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# Multi-Airport Systems as a Global Tourism Phenomenon: a Critical Review and a New Concept

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**Abstract**

The transition from single-airport to multi-airport systems is going to be a basic tool by which air transportation systems will be able to meet future demand. There are many experiences related to the failure and success of managing the multi-airport systems worldwide. The main objectives of the present study are to shed light on the different dimensions and international experiences of the multi-airport system, and to evaluate the Egyptian experience in this regard. The methodology of the study depends on the researcher's own critical review based on his scientific background on the phenomenon of multi-airport systems through survey in secondary and primary data. The current study mainly depends the author's scientific background since he had conducted an oral pilot study with some experts at the Egyptian Ministry of Civil Aviation and Egypt Air and he found that the concept of Multi-Airport System is not common. So, for the credibility of the results, the author focuses on his own critical review as an expert in air aviation with reasonable experience in both theoretical and practical sides

Finally, the study presents a new comprehensive concept of the multi-airport system and an action plan to implement the concept of Multi-Airport System in Egypt. The importance and originality of the current research is to ameliorate the concept of multiple-airport system in light of displaying some of international experiences.

**Keywords:** Multi-Airport Systems; Multi-Airport Regions; Metropolitan Area; Regional Airport System Plans; Critical Review

## Introduction

Low-cost carriers may be of interest to airport managers within a multi-airport company. The airport requests of low-cost airlines encompass: low airport charges (numerous air fares in Europe has reduced by 80% due to advent of low-cost carriers); speedy 25 minute turnaround time to fulfill better fleet profiteering and staff output; one- storey airport buildings; fast check-in pertaining to a simple point-to-point product in contrast with onward trips by major airlines; good catering and shopping at airport because low-cost airlines neither provide inflight catering nor newspapers, and to enable airports to increase their non-aeronautical revenues; good facilities for ground transport such as bus services that connect to flights, car parks and good public transport; and no executive/business class lounges because of high-cost facilities and gold-plating in general (Barrett, 2004, P: 37).

Air transport networks are three and based on distinguished airports. These will serve the imitative airlines, the "low cost" airlines, and inserted freight. These networks intersect but, since they have different needs, they will demand and obtain radical independence (Richard, 2004, P: 2).

In both the United States and in Europe, the last development of multi-airport systems is ultimately setup on the emergence of secondary airports. While in Asia, multi-airport systems have primarily evolved through the construction of new high capacity airports (Hansman et al, 2008, P: 1; Zhan et al., 2009, P: 2)..

According to Nayak (2012, P: 30), developing a Regional Airport System Plan (RASP) for a metropolitan region might reduce regional congestion, lesser delays, more revenue generation, regional infrastructure development, and positive environmental impacts. Moreover, it was said policy makers can respond to the capacity limits of airports in many ways (Kouwenhoven, 2008, P: 2):

- Doing nothing.
- Reducing demand for air transport by stimulating the use of alternative modes.
- Stimulating more effective use of existing capacity.
- Expanding physical capacities by building more runways or terminals.
- Building a new airport at another location.
- Attracting more traffic to existing airports in the neighbourhood by attracting new airlines to these airports, by collaboration between the airports, or by outplacing flights to these airports.
- Making alternative airports more accessible with extra roads, better public transport, or rail connection.

Literature uttered that choice of an airport within a MARs is based on a series of flight and airport levels-of-service (LOS) features. The former includes: ticket price, flight frequency, in-flight travel time, number of stops, transfer arrangements, congestion or punctuality of flights, airlines serving the route, and aircraft type. The later consists of vicinity of the airport, airport access time, access cost, access mode, parking facilities, check-in facilities, lounge, restaurant and shopping facilities, baggage, customs and immigration facilities, and airport tax or passenger charge (Loo, 2008, P: 118; Kouwenhoven, 2008, P: 8).

Problem of the current study pertaining to the arguing about the capacity constraints on existing major airports and the limited ability to increase their capacity (Hansman et al., 2008, P: 1). Moreover the experience in managing multi-airport systems is inferior and planners fail to speculate the patterns of traffic allocation between airports, and over invest and over building facilities in secondary airports. Examples are as follows (Richard, 1995, P: 100):

- Edmonton; the international airport has been emptied as passengers flock to the more convenient downtown Municipal Airport.

- London; despite long-term predictions that a Third London Airport was urgently needed, passenger buildings at London/Stansted are deserted.
- Montreal; Montreal/Mirabel International Airport extradites lower than 3 million passengers a year in facilities built for 6 to 10 million passengers

Based on the above, the aims of the current research are:

1. To explore the various aspects and world experiences of the multi-airport systems.

2. To evaluate the Egyptian experience and to set an action plan for implementing the concept of MAS in Egypt.

## Literature Review

### Concept of Multi-Airport System/Multi-Airport Regions

The concept of MARs has standed out in the 1990s. There are many definitions of connotation MARs. It was defined as "a group of two or more major commercial airports in a metropolitan area" (Nayak, 2012, P: 6). Wandelt et al. (2017, P: 84) gave a definition for a major commercial airport as "an airport with at least two million passengers yearly".

Additional definition meant a multi-airport system is "the set of airports that serve the airline traffic of a metropolitan area". An airport can be part of a multi-airport system either the airport is close to the existing major airports or officially designated by local authorities (Richard, 1995, P: 102).

Another qualifier means that a multi-airport system (MAS) is "the set of significant airports that serve commercial transport in a metropolitan region, without regard to ownership or political control of individual airports" (Richard, 2004, P: 2). Moreover, it may exist in all cities with more than 17 million annual originating passengers (Richard, 2016, P: 3).

In the context of definitions, MARs are major air traffic generating regions, which have at least 10 million passengers per year (Loo, 2008, P: 117). The threshold for successful multi-airport systems in 1980s was about 8, in 1990s was around 10, and it was expected to reach 12 million originating passengers a year (Richard, 1995, P: 107).

A multi-airport system is defined as a set of two or more significant airports that serve commercial traffic within a metropolitan region (Hansman et al., 2008, P: 1).

Multi-Airport System is an airport system where there is more than one airport competing in the same metropolitan region to serve the air traffic, regardless of the ownership or the political influence of a single airport (Perdana and Moxon, 2014, P: 2).

It is clear that the commonalities of these definitions can be summarized in the fact that multi-system airports serve urban areas, which can be two or airports more, focus on civil commercial airports, and there is a steady increase over time in terms of the number of passengers through these airports.

## World Experiences of Multi-Airport Systems

London has six operational airports- Heathrow, Gatwick, Stansted, Luton, City and Southend. They are the busiest airport system in the world in view of passenger's movements and the second pertaining to the aircraft movements. Heathrow is one of the top international airports in the world. Whereas Gatwick offers point-to-point flights to Europe. Stansted is one of the operational bases of Europe’s largest low-cost carrier (LCC) Ryanair and Luton is the headquarters of LCC EasyJet (Chandrakanth, 2015).

Hansman et al. (2010) in table No.1 displayed- based on the database of the International Civil Aviation Organization ICAO (2008)- the number of 59 multi-airport systems across world regions distributed to primary and secondary airports. Each airport with capacity more than 500,000 passengers is included. A primary airport was defined as an airport serving more than 20% of the total passenger traffic in the MAS, while a secondary airport was defined as an airport serving between 1% and 20%. It worth to mention that the number of multi-airport systems has been increased to 60 in the year 2011 as being shown in figure No.1. (Richard, 2016, P: 10).

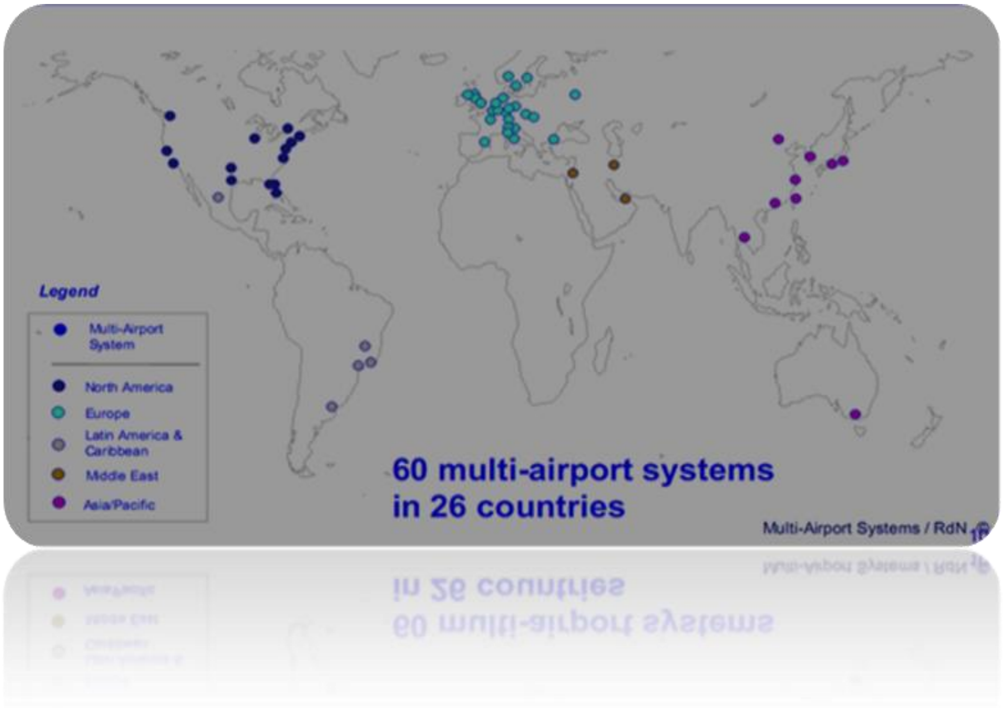
Table (1): Multi-airport systems worldwide 2010

| World Region | Metropolitan Area | Country | Number of Primary Airports | Number of Secondary Airports |
|---|---|---|---|---|
| Asia - Pacific | Osaka | Japan | 2 | 1 |
| | Tokyo | Japan | 2 | 0 |
| | Hong Kong | China | 2 | 0 |
| | Shanghai | China | 2 | 0 |
| | Taipei | China | 2 | 0 |
| | Seoul | South Korea | 2 | 0 |
| | Bangkok | Thailand | 2 | 0 |
| | Melbourne | Australia | 1 | 1 |
| Europe | London | United Kingdom | 2 | 3 |
| | Manchester | United Kingdom | 1 | 3 |
| | Glasgow | United Kingdom | 2 | 1 |
| | Belfast | United Kingdom | 2 | 0 |
| | Dusseldorf | Germany | 2 | 2 |
| | Berlin | Germany | 2 | 1 |
| | Frankfurt | Germany | 1 | 1 |
| | Hamburg | Germany | 1 | 1 |
| | Stuttgart | Germany | 1 | 1 |
| | Paris* | France | 2 | 1 |
| | Milan | Italy | 2 | 1 |
| | Pisa | Italy | 2 | 0 |
| | Bologna | Italy | 1 | 1 |
| | Rome | Italy | 1 | 1 |
| | Venice | Italy | 1 | 1 |
| | Amsterdam | Netherlands | 1 | 2 |
| | Moscow | Russia | 2 | 1 |
| | Barcelona | Spain | 1 | 2 |
| | Vienna | Austria | 1 | 1 |
| | Brussels* | Belgium | 1 | 1 |
| | Copenhagen | Denmark | 1 | 1 |
| | Oslo | Norway | 1 | 1 |
| | Stockholm | Sweden | 1 | 2 |
| | Gothenburg | Sweden | 1 | 1 |
| | Istanbul | Turkey | 1 | 1 |
| North America | Los Angeles | United States | 1 | 4 |
| | New York | United States | 3 | 1 |
| | Washington | United States | 3 | 0 |
| | San Francisco | United States | 2 | 1 |
| | Boston | United States | 1 | 2 |
| | Tampa | United States | 1 | 2 |
| | Miami | United States | 2 | 0 |
| | Norfolk | United States | 2 | 0 |
| | Chicago* | United States | 1 | 1 |
| | Cleveland | United States | 1 | 1 |
| | Dallas* | United States | 1 | 1 |
| | Detroit | United States | 1 | 1 |
| | Houston | United States | 1 | 1 |
| | Orlando | United States | 1 | 1 |
| | Philadelphia | United States | 1 | 1 |
| | San Diego | United States | 1 | 1 |
| | Toronto | Canada | 1 | 1 |
| | Vancouver | Canada | 1 | 1 |
| Latin America | Sao Paulo | Brazil | 2 | 1 |
| | Belo Horizonte | Brazil | 2 | 0 |
| | Rio de Janeiro | Brazil | 2 | 0 |
| | Buenos Aires | Argentina | 2 | 0 |
| | Mexico | Mexico | 1 | 1 |
| Middle East | Tehran | Iran | 1 | 1 |
| | Tel Aviv | Israel | 1 | 1 |
| | Dubai | UAE | 1 | 1 |

* One additional airport in the metropolitan for freight activity

Source: Hansman et al., 2010, P: 3.

