept the alternative hypothesis which states: There is a statistically significant relationship between material incentives granted to employees in the five-star hotels in Aqaba and the employee's job satisfaction.

The seventh sub-hypotheses: There is no statistically significant relationship between moral incentives granted to employees in the five-star hotels in Aqaba and the employee's job satisfaction.

In order to test the seventh sub-hypothesis, one sample t-test was used as shown in the following table.

Table 17
The results of testing the seventh sub-hypothesis

<i>T_{tabulated}</i>	<i>Sig.</i>	<i>Degree of freedom</i>	<i>T_{calculated}</i>
3.00	.000	134	20.926

From table 17 We note that the value of t calculated is greater than T tabulated at ($\alpha \leq 0.05$), which leads us to reject the seventh main hypothesis and accept the alternative hypothesis which states: There is a statistically significant relationship between moral incentives granted to employees in the five-star hotels in Aqaba and the employee's job satisfaction.

The second main hypothesis: There are no statistically significant relationship between demographic factors of the employees and the hotel work environment in the five-star hotels in Aqaba where they work.

In order to test the second hypothesis, the analysis of variance was used as shown in the table 18.

It is indicated from table 18 that there are no statistically significant differences at $\alpha=0.05$ due to variable: gender, marital status, Years of experience the current hotel, Years of service in touristic sector,) and the work environment of the employees, but it was indicated the there are difference according to age classes variable.

Table 18
Analysis of variance test results of testing of the second main study hypothesis

<i>Source</i>	<i>Sum of squares</i>	<i>D.O.F</i>	<i>Square Average</i>	<i>F-value</i>	<i>Sig.</i>
Gender	4.566E-02	1	.201		.655
Marital status	.506	1	2.221		.139
Age classes	2.112	3	3.091		.030
Years of experience the current hotel	1.001	3	1.465		.227
Years of service in touristic sector	.861	3	1.260		.291
Mean of total salary	.818	3	1.197		.314
Error	27.326	120			
Sum	1873.491	135			

7. THE FINDINGS AND RECOMMENDATIONS OF THE STUDY

The study reached through the analysis of the questionnaire to the following conclusions:

We note from the results of the study that the majority of workers in the tourism sector in Aqaba are of male category and at the same time of the unmarried class, who are young recent graduates whose experience are little, but many researcher believed the number of women employed in this type of business rises (Purcell, 1996; Iverson, 2000; Pinar, McCuddy, Birkan, & Kozak, 2011; Kim, 2003). And most of the experiences range from one year to three years and that the average salary in the hotel sector, ranging from 250 – 500JD and the workers in this sector are of the youth in the age group 20 _ 29 years with a percentage 89.7%.

The relationship between the demographic data and the working environment, the results showed that there is a statistically significant relationship between these variables and the level of job satisfaction, with the exception of age because the age groups between 20 and 25 did not give any positive results to affect the study, as the first age group is in the phase of functional establishment, so did not aware of how important job satisfaction, which means that these factors do not require extra effort from the institution to increase job satisfaction among workers in this sector study of (Osman at el,2003 find 87% were between the ages of 18 and 37.

The results of the study indicated that there is a relationship between the functions and duties of the employee and the abilities and capacities in proportion with the increase of job satisfaction and general productivity of the employees.

Occupational safety program, the study samples indicated the presence of safety programs and are highly associated with satisfaction rates of these programs as the average score of the study sample on this dimension has reached 28.4.

The results related to the dimensions of development and training have indicated that the individuals who have a satisfaction level that significantly exceeds the hypothetical mean are highly satisfied of the offered training and development programs by the hotel. Variety indicates whether a job requires different activities, such as the use of different skills in the workplace.

According to the relationship between work colleagues, the results have indicated that the individuals have a high satisfaction level of size and nature of dominating relationships among them and we could look through all dimensions related to job satisfaction.

The study team sees a good relationship with colleagues in the hotel working on team spirit and the creation of loyalty and enhancing teamwork. We note that there is a positive relationship between the nature of the work in the hotel and job satisfaction, as job satisfaction rates increases when the nature of work performed by the employees is more appropriate to their abilities and capabilities.

The study team found that there is a relationship between occupational safety and job satisfaction, the study showed that there is a significant relationship between them, so the greater the availability of safety and security programs the higher the levels of job satisfaction are.

The findings further indicate that there are opportunities for training and development of staff that the study revealed a significant correlation between job satisfaction. As well as provide the latest available methods somewhat also offers workshops to nourish and revive staff.

The study found that the hours of rest is enough to get out of the routine and control of work during the work shift, leading to increased pressure on the employee.

The results of this study indicate that a large consensus on the existence of a doctor clinic and first aid kits. The study team found that there are many signs show not to approach some of the sections or mechanical and electrical tools that may cause harm to the employee, and the hotel is keen to set up private security awareness programs relative to evictions during disasters and accidents, and not to tamper or play with equipment. It has been shown that there is a consensus on the existence of the Internet service for employees to develop their ability and knowledge for the purposes of future creativity and innovation.

The study team notes that few heads of departments do not rely laws, regulations and do not deal fairly nor impartially with the staff, and do not apply the appropriate punishment with the employee's negligent. They issue instructions even at the expense of employee comfort.

The study believes that the heads of departments often do not take into account the suggestions and interventions of staff, and they do not involve employees in decision-making regarding the administration of the section.

Recommendations

Based on the results of the study, the research team recommends the following:

Further correlation studies and comparative studies in the relationship between the level of job satisfaction and work environment variables. The hotel should work on the development of incentive policies for the females and largely recruiting them through community awareness and clarifying some of the ambiguities that need to educate and to provide a sound environment because Jordanian society is a conservative society.

Review the hotel personnel policies (such as overtime and holidays) with emphasis on material incentives that were in the lower levels of satisfaction to it by staff.

We recommend the hotel management to strengthen the sense of belonging to the team one of the staff because this is a motivation for employees to raise their satisfaction from the hotel.

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