Figure (1): Multi-Airport Systems Worldwide




Source: Richard, 2016, P: 10

There are main factors can influence the growth of a MAS (Hansman et al., 2010, PP:4-5):
Availability of existing airport infrastructure: where North America is a high density with an average of 7 and 10 airports within 80 and 120 km of the primary airport (an airport that is the closest to the center of the metropolitan region with at least one runway longer than 1524 m). This is virtually clear in figures (2), (3) and (4).

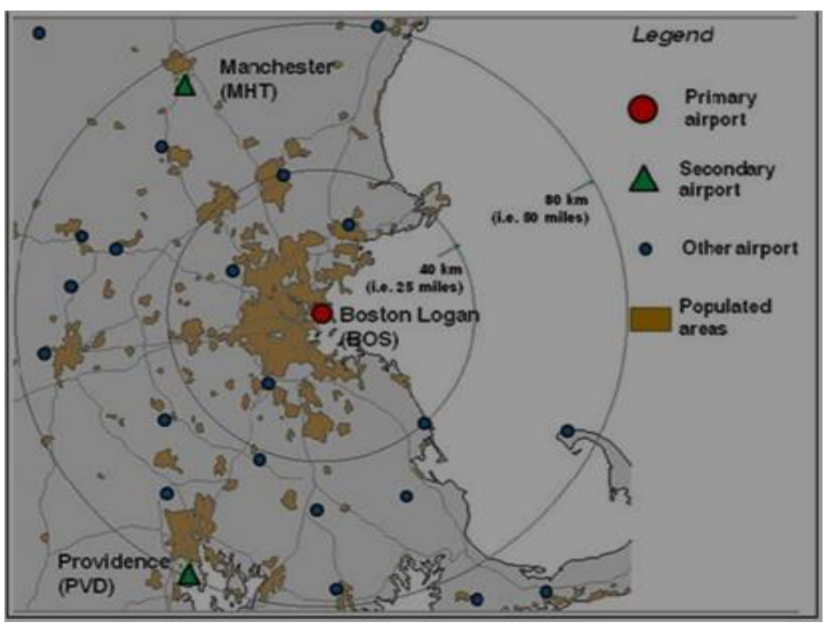
The entry of low-cost carriers at under-utilized airports: where the entry of a low-cost carrier stimulates the emergence process of an airport; in the United States, Southwest Airlines has been responsible for the emergence of 13 airports.

Regulatory and political factors: these maybe positive on the evolution of multi-airport systems (i.e. limiting Southwest Airlines' operations at Dallas/Love Field to ensure transfer of traffic to Dallas/Fort Worth), or negative on the evolution of multi-airport systems (i.e. the 1997 Indian Airport Infrastructure Policy was designed to limit the construction of new airports within 150 km of existing major airports).

Figure (2): Multi-Airport Systems in US

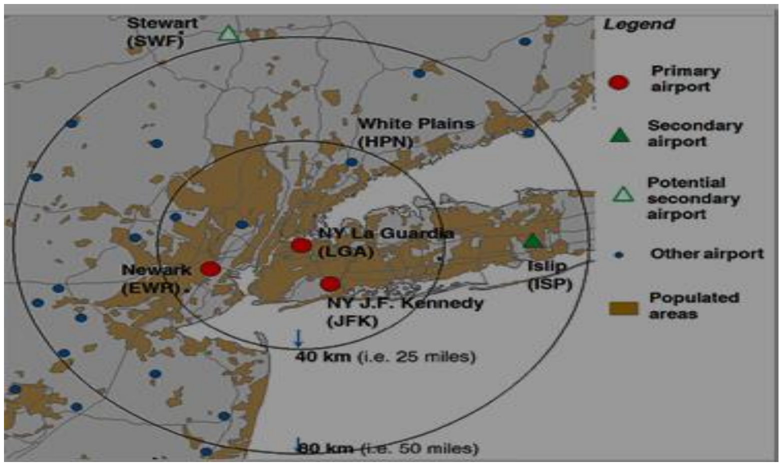
Source: Richard, 2016, P: 8

Figure (3): Multi-Airport System in Boston, USA




Source: Richard, 2016, P: 7

Figure (4): Multi-Airport System in New York, USA




Source: Richard, 2016, P: 6

In Indonesia, Great Jakarta Metropolitan Area (GJMA) Airport System was offered to comprise Soekarno-Hatta International Airport (SHIA) and New Jakarta International Airport (NJIA) which will be located in a green-field site around a hilly area in the Karawang Regency and planned to begin its first operation in 2019. Perdana and Moxon (2014) conducted a research based on a five step methodology (CAIAD) collect information, analyzing, imagining, assessing, and deciding. They concluded that best traffic distributions scenarios are international and domestic traffic for SHIA and domestic traffic for NJIA, or International and domestic traffic for both of SHIA and NJIA. They have proposed reducing the capital investment and the risk of developing too large facilities for the actual traffic demand in the future. Moreover the government should improve the surface access to the NJIA to attract suitable traffic.

In the metropolitan circle of Yangtze River Delta, there are 18 airports such Shanghai Pudong, Shanghai Hongqiao, etc. The regional airport density is 0.87/10 $km^2$, that is well above the 0.17 average in China's other metropolitan circles and surpasses the 0.6 average in the United States. A study applied theory to 5 large airports in the Yangtze River Delta. Results of the study showed that compared to the single airport operation, arrival-time loss decreased by 53% from 90.317 minutes to 42.336 minutes; total time loss decreased by 25% from 173.705 minutes to 129.573 minutes; and passenger trip efficiency improved. Moreover, the MAS of Yangtze River Delta employed more large airplanes, and the average flight passenger load factor improved by 3.1% decreasing airlines' costs. The final finding is that flight time optimization in multi-airport system operation mode benefits both airlines and passengers (Hua and Bao, 2017, PP: 9-10).

The Manila metropolitan area was expected to associate the quorum cities of the world that would have the distinction of having a multi-airport when the Department of Transportation and Communications (DOTC) made recommendation to Malacanang for adoption of Multi-Airport System (MAS) for Manila to address the congestion at the Ninoy Aquino International Airport (NAIA). It was predictable that it would be greater if there are two international airports for Manila as international gateways. But the choice would be between maintaining two major airports—Clark and NAIA—supporting each other, or vacating Manila in favor of Clark, or establishing a brand-new airport (e.i. PAL Airport) inside Metro Manila or in a nearby province that will replace the existing NAIA complex in Pasay City. The government approved construction of Manila-NAIA, Manila-CLARK, and Manila- PAL as primary airports supplemented by secondary airport, Manila-SANGLEY as general aviation airport. Two primary airports are likewise considered for Metropolitan Manila, while Sangley and Clark could be relegated to secondary gateway. It was foreseeable that these airports will be operating like London, New York, and Tokyo airports (Abaya,2013,P:1).

Tehran multi-airport system is the solitary multi-airport system in Iran and uses of two major airports. Mehrabad International Airport (MIA) with around 13 million passengers annually, and located near the city serving only domestic flights with some international flights; haj flights. While Imam Khomeini International Airport (IKIA) serves only international flights and located 30 km away (Saffarzadeh, 2012, P: 38).

Dubai multi-airport system includes Dubai International (DXB) and Dubai World Central (DWC). The DXB serves more than 66 million people a year on more than 140 scheduled airlines. DXB's world-class facilities include the world's first and largest purpose-built A380 facility concourse. Dubai World Central (DWC) is Dubai’s airport of the future. DWC was opened on October 27, 2013 with 5-7 million capacity passenger terminal passengers, whereas cargo operations were launched much earlier on June 27, 2010. Upon completion, DWC will become the world’s largest airport with an ultimate capacity of more than 160 million passengers and 12 million tons of cargo yearly. The airport composes the heart of a greater project, a 140 km2 multiphase development of six clustered zones that includes the Dubai Logistics City (DLC), Commercial City, Residential City, Aviation City and the Golf City (www.dubaiairports.ae, February 2018).

As published in 2018, many cities are served by more than one airport, typically to avoid congestion, and where there may be factors preventing expansion to existing airports. In other cities, multiple airports may be built to cater for specific uses, such as between international and domestic flights. Table 2 provides cities which are served by more than one airport offering scheduled passenger services even if it is not within the city boundaries. Military airbases (without passenger service) and airports serving only charter flights are not included.

Table (2): Cities with more than one Airport worldwide 2018

| Country | Metropolitan City | Average Distance from City Center (km) |
|---|---|---|
| **Seven Airports** | | |
| United States | New York City-New York Metropolitan Area-New York | From 4 to 125 km |
| **Six Airports** | | |
| Canada | Metro Vancouver-British Columbia | Downtown to 61 km |
| United Kingdom | London-Greater London | From 11 to 69 km |
| **Five Airports** | | |
| United States | Los Angeles-Greater Los Angeles Area-California | From 25 to 70 km |
| **Four Airports** | | |
| Australia | Melbourne-Victoria | From 11 to 50 km |
| France | Paris-Île-de-France | From 18 to 147 km |
| Russia | Moscow | From 28 to 49 km |
| Japan | Tokyo Metropolis-Special wards of Tokyo | From 14 to 80 km |
| Sweden | Stockholm-Stockholm County | From 7.4 to 100 km |
| United States | San Francisco Bay Area-California | From 18.3 to 87 km |
| United States | Miami-Florida | Downtown to 166 km |
| United States | Boston-Massachusetts | From 4 to 95 km |
| **Three Airports** | | |
| Brazil | São Paulo | Around the City |
| Denmark | Copenhagen | Downtown to 8 km |
| Dominican Republic | Samaná | Downtown to 8 km |
| Italy | Milan | From 1 to 49 km |
| Japan | Osaka | From 8 to 43 km |
| Norway | Oslo | From 7.4 to 60 km |
| Philippines | Manila | From 7 to 80 km |
| Spain | Barcelona | From 12 to 100 km |
| United States | Baltimore, Maryland- Washington D.C | From 5 to 51 km |
| United States | Chicago-Illinois | From 6 to 27 km |
| United Sates | Kansas City-Missouri | Downtown to 24 km |
| United States | Orlando-Florida | Downtown to 10 km |
| United States | Philadelphia | Downtown to 50 km |
| United States | Seattle-Washington | From 1.85 to 25 km |
| United States | Tampa-Florida | From 6 to 9.6 km |
| **Two Airports** | | |
| Argentina | Buenos Aires | From 2 to 22 km |
| Belgium | Brussels | From 12 to 46 km |
| Belize | Belize City | From 1 to 5 km |
| Bolivia | Santa Cruz | Downtown to 2 km |
| Brazil | Belo Horizonte | Downtown &around |
| Brazil | Rio de Janeiro | Downtown &around |
| Canada | Montréal | From 16 to 20 km |
| Canada | Ottawa | From 1.9 to 10.2 km |
| Canada | Toronto | Downtown to 22.5 |
| China | Beijing | From 13 to 32 km |
| China | Shanghai | From 13 to 30 km |
| Colombia | Medellin | From 29 to 45 km |
| Congo | Kinshasa | Near the center |
| Costa Rica | San José | Downtown to 20 km |
| Dominica | Roseau | From 3.2 to 5 km |
| Dominican Republic | Santo Domingo | Around the center |
| Egypt | Alexandria | From 7 to 40 km |
| Germany | Berlin | From 8 to 18 km |

Table (2): Continued

| | | |
|---|---|---|
| Germany | Frankfurt | From 12 to 120 km |
| Iceland | Reykjavik | From 2 to 50 km |
| Indonesia | Jakarta | Downtown to 20 km |
| Iran | Tehran | Downtown to 30 km |
| Israel | Eilat | Downtown to 60 km |
| Israel | Tel Aviv | Downtown to 19 km |
| Italy | Rome | From 12 to 35 km |
| Italy | Venice | From 8 to 31 km |
| Japan | Nagoya | Downtown to 35 km |
| Japan | Sapporo | From 5 to 7.4 km |
| Jordan | Amman | From 5 to 30 km |
| Kenya | Nairobi | From 4 to 15 km |
| Liberia | Monrovia | From 5 to 56 km |
| Malaysia | Kuala Lumpur | Downtown to 45 km |
| Mexico | Mexico City | From 5 to 40 km |
| Mexico | Nuevo León-Monterrey | Near the Center |
| Namibia | Windhoek | From 5 to 45 km |
| New Caledonia | Nouméa | From 3 to 52 km |
| Nigeria | Port Harcourt-Rivers State | Near the Center |
| Norway | Narvik | Near the Center |
| Pakistan | Islamabad | Downtown to 20 km |
| Panama | Panama City | Downtown to 1.5 km |
| Poland | Warsaw | Downtown to 40 km |
| Puerto Rico | San Juan | Downtown to 5 km |
| Russia | Krasnoyarsk | From 23 to 27 km |
| Russia | Ulyanovsk | From 9 to 28 km |
| Saint Lucia | Castries | From 2 to 53.4 km |
| Sierra Leone | Freetown | Near the Center |
| Singapore | Singapore | Downtown to 17.2 km |
| Somalia | Mogadishu | Downtown to 50 km |
| South Africa | Johannesburg | Near the Center |
| South Korea | Gwangju | Downtown to 11 km |
| South Korea | Seoul | Downtown to 15 km |
| Spain | Santa Cruz de Tenerife | Downtown to 11 km |
| Sri Lanka | Colombo | From 15 to 32.5 km |
| Suriname | Paramaribo | From 3 to 45 km |
| Taiwan | Taipei | Downtown to 40 km |
| Thailand | Bangkok | Downtown to 25 km |
| Turkey | Istanbul | From 24 to 35 km |
| Turkey | Mugla | From 16 to 36 km |
| Ukraine | Kiev | From 7 to 29 km |
| United Arab Emirates | Dubai | From 4.6 to 37 km |
| United Kingdom | Belfast | From 5 to 21.3 km |
| United Kingdom | Glasgow | From 15.9 to 51 km |
| United Kingdom | Lerwick | From 7.4 to 31 km |
| United States | Atlanta-Georgia | Downtown to 11 km |
| United States | Buffalo-New York | Downtown 6.4 to 18 km |
| United States | Charlotte-North Carolina | Downtown to 13 km |
| United States | Cleveland-Ohio | From 14 to 23 km |
| United States | Columbus-Ohio | From 9.7 to 16 km |
| United States | Dallas-Texas | Downtown to 10 km |
| United States | Houston-Texas | From 11 to 37 km |
| United States | Phoenix-Arizona | From 5 to 32 km |
| United States | St. Louis-Missouri | From 23 to 26 km |
| United States | Virginia Beach-Norfolk, Virginia | Downtown to 6 km |

Source: Author's own elaboration based on www.wikipedia.com, February 2018.

**Theoretical and Empirical Contribution**

The critical approach with a quick glance at the material of the current study including both theoretical and practical studies can be seen through the following ideas below:

- Table 2 points out that the number of cities worldwide with multiple-airport systems has been increased to reach nearly to 100 cities compared to 59 cities till 2010 as mentioned in table 1 and 60 ones until 2016 as it is stated in figure 1. However, there is a reservation to what is mentioned in table 2 as it does not mention multi-airport cities such as Washington (3 airports) in the United States and Manchester (4 airports) in the United States, although they are listed in table 1 since 2010.
- There is an increase in the number of airports composing a multi-airport system in some cities all over the globe such as New York (from 4 to 7 airports) and London (from 5 to 6 airports). Other cities have static capacities of multi-airport systems as in Paris and Los Angeles. Prominent paradigms are outstanding as stated below in table 3 as a comparison between 2010 and 2018.

Table (3): comparison of multi-airport systems between 2010 and 2018

| City | MAS 2010 | MAS 2018 | Change % |
|---|---|---|---|
| New York | 4 | 7 | 75 |
| London | 5 | 6 | 20 |
| Vancouver | 2 | 6 | 200 |
| Los Angeles | 5 | 5 | 0 |
| Melbourne | 2 | 4 | 100 |
| Paris | 4 | 4 | 0 |
| Moscow | 3 | 4 | 30 |
| Tokyo | 2 | 4 | 100 |
| Stockholm | 3 | 4 | 30 |
| San Francisco | 3 | 4 | 30 |
| Miami | 2 | 4 | 100 |
| Boston | 3 | 4 | 30 |
| São Paulo | 3 | 3 | 0 |
| Copenhagen | 2 | 3 | 50 |
| Milan | 3 | 3 | 0 |
| Osaka | 3 | 3 | 0 |
| Oslo | 2 | 3 | 50 |
| Barcelona | 3 | 3 | 0 |
| Chicago | 3 | 3 | 0 |
| Orlando | 2 | 3 | 50 |
| Philadelphia | 2 | 3 | 50 |
| Tampa | 3 | 3 | 50 |
| Buenos Aires | 2 | 2 | 0 |
| Brussels | 2 | 2 | 0 |
| Belo Horizonte | 2 | 2 | 0 |
| Rio de Janeiro | 2 | 2 | 0 |
| Toronto | 2 | 2 | 0 |
| Shanghai | 2 | 2 | 0 |
| Frankfurt | 2 | 2 | 0 |
| Taipei | 2 | 2 | 0 |
| Istanbul | 2 | 2 | 0 |
| Bangkok | 2 | 2 | 0 |
| Belfast | 2 | 2 | 0 |
| Cleveland | 2 | 2 | 0 |
| Dallas | 2 | 2 | 0 |

Source: author's own elaboration

- There is an exception to what is published in 2018 compared to 2010 with regard to the number of airports in both the cities of Berlin in Germany and Glasgow in the United Kingdom. Since the number of airports has decreased from 3 to 2 in both of the two cities.

- There is a significant increase in the number of multi-airport cities in Asia and Eastern Europe. And a remarkable emergence of Africa and the Middle East region.

- The United States ranks first in the world in terms of multi-airport cities. It is also the only country with all levels of multi-airport cities ranging from dual-airport cities to cities with seven airports.

- The New York City has the biggest multi-airport system in the world with capacity of 7 airports from 4 to 125 km distance of the city center.

- Clearly, the dominance of developed countries and growth signs in developing countries with regard to multi-airport cities.

- The only Egyptian multi-airport system has been in Alexandria since 2010. It consists of two commercial airports for Alexandria and Nile Delta region. El Nouzha Airport (Alexandria International Airport) has been closed down by December 2011 for two years to implement the expansion project and development and was scheduled to be reopened end of 2014. As of January 2016, the airport still remains closed. However, satellite images show the airports runways to be resurfaced and extended while the terminal site remains unfinished and abandoned. Borg El Arab Airport had a major expansion in terms of the airport's passenger and cargo handling capacity in response to growing demand and the new facilities were inaugurated in 2010. However, There was no mention for the mono Egyptian multi-airport system in both table 1 by Hansman et al., 2010, P: 3 or Richard, 2016, P: 10 in figure 1.

  - According to Hansman et al. (2010) in table No.1 - based on the database of the International Civil Aviation Organization ICAO (2008)- each airport with capacity more than 500,000 passengers is included as a part of a multi-airport system. Many Egyptian airports are suitable for a multi-airport system. Examples are in Alexandria (HBE) with 1,200,000 passengers, Cairo (CAI) with 16,500,000 passengers, Hurghada (HRG) with 2,900,000 passengers, Luxor (LXR) with 914,000 passengers, Marsa Alam (RMF) with 1,089,032 passengers, Sharm El Sheikh (SSH) with 6,621,735 passengers, Sohag (HMB) with 1,400,000 passengers (www.airport-arrivals-departures.com, February2018).

- In Egypt, Cairo International Airport (CAI) has Terminal 1 (hall 1, hall 2, hall 3, and hall 4); Terminal 2 (hall 1 and hall 2); Terminal 3 (hall 1 and hall 2); Seasonal Terminal (ST); and Cargo Village. Despite the large potentials of the airport, Cairo city has not been described as a city with a multi-airport system. In light of MAS concepts stated in the review of the current study, the research reveals that airports which serve a city with a multi-airport system do not have to be isolated from each other but may be multiple and adjacent buildings of a hub airport. The evidence is:

Loo (2008, P: 117) provided definition "MARs are major air traffic generating regions, which have at least 10 million passengers per year". The CAI handled with 14,360,029 passengers in 2008 (www.wikipedia.com, March 2018).

- ❖ Richard (2016, P: 3) said that the MAS may exist in all cities with nearly or more than 17 million annual originating passengers. The CAI nearly handled with 16.5 million passengers in 2016 and came in the second position after the O. R. Tambo International Airport in Johannesburg with almost 21 million passengers (www.wikipedia.com, March2018).

- ❖ A major commercial airport was defined as an airport with at least two million passengers per annum (Wandelt et al., 2017, P: 84). This definition applies to the Terminals 1, 2, and 3 at the CAI.

- ❖ A multi-airport system is the set of airports that serve the airline traffic of a metropolitan area. The airport can be part of a multi-airport system either the airport is close to the existing major airports or officially designated by local authorities (Richard, 1995, P: 102). The CAI meets the specifications of this definition.

**Summary and Conclusion**

The first objective of the current study on the multi-airport system has been achieved. The multi-airport system is a global phenomenon on all continents. Countries seek to benefit from their advantages whether they are developed or developing countries. The concepts of the multi-airport system have varied. There are also different views on increasing the capacity of the airports, notably the transformation from the individual airport system to the multi-airport system. From a review of some international experiences, developed countries are distinguished by their acquisition of many multi-airport systems. The United States ranks first in terms of number and diversity of multi-airport systems. New York Metropolitan Area has the largest multi-airport system, which includes seven airports.

It is important to note that all global classifications of multi-airport systems focus on civilian airports in cities which are served by more than one airport offering scheduled passenger services even if it is not within the city boundaries. All types of MASs exclude military airbases without passenger service and airports serving only charter flights. The current study reveals no specific criterion for distances between airports that are a component of the multi-airport system as well as between them and the urban center of the metropolitan city.

Based on the above - especially with regard to the non-classification of Cairo International Airport despite its huge potentials as a multi-airport system - the current study proposes a new definition as follows: "*The multi-airport system is a set of airports or terminals that form an integrated and self-sufficient system in the transport of passengers and air cargo; whether they are adjacent or separated within a particular metropolitan area; international or local; major or secondary; number of passengers and volume of air cargo; civilian or military; scheduled, private or charter aviation*".

It is clear that Egypt is out of classification in comparative with international experiences of MAS. The current study provides concise strategy for the MAS in Egypt as follows:

1- Collecting and analyzing more information about the concept of MAS and its technical and design dimensions.

2- Focusing future studies on different approaches to the design of regional multi-airport systems that have positive economic, social and environmental impacts on the local economies.

3- Encouraging establishment of regional and secondary airports with reducing the capital investment. Moreover the government should improve the surface access to these new airports to attract suitable traffic.

4- In light of the previous mentioned standards about MAS through this research, the current study suggests many airports in figure 5 are proposed to form one or more of Egyptian Multi-Airport Systems (EMAS), taking into consideration scenarios of distribution of international and domestic traffic among them.

Figure (5): Airports Distribution in Egypt


Source: www.mapsofworld.com, February 2018

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## Author Short Biography

The author is a lecturer for Bachelor of Science Degree, Post Graduate Degree, Ecotourism Guidance Academic Program, and Open Education, Faculty of Tourism & Hotels at the Fayoum University, Egypt (2000 till now). He has also served as a lecturer for Bachelor of Science Degree and the Head of Travel and Tourism Management, Faculty of Tourism & Hospitality at Jordan University, Jordan (2011-2016). He is the general Manager of Tourism Company and the Head of Bureau for Foreign Post Graduate Students at the Faculty of Tourism & Hotels at the Fayoum University. The author main teaching, training and research interests are: tourism planning and sustainable tourism development, feasibility studies of touristic projects and environmental economics, GDSs of air reservation such as Amadeus-Galileo-Sabre, Air transportation (airlines – airports) and organizing and conducting touristic programs, organizing touristic festivals and conferences, and development of all types of tourism.

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# Assessing Electronic Human Resource Management of Travel Agencies and Hotels in Minia Governorate

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## Abstract
This research aimed to investigate the Reality of the application and use of electronic human resource management (E-HRM) within travel agencies and hotels in minia governorate. This research followed descriptive analytical methodology by using a questionnaire tool. The study population was all human resource employees in travel agencies and hotels in minia governorate. One hundred questionnaires distributed as a sample of the study, only (84) returned questionnaires were valid for data analysis with a response rate of 84 % from the total distributed questionnaires in travel agencies, and only (80) returned questionnaires were valid for data analysis with a response rate of 80 % from the total distributed questionnaires in hotels. The questionnaires were analyzed using descriptive statistics, Reliability analysis with the support of SPSS18.0.

The research reached several results, the most important of which is the presence of clarity among the sample of the study of the importance of electronic human resources management, the full awareness of the its benefits, which greatly helps to adopt and develop (e-HRM) as the members of the study sample from the higher management levels and those who influence decision-making.

The research thus recommended that travel agencies and Hotels should use E-HRM application to improve organizational performance through providing all needs and wants of customer services to reach customer satisfaction, and to achieve the competitive advantage.

**Keywords:** E-HRM Application, Travel Agencies, Hotels, Minia Governorate.

## Introduction
Kazi et al., 2014 in the less advanced states, tourism or hospitality is considered to be as one of the largest source of hard currency. Tourism is a service delivered to human intensive sector where efficient work force is compulsory to present better services to the tourists and clients. Additionally, professionalism and development of staff skills in human resources management are essential in recent days. Kitimaporn and kitsiri (2015) stated that the human resources department is regarded as the most significant part in all business organizations as it is concerned mainly with mental potentialities, necessary abilities and work-related experiences of employees in the organization. There is no organization without databases for different administrative functions. Databases have become a modern organization's necessities and without databases, the organization cannot continue its work (Abu Naser, et al., 2017, Al Shobaki et al., 2017).
Wahyyudi and Sung (2014) stated that the use of E-HRM is a common practice in many profit and nonprofit institutions. E-HRM is expected to create value for them. Human resources management’s job in any organization is essential and crucial, because it difficult to

manage the human capital that make the organization work. Firms need to recruit, find the best person-job fit and keep talented employees. Laumer, Eckhardt, & Weitzel (2010), Nivlouei (2014) added that the globalized modern world has become more complicated, unstable and rigorous so organizations can find themselves in never ending competitions regarding customers with high expectations in performance, quality and low cost.

In addition, E-HRM may bring about noticeable tremendous changes in the organizational cores (Hopkins & Markham, 2003; Ruël et al., 2004; Strohmeier, 2007; Marler & Fisher, 2010; Dulebohn & Marler, 2005; Ruël & Kaap, 2012; Kaur, 2013, Strohmeier & Kabst, 2014; Nivlouei, 2014), Various contexts, factors and scales of E-HRM have been presented and reported by different studies conducted by (i.e. Bell, Won Gupta & Saxena, 2011; Hoch & Dulebohn, 2013; Marler & Fisher, 2013; Yusliza, Ramayah, & Haslindar, 2011; Yusliza & Ramayah, 2011; Zafar, 2013).

**Research problem**

With the increased market competition, travel agencies and hotels don't seem to be ready to simply and speedily adapt and adjust to changes in markets as well as to gain a competitive advantage. To do this, travel agencies and hotels ought to link electronic human resources application and travel agencies and hotels performance with the overall objectives of travel agencies and hotels. This is achieved by measuring the performance of system and employees where organizations ought to determine the foremost appropriate tool or system that increases the travel agencies and hotels performance. The main problem of this research is: “Does e-HRM application impact travel agencies and hotels performance?”

**Research questions**

In order to facilitate the research process we have come up with two research questions:

1. What elements of relational e-HRM do companies use in their HRM processes?
2. Is relational e-HRM perceived as effective?

**Research Objective**

This research attempts to achieve the following objectives:

1. Examining the importance of Electronic Human Resource Management on employees in travel agencies and hotels in Minia.

2. Assessing the extent to which Electronic Human Resource Management was applied on human resource employees in travel agencies and hotels in Minia.

**Research significance**

This research highlights the importance of E-HRM, as one of the modern management topics, which significantly affects the performance of travel agencies and hotels , where the application of E-HRM aimed at improving the performance of employees and provide better services to the beneficiaries quickly, with minimal effort and cost possible.

## Literature Review

### Definitions of Electronic Human Resource Management

Wyatt, (2002) defined E-HRM application as a technology that allow managers and employees to access human resources and other services such as performance, communication, team management, reporting, knowledge management, and administrative applications. Kettley and Reilly, (2003) defined E-HRM as the use of the internet in the traditional technologies to support and improve human resource administration, transactions and process performance. Ruel, (2009) reported that E-HRM consists all techniques of integration among the human resources management, information technology, which targets to create value within organizations. E-HRM is a technology that provides the human resources functions with opportunities to create new areas to enrich organizational success (Ramayah, 2011). Furthermore, Strohmeier, (2007) posited that E-HRM is the process of innovation and sustainable improvement in the management of human resources brought about by technology. Oiry (2009) asserted that the use of internet and Web technology in the works of human resources and administrative policies is the core of the electronic human resources management. Addition Olivas-Lujan, Ramirez, & Zapata-Cantu, (2007) defined E-HRM application as a technology and an innovation that empowers managers and representatives to have guide access to human asset and other working environment administrations for correspondence, execution evaluation, revealing, group administration and learning administration and knowledge management. “EHRM is an umbrella term covering all possible integration techniques and contents of HRM and Information Technologies aiming at creating value within and across organizations for targeted employees and management” (Bondarouk & Ruël, 2009, p. 507). Electronic human resource management can be defined as the administrative support of human resource functions using the internet technology (Mohammadnejad, 2011), Sanayei and Mierzaei (2012) defined E-HRM as the use of PC frameworks, intelligent electronic media, and telecom systems to complete the capacity of the human asset administration division. Marler and Fisher (2013) define E-HRM in their study as “configurations of computer hardware, software, and electronic networking resources that enable intended or actual HRM activities (e.g., policies, practices, and services) through individual and group-level interactions within and across organizational boundaries’’.

### History of Electronic Human Resource Management (E-HRM)

The computer was utilized for the first time in human resources management in the 1940s. The first processes were payroll systems and employees information storage, (Walker, 1980). In 1943, America faced a problem in payroll clerks with the manual processes which failed to avoid human errors, so the inclination to stay away from the human blunders and increment the effectiveness of evaluating prompted utilize the mechanized finance framework in the human resource management which was in charge of it. In the 1980s the developments accelerate, the companies assert that the utilizing of data innovation application causes immense advantages. In that time, there were new areas like finance and accounting were gradually mechanized (DeSanctis, 1986). Researchers and practitioners started to use the human resource information system widely. The internet began to appear in the late of 1980s and shed a spotlight on HRM activities.

Since the mid-1990s, institutions have rapidly introduced E-HRM as a set of Information Technology (IT) applications that covers all possible integration mechanisms and contents of HRM and IT sections or departments, aiming at creating value within and across organizations for targeted employees and management. Coovert (2004) indicate that using information and communication technologies in human resource services have become an essential procedure so as to accomplish competitive advantages for organizations. E-HRM, as proposed by relevant and recent findings, will achieve the three following goals: Red use costs, improving HR services, improving strategic orientation (Bondarouk & Ruël 2009). This new software enabled the centralization of all HR and organizational data so that users could access it through web browsers anywhere and at any time (Stone & Dulebohn, 2013).

**Objectives of Electronic Human Resource Management**

The aims of Electronic Human Resource Management are extracted from the integration with e-governance objectives in the business environment. The objectives of E-HRM are: (a) to increase the focus on strategic issues, (b) to facilitate the flexibility of procedures and practices, (c) to support the efficiency of human resources management (Raul et al., 2007). The changing powers and factors impacting associations and the issues of globalization change the impression of a sheltered activity to a safe profession, a high rate of training and education on the world and an adjustment in the nature of the work constrain required. Those were the most vital reasons why associations are coordinated towards (E-HRM) in order to achieve the following main objectives (Najjar, 2008):

- Improve the strategic direction of human resources.
- Reducing labor costs and administrative expenses
- Facilitate the performance of the functions of HR management.
- Development and improvement of labor relations and employees satisfaction
- Better support for management across the company
- Provide greater opportunities for participation and training.
- Improve the company's image

**The importance of Electronic Human Resource Management**

The application of human resources management technology is broadened and has a wide range as indicated by the necessities of the Organization; it can be limited to the electronic tables, and may extend to complex systems. Al Shobaki et al., (2017) stated that some solutions offered by HRMIS are concerned completely with the functions of HR, including attraction, selection, appraisal performance, compensation, wages and other functions of HR. This naturally leads to the diversity of the importance of (E-HRM). Based on the applications used for HRMIS, and according to Al Shobaki et al., 2017 this importance has appeared in the following areas:

- ❖ Enhance the quality of the provision of information by 91%.
- ❖ Improve the speed of the provision of information by 81%.
- ❖ Support the services provided to employees by 56%.
- ❖ Decrease costs and expenses by 35%.

## Types of Electronic Human Resource Management

Using empirical research findings, Nivlouei, (2014) divided the potential benefits of e-HR into three areas:

Firstly, operational E-HRM concerns the basic HR activities in the administrative area. Such as payroll, personnel data management, departmental record maintenance, reducing overhead costs, enhancing the accuracy of data, eliminating the costs of printing and disseminating information, minimizing IT infrastructure costs by moving towards a common HR service. Secondly, relational E-HRM; concerns more advanced HRM activities. The accentuation here is not on administering, however on HR devices that help essential business procedures, for example, enlisting and the choice of new staff, preparing, execution administration and evaluation, and prizes that Change the idea of the connection between HR, line chiefs and employees. Thirdly, transformational e-HRM objectives signify the developments in the business support and strategy orientation of e-HRM such as knowledge management and strategic re-orientation (Strohmeier & Kabst, 2014; Nivlouei, 2014).

## Electronic Human Resources Management Functions

For the purposes of this paper, we will be taking E-HRM Functions as follows:

### E-Recruitment

E-Recruitment as conventional staffing is timely and expensive, organizations have to adopt strategies that would minimize the time and money used (Tong, 2009). This is why online recruitment has become more prominent in the most recent decade, and these days, most organizations utilize it as the main stage instrument in their enrollment and recruitment procedure. Organizations that want to stay competitive need to adopt electronic recruitment strategies. E-recruitment could be regarded as the procedure by which businesses publicize and share openings through online stages or internet (Sylva & Mol, 2009).

### E-selection

E-selection incorporates such activities as electronic testing, eye to eye interaction and talking and occupation advertising and interviewing. The motivation behind E-choice is for the most part to accomplish cost decrease, greatest usage of human capital and manageability **(**Menka, 2015)**,** HR practitioners use the E-selection process to identify the best job candidates with the right knowledge, skills and abilities for a particular job. The E-selection system enables HR representatives to deal with the determination procedure all the more effectively and to give more proof of the viability of the picked choice technique. The E-selection system empowers the manageability of the association and develops the framework to fulfill the changing prerequisites of choice. The E-selection method empowers HR professionals to decrease the time and different assets, which are required to deal with the determination, process**.**

### E- Communication

E-HRM includes personnel communication via electronic mails. The penetration rate of online communication, mainly e-mail, which is higher than 75 percent in corporate environments and e-mail has emerged as the communication medium of choice did (Bontis et al., 2003).

**E-Compensations**

Employee self-service, allows organization staff to present electronically their preferences in terms of selected interest and burden decrease on human resources management. Nevertheless, it is trusted that the Internet conveyance of staff benefits, if completed effectively, requires critical investment funds for the administration of HR. In addition, the manager self-service enables the manager to take action or to confirm payroll, rewards and stock management changes. Application Notify manager is a strategy utilized when managers need to make bonuses or their subordinate personnel verification and ask them to obey their commands and implement their decisions (Townsend& Bennett, 2003).

**E-Learning and E-Training**

E-Learning and E-Training: This process is being implemented in companies since it does not have the constraints of conventional tutoring and training, such as time and location (Bell, 2007). Moreover, the quick advancement of broadcast communications has made e-learning conceivable and beneficial. E-Learning reflects any programmed learning, training or education where electronic instruments, applications and procedures are used for knowledge creation, management, administration, exchange and transfer. E-Learning encompasses a large collection of applications and processes, such as web-based learning, computer-based learning, virtual classroom settings, and digital co-operation and interaction (Swaroop, 2012).

**E-performance**

E-performance appraisal: It is the fastest growing E-HRM trend. It is employee self-service system that gives them the likelihood to deal with their own particular data in an online system (Payne et al, 2009). On the contrary, companies use managerial self-service that allows the managers to access employee's information and complete performance evaluations. Electronic or online performance appraisal incorporates the use of technology, systems and procedures by which the employees are assessed and evaluated according to their performance on the tasks needed within a company.

**Benefits of E-HRM**

There are many benefits gained from the E-HRM such as the improvement of administrative processes, facilitation of customer services, and supporting the strategic roles of personnel. Khiz (2011) demonstrated that E-HRM improved efficiency of the services provided by the Human Resources Management. E-HRM reduces the paper work by increasing data precision and decreasing excess HRM (Marler et al., 2010, PP.33-34). E-HRM supports strategic decision making through the generation of human resource metrics Kaur (2013: 37; Hendrikson, 2003; Lengnick-Hall & Moritz, 2003; Lawler et al., 2004; Hussain et al., 2007; Bondarouk & Ruël, 2009; Swaroop, 2012, E-HRM provided the decentralization of HR tasks (Kaur,2013). Shilpa and Gopal, (2011) reported other benefits of E-HRM such as the increase of transparency and increase of senior management's ability to control administrative work. It provides more time for professionals in the human resources management department. Marler and Fisher, (2010) Mazen et al., (2017) mentioned other benefits such as firstly, the reduction of correction costs by improving the accuracy of human resources information. Secondly, decrease of the costs of printing and disseminating information by securing direct access.

## Challenges of E-HRM:

The challenges OF E-HRM include the lack of E-HRM systems and the lack of the skilled workforce (Simon & Esteves, 2016; Samaduzzaman & Zaman, 2012), and unavailability and inaccessibility of refined IT framework in government organizations (Jaradat, 2013 Ishita and Sarita , 2016 ).

E-HRM facility has been rarely used in developing countries, because of the HR managers' shortage of skills and proper training (Samaduzzaman et al., 2015). If employees do not receive right training from the organisations, it leads to increased expenses and reduces job performance (Al-Dmour and Shannak, 2012). Other organizational defects with E-HRM implementation include a deficiency of staff with IT capabilities or ability or expertise (Guechtouli, 2010), lack of co-operation between the department, lack of technology support or organizational process (Parry and Wilson, 2009; Bal et al., 2012). Resistances towards the use of novel systems have been highlighted as a significant challenge against E-HRM (Weekes, 2006; Hustad and Munkvold, 2005). Other problems facing during the implementation of E-HRM systems in developing countries is the high cost of implementing the E--HRM systems, building appropriate IT infrastructure, buying computers fitting the requirement of the E-HRM systems, software maintenance and hardware maintenance (Reddick, 2009a, b; Islam, 2016).

In a study conducted by Varma (2011), the author clarified the security of the information generated. He stated that a company needs to ensure that competitors should not access the information. Traditional companies need to perform essential change in the mindsets. From a psychological perspective, Ishita and Sarita (2016) stated that when individuals work under increased pressure, the quality of their work decreases, on the other side when they are given the opportunity to work freely on their own, they accomplish work in an effective and swift ways.

## Outcome of E-HRM

Ruel and Kapp (2012) identified E-HRM outcomes within the framework of value creation as efficiency, effectiveness, or service quality. Similarly, Nivlouei (2014) summarized the characteristics of the E-HRM in that firstly, it creates high commitment workforce who will be motivated and understanding. Those personnel are willing to interact with the management concerning changes in the organizational environment. For HR itself, this means that it ought to have the capacity to assume the part of change agent. Secondly, high competence points towards the capacities of employees to learn new tasks and roles if necessary. Thirdly, cost effectiveness that refers to the competitiveness of pay levels and employee turnover rate, and the acceptability of costs resulting from employee resistance such as strikes. Finally, Higher congruence that refers to the internal organization, the reward system, and the 'input, throughput, and output' of personnel, which need to be structured in the interests.

## RESEARCH METHODOLOGY

The researchers used the descriptive analytical approach in which they tried to describe the reality of electronic human resource management in the development of electronic services from the perspective of Human Resource staff in Travel Agencies and Hotels in Minia Governorate, since it is the most appropriate approaches to describe the phenomenon in question, in which the researchers are trying to describe the subject of the study, analyze the data, and compare, explain, and assesse hoping to reach meaningful generalizations to increase and enrich the knowledge on the subject.

### Data collection

Data has been collected through questionnaires which were prepared in a way that is relevant to the situation so as to decrease invalid responses. They were distributed to human resource employees at Travel Agencies and Hotels in Minia Governorate.

### Measures

The questionnaire was designed based on a range of related studies. Its final form included 52 questions. Section One: Demographic variables. Which was collected with closed-ended questions, through (5) factors (Gender, Age, Education, Years in Current position, and Years of experience with in the current organization).The second section included 11 variables representing E-HRM Application (Use of E-HRM). The third section included 11 variables representing importance of electronic human resource management, fourth Section included 5 variables representing Opportunities of E-HRM, Fifth section included 8 variables representing examines whether your company has some E-HRM facilities, and Six Section included 12 variables representing Challenges in of E-HRM.

The questionnaire items were anchored according to the Five Point Likert Scale “1 = strongly disagree”, “2 = disagree”, “3 = neutral”, “4 = agree”, and “5 = strongly agree”. The questionnaire instrumental sections are as follows:

### Data Validity and Reliability

### Data Validity

To validate the data collection instrument used in this study in terms of its readability, format, and ability to measure the study’s constructs; the researchers distributed the questionnaire instrument to a number of Human Resource managers in different travel agencies and hotels in minia ; those who have specializations and expertise in the field of this study. The questionnaire instrument was then updated and refined to reflect the comments and suggestions received by the domain experts. Moreover, the experts showed interest and interacted with the researchers concerning the questionnaire instrument which adds to its validity.

### Data Reliability

Before proceeding with further analysis, the reliability testing was leaded in order to ensure consistent measurement across various items in the questionnaire. Indeed, the reliability of a measure indicates stability and consistency of the instrument. Consequently, this method determines reliability through examining the internal consistency of the research instrument such as questions (items) in the questionnaire, which are normally presented. Cronbach's Alpha is one of the most frequently applied metrics to measure a scale's reliability, in which its index ranges from 0.0 to 1.0. Researchers should target a value closer to 1.0, as Alpha value proves that the instrument of the study is strong and consistent. However, it's important to note that in social sciences the threshold value of 0.7 is considered acceptable

**Table (1) Cronbach's Alpha value for E-HRM field in Travel Agencies**

| Variables | Cronbach's Alpha value | Number of items |
|---|---|---|
| E-HRM Application | 0.779 | 11 |
| E -HRM Importance | 0.857 | 11 |
| E -HRM Opportunities | 0.729 | 5 |
| E -HRM facilities | 0.784 | 8 |
| E -HRM Challenges | 0.790 | 12 |
| Total | 0.897 | 47 |

In order to measure the internal consistency and reliability of the study's constructs. Cronbach's alpha (α) measure was used. The scales' reliabilities were measured and the Cronbach's Alpha of all scales in Table (1) ranged from 0.729 to 0.857, and for total questionnaire items was (0.897), this indicate an acceptable Cronbach's Alpha value for each field, whenever Cronbach's Alpha value is acceptable if it's more than (0.7).

**Table (2) Cronbach's Alpha value for E-HRM field in Hotels**

| Variables | Cronbach's Alpha value | Number of items |
|---|---|---|
| E-HRM Application | 0.795 | 11 |
| E -HRM Importance | 0.947 | 11 |
| E -HRM Opportunities | 0.782 | 5 |
| E -HRM facilities | 0.729 | 8 |
| E -HRM Challenges | 0.898 | 12 |
| Total | 0.950 | 47 |

In order to measure the internal consistency and reliability of the study's constructs. Cronbach's alpha (α) measure was used. The scales' reliabilities were measured and the Cronbach's Alpha of all scales in Table (2) ranged from 0.729 to 0.947, and for total questionnaire items was (0.950), this indicate an acceptable Cronbach's Alpha value for each field, whenever Cronbach's Alpha value is acceptable if it's more than (0.7).

**Data Analysis**

The researchers depend on using The Statistical Package for Social Sciences (SPSS) was used to process data statistically. The treatment included the following statistical methods:

1. Percentage and frequency: To describe the characteristics of the study population of the functional variables, and to determine the responses of its members towards the study axes.
2. Cronbach's Alpha Test: To calculate the stability coefficients of the questionnaire, and the coefficient of stability of each axis of the study axes.

## Results and Discussion

The following part explains the results concerning the six dimensions representing of electronic human resource management delivered by Travel Agencies and Hotels in Minia Governorate.

### Sample characteristics

The sample of the survey covered Travel Agencies and Hotels in Minia Governorate which E-HRM system is being applied. A total of 100 questionnaires were sent to travel agencies and hotels. A total of 84 questionnaires were returned in travel agencies and 80 questionnaires were returned in Hotels.

### Descriptive analysis of Human Resource staff in Travel Agencies

In this section, the researcher relied mainly on the descriptive analysis to get the means and the standard deviations for the study constructs along with their items. The items were measured using a Likert-type scale as follows.

**Table3: the demographic profile of the sample elements**

| Variable | | Frequency | Percentage (%) |
|---|---|---|---|
| **Gender** | | | |
| | Female | 62 | 73.8 |
| | Male | 22 | 26.2 |
| **age group** | | | |
| | 21-30 years old | 30 | 35.7 |
| | 31-40 years old | 25 | 29.8 |
| | 41-50 years old | 15 | 17.9 |
| | 50-60 years old | 10 | 11.9 |
| | 60 and above | 4 | 4.7 |
| **Education level** | | | |
| | Bachelor Degree | 77 | 91.7 |
| | Diploma | 7 | 8.3 |
| | Master Degree | 0 | 0 |
| | PHD degree | 0 | 0 |
| **Years in current position** | | | |
| | Less than 5 years | 34 | 40.5 |
| | 5-10 years | 19 | 22.6 |
| | 11-15 years | 16 | 19.1 |
| | More than 15 years | 15 | 17.8 |
| **Years of experience with the current Travel agencies:** | | | |
| | Less than 5 years | 32 | 38.3 |
| | 5-10 years | 21 | 25 |
| | 11-15 years | 14 | 16.7 |
| | More than 15 years | 17 | 20 |

Table (3) shows the demographic variables of the study through 5 sections about the Gender, Age, Educational Level, Years in the current position, and years of experience in the current travel agencies. First section (Gender) reflects that the majority of respondents

(73.8%) were Males, whilst only (26.2%) were Females in the sampled travel agencies. Second section (Age) concerned about reflecting the age categories of respondents; while the "21-30" category represented the highest percentage of staff (35.7%), The second level of the respondents which reached (29.8%) from the sample size. Third section (Educational Level) concerned about reflecting the educational background of the sample, and it reflects that the majority (91.7%) of respondents had bachelor degree, whilst (8.3%) of respondents had Diploma degree, there were no PhD and master degree holders in the sampled travel agencies. Forth section concerned about the years spent in current position and the majority (40.5%) of the sample spent round less than 5 years in the current position, whilst (22.6%) spent round 5-10 years, and (19.1%) spent round 11-15 years, only (17.8%) spent more than 15 years in the researched travel agency. Last but not least, fifth section concerned about the years of experience in the current travel agencies and reflected that the majority (38.3%) of the sampled travel agency spent less than 5 years, when (25 %) of respondents spent round 5 to10 years, while percentage (20%) represented employees spent round More than 15 years, and percentage (16.7%) represented the employees who spent round 11-15 years in the sampled travel agencies.

**Table 4: descriptive analysis of E HRM application items**

| E-HRM Application ( Use of E-HRM) | SD | D | N | A | SA | Mean | Std Deviation |
|---|---|---|---|---|---|---|---|
| E-HRM application are similar across all business units/departments /divisions. | 16.7 | 41.7 | 8.3 | 33.3 | 0 | 2.58 | 1.122 |
| E-HRM application supports the routine day to day tasks of HRM. | 33.3 | 0 | 16.7 | 50 | 0 | 3.17 | .903 |
| E-HRM application supports the decision making of HRM. | 0 | 25 | 25 | 41.7 | 8.3 | 3.33 | .948 |
| E-HRM application supports the forecasting of HRM. | 0 | 25 | 16.7 | 41.7 | 16.7 | 3.50 | 1.047 |
| E-HRM application aims at increasing the performance of HR forecasting for employee needs, Such as training, needed skills, and career development. | 0 | 8.3 | 25 | 41.7 | 25 | 3.83 | .903 |
| E-HRM application aims at reducing the inconsistent practices across different HR functions. | 0 | 16.7 | 16.7 | 41.7 | 25 | 3.75 | 1.016 |
| E-HRM application aims at enabling HR practices to serve self-servicing for employees, HR staff and/or managers. | 0 | 8.3 | 33.3 | 50 | 8.3 | 3.58 | .764 |
| E-HRM application aims at reducing the organizational costs of HR practices. | 0 | 25 | 25 | 50 | | 3.25 | .834 |
| E-HRM enables electronic candidate identification, filtering, and interviewing for the purposes of employment. | 0 | 8.3 | 25 | 33.3 | 33.3 | 3.82 | .960 |
| E-HRM enables Evaluating the performance of employees electronically by managers and administrators. | 0 | 16.7 | 16.7 | 41.7 | 25 | 3.75 | 1.016 |
| E-HRM helps the identification of training needs in the company. | 0 | | 41.7 | 25 | 33.3 | 3.92 | .867 |

Table (4) presents the means and standard deviations of E-HRM application, where the means ranged between (2.58– 3.92) compared with the total instrument mean for the domain (3.50). The item "E-HRM helps the identification of training needs in the company" ranked first with a mean and standard deviation (Mean=3.92, standard deviation = .867) compared with the total instrument mean and the standard deviation. The item " E-HRM application are similar across all business units/departments /divisions" ranked last reached a mean (2.58) and the standard deviation was (1.122) compared with the mean and standard deviation of the total instrument.

**Table 5: descriptive analysis of E-HRM Importance**

| Importance of (E-HRM) | SD | D | N | A | SA | Mean | Std Deviation |
|---|---|---|---|---|---|---|---|
| The concept of E-HRM is clear to you | 25 | 16.7 | 16.7 | 41.7 | 0 | 3.58 | 1.044 |
| E-HRM achieves competitive advantage | 8.3 | | 33.3 | 41.7 | 16.7 | 2.75 | 1.241 |
| E-HRM reduces administrative financial expenditure | 8.3 | 8.3 | 8.3 | 50 | 25 | 3.75 | 1.171 |
| E-HRM achieves greater flexibility in work | 0 | 16.7 | 33.3 | 25 | 25 | 3.58 | 1.044 |
| The use of E-HRM leads to rapid access to efficient human resources | 8.3 | 0 | 41.7 | 25 | 25 | 3.58 | 1.122 |
| E-HRM avoids human errors in human resources management | 0 | 8.3 | 25 | 33.3 | 33.3 | 3.92 | .960 |
| The use of E-HRM makes it possible to operate remotely via the Internet | 0 | 0 | 25 | 25 | 50 | 4.25 | .834 |
| The use of E-HRM leads to rapid access to staff information | 0 | 16.7 | 25 | 41.7 | 16.7 | 3.58 | .960 |
| The use E-HRM leads to the accuracy of staff information | 0 | 8.3 | 16.7 | 33.3 | 41.7 | 4.08 | .960 |
| E-HRM helps in the decision-making process | 0 | 0 | 66.7 | 8.3 | 25 | 3.58 | .867 |
| The availability of E-HRM contributes to increased employee efficiency | 0 | 0 | 50 | 16.7 | 33.3 | 3.83 | .903 |

Table (5) presents the means and standard deviations of Importance of (E-HRM), where the means ranged between (2.75– 4.25) compared with the total instrument mean for the domain (3.68). The item "The use of E-HRM makes it possible to operate remotely via the Internet" ranked first with a mean and standard deviation (Mean=4.25, standard deviation = .834) compared with the total instrument mean and the standard deviation. The item "E-HRM achieves competitive advantage" ranked last reached a mean (2.75) and the standard deviation was (1.241) compared with the mean and standard deviation of the total instrument.

**Table 6: descriptive analysis of E-HRM Opportunities**

| Opportunities of (E-HRM) | SD | D | N | A | SA | Mean | Std Deviation |
|---|---|---|---|---|---|---|---|
| Improving knowledge minimums and skills in organization and creating competitive advantage | 8.3 | 8.3 | 16.7 | 58.3 | 8.3 | 3.43 | .948 |
| Diversity in the reports of human resources and increasing their number | 8.3 | | 33.3 | 58.3 | 0 | 3.42 | 1.047 |
| Focusing on strategic human resource management planning instead of following daily routines | 8.3 | | 58.3 | 16.7 | 16.7 | 3.33 | 1.034 |
| The distribution of duties of human resource unit among practitioners in an organization and increasing participation | 8.3 | 8.3 | 25 | 58.3 | 0 | 3.60 | .867 |
| The ease of redesigning human resource processes due to the integration in human resource management software components | 8.3 | | 33.3 | 50 | 8.3 | 3.50 | .963 |

Table (6) presents the means and standard deviations of Opportunities of (E-HRM, where the means ranged between (3.33– 3.60) compared with the total instrument mean for the domain (3.46). The item "The distribution of duties of human resource unit among practitioners in an organization and increasing participation" ranked first with a mean and standard deviation (Mean=3.60, standard deviation = .867) compared with the total instrument mean and the standard deviation. The item "Focusing on strategic human resource management planning instead of following daily routines" ranked last reached a mean (3.33) and the standard deviation was (1.034) compared with the mean and standard deviation of the total instrument.

**Table7: E HRM facilities usage in travel agencies**

| the E-HRM facilities in travel agencies | "yes, used already" | "No, never used before". |
|---|---|---|
| E-Recruitment | 33.3 | 66.7 |
| E-selection | 16.7 | 83.3 |
| E-learning | 41.7 | 58.3 |
| E-Training | 50 | 50 |
| E- Communication | 66.3 | 33.3 |
| E- Performance management | 41.3 | 58.3 |
| E-Compensation | 75 | 25 |
| E-Virtual | 15.7 | 84.3 |

Table (7) shows that 75% of the sample used E-Compensation system helps to get information about the employee's salary and saving, 66.3% of the sample used E-Communication, 50% of the sample used E-Training to improve functional and professional performance of the staff. 41.7% of the sample used E-learning, 41.3 % of the sample used E- Performance management considered a routine process, 33.3% of the sample used E-Recruitment leads to facilitate selection process, 16.7% of the sample used E-selection for choosing the candidates for the job among those with relevant staff announced job with the Department of Human Resources contributes to saving time and effort, and 15.7% of the sample used E-Virtual.

**Table 8 descriptive analysis of E-HRM Challenges**

| Challenges of (E-HRM) | SD | D | N | A | SA | Mean | Std Deviation |
|---|---|---|---|---|---|---|---|
| High centralism of human resources management. | 8.3 | 25 | 41.7 | 25 | 0 | 2.83 | .902 |
| Ambiguity of the future vision of the electronic management application. | 0 | 41.7 | 25 | 33.3 | 0 | 2.92 | .867 |
| Routine procedures delay the transition to electronic management. | 8.3 | 0 | 16.7 | 58.3 | 16.7 | 3.75 | 1.016 |
| Lack of awareness of the importance of implementing electronic management. | 8.3 | 8.3 | 16.7 | 50 | 16.7 | 3.58 | 1.122 |
| Weakness of Organization senior management support for the project of electronic management. | 8.3 | 8.3 | 33.3 | 41.7 | 8.3 | 3.33 | 1.034 |
| Lack of training courses for human resources personnel on electronic management | 16.7 | 0 | 33.3 | 41.7 | 8.3 | 3.25 | 1.171 |
| Poor infrastructure required to implement electronic human resource management | 0 | 16.7 | 50 | 33.3 | 0 | 3.17 | .961 |
| Resistance of some human resources staff to change. | 8.3 | 0 | 50 | 41.7 | 0 | 3.25 | .834 |
| Low confidence of human resources staff in their ability to use electronic human resource management applications. | 0 | 8.3 | 50 | 41.7 | 0 | 3.33 | .672 |
| HR staff's fear of losing their jobs. | 8.3 | 16.7 | 25 | 33.3 | 16.7 | 3.33 | 1.186 |
| Lack of financial resources to implement electronic human resource management | 0 | 16.7 | 66.7 | 16.7 | 0 | 3.00 | .580 |
| Lack of financial resources for training programs for human resources in electronic management | 0 | 8.3 | 25 | 25 | 41.7 | 4.00 | 1.006 |

Table (8) presents the means and standard deviations of Challenges of (E-HRM), where the means ranged between (2.83– 4.00) compared with the total instrument mean for the domain (3.31). The item "Lack of financial resources for training programs for human resources in electronic management" ranked first with a mean and standard deviation (Mean=4.00, standard deviation = 1.006) compared with the total instrument mean and the standard deviation. The item "High centralism of human resources management" ranked last reached a mean (2.83) and the standard deviation was (.902) compared with the mean and standard deviation of the total instrument.

**Descriptive analysis of Human Resource staff in Hotels**

**Table9: the demographic profile of the sample elements**

| Variable | | Frequency | Percentage (%) |
|---|---|---|---|
| **Gender** | | | |
| | Female | 60 | 75 |
| | Male | 20 | 25 |
| **age group** | | | |
| | 21-30 years old | 28 | 35 |
| | 31-40 years old | 24 | 30 |
| | 41-50 years old | 12 | 15 |
| | 50-60 years old | 10 | 12.5 |
| | 60 and above | 6 | 7.5 |
| **Education level** | | | |
| | Bachelor Degree | 54 | 67.5 |
| | Diploma | 18 | 22.5 |
| | Master Degree | 8 | 10 |
| | PHD degree | 0 | 0 |
| **Years in current position** | | | |
| | Less than 5 years | 26 | 32.5 |
| | 5-10 years | 18 | 22.5 |
| | 11-15 years | 14 | 17.5 |
| | More than 15 years | 22 | 27.5 |
| **Years of experience with the current Travel agencies:** | | | |
| | Less than 5 years | 28 | 35 |
| | 5-10 years | 20 | 25 |
| | 11-15 years | 8 | 10 |
| | More than 15 years | 24 | 30 |

Table (9) shows the demographic variables of the study through 5 sections about the Gender, Age, Educational Level, Years in the current position, and years of experience in the current Hotels. First section (Gender) reflects that the majority of respondents (75%) were Males, whilst only (25%) were Females in the sampled Hotels. Second section (Age) concerned about reflecting the age categories of respondents; while the "21-30" category represented the highest percentage of staff (35%), The second level of the respondents which reached (30%) from the sample size. Third section (Educational Level) concerned about reflecting the educational background of the sample, and it reflects that the majority (67.5%) of respondents had bachelor degree, whilst (22.5%) of respondents had Diploma degree. Forth section concerned about the years spent in current position and the majority (32.5%) of the sample spent round less than 5 years in the current position, whilst (22.5%) spent round 5-10 years, and (17.5%) spent round 11-15 years, only (27.5%) spent more than 15 years in the researched Hotels. Last but not least, fifth section concerned about the years of experience in the current Hotels and reflected that the majority (35%) of the sampled Hotels spent less than 5 years, when (25%) of respondents spent round 5 to10 years, while percentage (30%) represented employees spent round More than 15 years, and percentage (10%) represented the employees who spent round 11-15 years in the sampled Hotels.

**Table 10: descriptive analysis of E HRM application items**

| E-HRM Application | SD | D | N | A | SA | Mean | Std Deviation |
|---|---|---|---|---|---|---|---|
| E-HRM application are similar across all business units/departments /divisions. | 0 | 32.5 | 12.5 | 32.5 | 22.5 | 3.45 | 1.168 |
| E-HRM application supports the routine day to day tasks of HRM. | 0 | 10 | 7.5 | 57.5 | 25 | 3.98 | .856 |
| E-HRM application supports the decision making of HRM. | 0 | 10 | 17.5 | 42.5 | 30 | 3.93 | .938 |
| E-HRM application supports the forecasting of HRM. | 0 | 7.5 | 5 | 70 | 17.5 | 3.98 | .729 |
| E-HRM application aims at increasing the performance of HR forecasting for employee needs, Such as training, needed skills, and career development. | 0 | 2.5 | 2.5 | 60 | 35 | 4.28 | .636 |
| E-HRM application aims at reducing the inconsistent practices across different HR functions. | 0 | 2.5 | 7.5 | 62.5 | 27.5 | 4.15 | .658 |
| E-HRM application aims at enabling HR practices to serve self-servicing for employees, HR staff and/or managers. | 0 | 10 | 7.5 | 45 | 37.5 | 4.10 | .922 |
| E-HRM application aims at reducing the organizational costs of HR practices. | 10 | 7.5 | 2.5 | 55 | 25 | 3.78 | 1.201 |
| E-HRM enables electronic candidate identification, filtering, and interviewing for the purposes of employment. | 5 | 2.5 | 27.5 | 40 | 25 | 3.78 | 1.018 |
| E-HRM enables Evaluating the performance of employees electronically by managers and administrators. | 7.5 | 0 | 12.5 | 52.5 | 27.5 | 3.93 | 1.041 |
| E-HRM helps the identification of training needs in the company. | 0 | 0 | 17.5 | 47.5 | 35 | 4.18 | .708 |

Table (10) presents the means and standard deviations of E-HRM application, where the means ranged between (3.45– 4.28) compared with the total instrument mean for the domain (3.96). The item "E-HRM application aims at increasing the performance of HR forecasting for employee needs, Such as training, needed skills, and career development." ranked first with a mean and standard deviation (Mean=4.28, standard deviation = .636) compared with the total instrument mean and the standard deviation. The item " E-HRM application are similar across all business units/departments /divisions" ranked last reached a mean (3.45) and the standard deviation was (1.168) compared with the mean and standard deviation of the total instrument.

**Table 11: descriptive analysis of E-HRM Importance**

| Importance of (E-HRM) | SD | D | N | A | SA | Mean | Std Deviation |
|---|---|---|---|---|---|---|---|
| The concept of E-HRM is clear to you | 12.5 | 10 | 15 | 40 | 22.5 | 3.50 | 1.293 |
| E-HRM achieves competitive advantage | 2.5 | 22.5 | 45 | 17.5 | 12.5 | 3.15 | .995 |
| E-HRM reduces administrative financial expenditure | 10 | 15 | 27.5 | 12.5 | 35 | 3.48 | 1.368 |
| E-HRM achieves greater flexibility in work | 0 | 17.5 | 5 | 47.5 | 30 | 3.90 | 1.026 |
| The use of E-HRM leads to rapid access to efficient human resources | 0 | 2.5 | 15 | 27.5 | 55 | 4.35 | .828 |
| E-HRM avoids human errors in human resources management | 0 | 5 | 10 | 45 | 40 | 4.20 | .818 |
| The use of E-HRM makes it possible to operate remotely via the Internet | 0 | 2.5 | 15 | 40 | 42.5 | 4.22 | .795 |
| The use of E-HRM leads to rapid access to staff information | 12.5 | 0 | 5 | 47.5 | 35 | 3.93 | 1.240 |
| The use E-HRM leads to the accuracy of staff information | 12.5 | 12.5 | 2.5 | 37.5 | 35 | 3.70 | 1.391 |
| E-HRM helps in the decision-making process | 0 | 12.5 | 22.5 | 32.5 | 32.5 | 3.85 | 1.020 |
| The availability of E-HRM contributes to increased employee efficiency | 0 | 0 | 27.5 | 42.5 | 30 | 4.03 | .763 |

Table (11) presents the means and standard deviations of Importance of (E-HRM), where the means ranged between (3.15– 4.35) compared with the total instrument mean for the domain (3.85). The item "The use of E-HRM leads to rapid access to efficient human resources" ranked first with a mean and standard deviation (Mean=4.35, standard deviation = .828) compared with the total instrument mean and the standard deviation. The item "E-HRM achieves competitive advantage" ranked last reached a mean (3.15) and the standard deviation was (.995) compared with the mean and standard deviation of the total instrument.

**Table 12: descriptive analysis of E-HRM Opportunities**

| Opportunities of (E-HRM) | SD | D | N | A | SA | Mean | Std Deviation |
|---|---|---|---|---|---|---|---|
| Improving knowledge minimums and skills in organization and creating competitive advantage | 0 | 0 | 27.5 | 42.5 | 30 | 3.40 | 1.001 |
| Diversity in the reports of human resources and increasing their number | 10 | 2.5 | 30 | 52.5 | 5 | 3.55 | .899 |
| Focusing on strategic human resource management planning instead of following daily routines | 0 | 22.5 | 5 | 67.5 | 5 | 4.08 | .759 |
| The distribution of duties of human resource unit among practitioners in an organization and increasing participation | 0 | 2.5 | 17.5 | 50 | 30 | 3.60 | .739 |
| The ease of redesigning human resource processes due to the integration in human resource management software components | 0 | 0 | 55 | 30 | 15 | 3.78 | .993 |

Table (12) presents the means and standard deviations of Opportunities of (E-HRM, where the means ranged between (3.40– 4.08) compared with the total instrument mean for the domain (3.68). The item “Focusing on strategic human resource management planning instead of following daily routines” ranked first with a mean and standard deviation (Mean=4.08, standard deviation = .759) compared with the total instrument mean and the standard deviation. The item “Improving knowledge minimums and skills in organization and creating competitive advantage” ranked last reached a mean (3.40) and the standard deviation was (1.001) compared with the mean and standard deviation of the total instrument.

**Table13: E HRM facilities usage in Hotels**

| the E-HRM facilities in Hotels | used | Not used |
|---|---|---|
| E-Recruitment | 10 | 90 |
| E-selection | 2.5 | 97.5 |
| E-learning | 47.5 | 52.5 |
| E-Training | 32.5 | 67.5 |
| E- Communication | 40 | 60 |
| E- Performance management | 2.5 | 97.5 |
| E-Compensation | 7.5 | 92.5 |
| E-Virtual | 7.5 | 92.5 |

Table (13) shows that 47.5% of the sample used E-learning, 40 % of the sample used E-Communication, 32.5% of the sample used E-Training, and 10 % of the sample used E-Recruitment.

**Table 14: descriptive analysis of E-HRM Challenges**

| Challenges of (E-HRM) | SD | D | N | A | SA | Mean | Std Deviation |
|---|---|---|---|---|---|---|---|
| High centralism of human resources management. | 12.5 | 17.5 | 42.5 | 15 | 12.5 | 2.97 | 1.158 |
| Ambiguity of the future vision of the electronic management application. | 2.5 | 15 | 15 | 50 | 17.5 | 3.65 | 1.020 |
| Routine procedures delay the transition to electronic management. | 12.5 | 5 | 32.5 | 30 | 20 | 3.40 | 1.228 |
| Lack of awareness of the importance of implementing electronic management. | 2.5 | 5 | 37.5 | 17.5 | 37.5 | 3.83 | 1.076 |
| Weakness of Organization senior management support for the project of electronic management. | 12.5 | 7.5 | 25 | 27.5 | 27.5 | 3.50 | 1.312 |
| Lack of training courses for human resources personnel on electronic management | 0 | 5 | 17.5 | 57.5 | 20 | 3.93 | .759 |
| Poor infrastructure required to implement electronic human resource management | 2.5 | 15 | 40 | 27.5 | 15 | 3.38 | .998 |
| Resistance of some human resources staff to change. | 2.5 | 5 | 32.5 | 40 | 20 | 3.70 | .933 |
| Low confidence of human resources staff in their ability to use electronic human resource management applications. | 37.5 | 30 | 5 | 15 | 12.5 | 2.35 | 1.432 |
| HR staff's fear of losing their jobs. | 27.5 | 17.5 | 17.5 | 17.5 | 20 | 2.85 | 1.50 |
| Lack of financial resources to implement electronic human resource management | 22.5 | 20 | 12.5 | 30 | 15 | 2.95 | 1.42 |
| Lack of financial resources for training programs for human resources in electronic management | 2.5 | 7.5 | 15 | 35 | 40 | 4.03 | 1.043 |

Table (14) presents the means and standard deviations of Challenges of (E-HRM), where the means ranged between (2.35– 4.03) compared with the total instrument mean for the domain (3.38). The item "Lack of financial resources for training programs for human resources in electronic management" ranked first with a mean and standard deviation (Mean=4.03, standard deviation = 1.043) compared with the total instrument mean and the standard deviation. The item "Low confidence of human resources staff in their ability to use electronic human resource management applications" ranked last reached a mean (2.35) and the standard deviation was (1.432) compared with the mean and standard deviation of the total instrument.

## Summary and Conclusion

After conducting various statistical analysis of the study tool, and using a carefully selected set of analysis to obtain accurate results that are consistent with the importance of the study and its problem, the following results were obtained Table 16 shows results of the field study.

**Table 15: results of the field study**

| variables | Travel Agencies | Hotels |
|---|---|---|
| **E-HRM Application** | The item "E-HRM helps the identification of training needs in the company" ranked first with a mean and standard deviation (Mean=3.92, standard deviation = .867) compared with the total instrument mean and the standard deviation. The item " E-HRM application are similar across all business units/departments /divisions" ranked last reached a mean (2.58) and the standard deviation was (1.122) compared with the mean and standard deviation of the total instrument. | The item "E-HRM application aims at increasing the performance of HR forecasting for employee needs, Such as training, needed skills, and career development." ranked first with a mean and standard deviation (Mean=4.28, standard deviation = .636) compared with the total instrument mean and the standard deviation. The item " E-HRM application are similar across all business units/departments /divisions" ranked last reached a mean (3.45) and the standard deviation was (1.168) compared with the mean and standard deviation of the total instrument. |
| **Importance of (E-HRM)** | The item "The use of E-HRM makes it possible to operate remotely via the Internet" ranked first with a mean and standard deviation (Mean=4.25, standard deviation = .834) compared with the total instrument mean and the standard deviation. The item "E-HRM achieves competitive advantage" ranked last reached a mean (2.75) and the standard deviation was (1.241) compared with the mean and standard deviation of the total instrument. | The item "The use of E-HRM leads to rapid access to efficient human resources" ranked first with a mean and standard deviation (Mean=4.35, standard deviation = .828) compared with the total instrument mean and the standard deviation. The item "E-HRM achieves competitive advantage" ranked last reached a mean (3.15) and the standard deviation was (.995) compared with the mean and standard deviation of the total instrument. |
| **Opportunities of (E-HRM)** | The item "The distribution of duties of human resource unit among practitioners in an organization and increasing participation" ranked first with a mean and standard deviation (Mean=3.60, standard deviation = .867) compared with the total instrument mean and the standard deviation. The item "Focusing on strategic human resource management planning instead of following daily routines" ranked last reached a mean (3.33) and the standard deviation was (1.034) compared with the mean and standard deviation of the total instrument. | The item "Focusing on strategic human resource management planning instead of following daily routines" ranked first with a mean and standard deviation (Mean=4.08, standard deviation = .759) Compared with the total instrument mean and the standard deviation. The item "Improving knowledge minimums and skills in organization and creating competitive advantage" ranked last reached a mean (3.40) and the standard deviation was (1.001) compared with the mean and standard deviation of the total instrument. |

**Table 15: results of the field study Continued**

| variables | Travel Agencies | Hotels |
|---|---|---|
| **E-HRM facilities** | The study sample in Travel Agencies used Electronic Human Resources Management functions such as 75% of the sample used E-Compensation, 66.3% of the sample used E- Communication, 50% of the sample used E-Training , and 41.7% of the sample used E-learning, | The study sample in Hotels used Electronic Human Resources Management functions such as 47.5% of the sample used E-learning, 40 % of the sample used E- Communication, 32.5% of the sample used E-Training, and 10 % of the sample used E-Recruitment. |
| **Challenges of (E-HRM)** | The item “Lack of financial resources for training programs for human resources in electronic management” ranked first with a mean and standard deviation (Mean=4.00, standard deviation = 1.006) compared with the total instrument mean and the standard deviation. The item “High centralism of human resources management” ranked last reached a mean (2.83) and the standard deviation was (.902) compared with the mean and standard deviation of the total instrument. | The item “Lack of financial resources for training programs for human resources in electronic management” ranked first with a mean and standard deviation (Mean=4.03, standard deviation = 1.043) compared with the total instrument mean and the standard deviation. The item “Low confidence of human resources staff in their ability to use electronic human resource management applications” ranked last reached a mean (2.35) and the standard deviation was (1.432) compared with the mean and standard deviation of the total instrument. |

## Recommendations

According to the results and the drawn conclusions of research, the researchers here suggest some recommendations which would like to be taken industriously into consideration so as to enhance the perceived benefits of using E-HRM application system across the entire travel agencies and Hotels levels. The researchers present through the following points the most important recommendations according to the results and conclusions of this study:

1. Travel agencies and Hotels should invest in E-HRM system, because of its importance to increase organizational performance.
2. Travel agencies and Hotels should adapt the rapid change in business environment by using E-HRM application system to enhance their performance and to achieve the competitive advantage.
3. Travel agencies and Hotels should use E-HRM application to improve organizational performance through providing all needs and wants of customer services to reach customer satisfaction.

4. Travel agencies and Hotels can utilize the E-HRM system to understand the electronic interactions between managers and employees, preventing miscommunications and misinterpretations of information.
5. More efforts should been undertaken by Travel agencies and Hotels to encourage employees to participate in training programs related to the use of E-HRM applications.
6. E-HRM systems should been strategically aligned with HR needs, in Travel agencies and Hotels with a diverse workforce and a bureaucratic culture.

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# تقييم الإدارة الإلكترونية للموارد البشرية لشركات السياحة والفنادق بمحافظة المنيا

**الملخص:**

يهدف هذا البحث إلى تقييم إدارة الإلكترونية للموارد البشرية فى شركات السياحة والفنادق بمحافظة المنيا. تم الاعتماد على استخدام المنهج الوصفي التحليلي باستخدام أداة الاستبانة، وتوزيعها على عينة الدراسة بهدف تجميع البيانات المتعلقة بآراء العينة؛ حيث يتمثل مجتمع الدراسة في مختلف الموظفين إدارة الموارد البشرية فى شركات السياحة والفنادق وبلغ عددهم 100 موظف بشركات السياحة و100 موظف بالفنادق، وتم استرجاع 84 استمارة، أي نسبة الإجابة بلغت 84.% في شركات السياحة، وايضًا تم استرجاع 80 استمارة ، أى نسبة الإجابة بلغت 80% فى الفنادق.

تكونت الاستبانة من ستة اجزاء: يغطي الجزء الأول الأسئلة المتعلقة بالمعلومات الشخصية للمجيبين( الجنس، والمستوى التعليمي، والخبرة الوظيفية) ، أما الجزء الثانى يغطي الأسئلة المتعلقة بتطبيقات واستخدامات الإدارة الإلكترونية للموارد البشرية، والجزء الثالث يغطى الأسئلة المتعلقة بمدى وضوح أهمية الإدارة الإلكترونية للموارد البشرية، والجزء الرابع يغطى الأسئلة المتعلقة بالفرص المترتبة من استخدام الإدارة الإلكترونية للموارد البشرية، والجزء الخامس يغطى الأسئلة المتعلقة بأنواع التسهيلات المتاحة لشركات السياحة والفنادق بمحافظة المنيا، والجزء السادس يغطى الأسئلة المتعلقة بتحديات ومعوقات الإدارة الإلكترونية للموارد البشرية.

نتائج الدراسة تؤكد على التأثير الإيجابي لإدارة الموارد البشرية الإلكترونية على الأداء المنظمي؛ وبالتالي يوصي الباحثان الشركات السياحية والفنادق في استخدام إدارة الإلكترونية للموارد البشرية في حلول إدارة الإلكترونية للموارد البشرية لما له من تأثير ارتفاع وزيادة الأداء المنظمي وكفاءته .ويتم ذلك في تمكين إدارة الإلكترونية للموارد البشرية الشركات على التكيف بسرعة مع التغيرات الخارجية، وتلبية الاحتياجات المتغيرة للعملاء في وقت قصير.

**كلمات الدالة:** الإدارة الإلكترونية للموارد البشرية ، شركات السياحة ، الفنادق ، محافظة المنيا.

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# Job security as a predictor of work alienation among Egyptian travel agencies' employees

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***Abstract***
*Recently, along with changes in labor market, the work alienation and job security have gained a considerable attention of both academics and practitioners. The prime objective of this research was to examine the influence of job security on the work alienation among employees in Egyptian travel agencies. Primary data was collected using a questionnaire survey of employees in Egyptian travel agencies. The results indicated that the work alienation level of employees in Egyptian travel agencies was moderate and also their level of feeling job security. Results also proved that job security affected negatively and significantly the level of feeling work alienation. In addition, this research revealed that none of demographic variables affected the level of feeling alienation. While, work variables (work experience and income) have an impact on alienation feeling. Finally, this study provided some important insights for travel agencies' managers to enhance job security and reduce the feeling of work alienation.*

***Keywords***: Work alienation, Meaninglessness, Powerlessness, Self-estrangement, Job security.

## Introduction:

Human resources are considered the backbone of the organization that secure its success and achieve its goals (Musalli *et al.,* 2015). Service firms must manage their employees in an effective way, and ensure that their attitudes and behaviors are supporting to the delivery of high quality service (Chan and Wan, 2012). Therefore, employers must be concerned with their employees’ behaviours and attitudes because this has an influence on their employee's job performance (Sookoo, 2014). Alienation usually refers to the feelings of despair, anxiety, isolation, self-estrangement, meaningless and powerlessness (Blauner, 1967). When employees feel that they have no effect in their work (hence, they feel powerless) and particularly when they feel that their work is not worthwhile (meaningless) they seem to be alienated (Tummers et al., 2013). Alienation also happens when employees feel that they are unattached with their workplace environment and unable to express themselves at work and thus they become alienated with their work (DiPietro, 2008). They see themselves as individuals with unreal characters and their jobs became loads when they leave their workplace they feel released and became different persons (Nojabaee *et al.*, 2014). In such conditions, their presence in the workplace is of low quality and they are  unconscious, their presence is only for the continuity in the current job and salary and actually they are influenced by job alienation (Farahbod *et al.,* 2012 and Nojabaee *et al.*, 2014). There are many reasons that lead to work alienations, and job security was identified as one of the most important predictive factors of work alienation (Farahbod *et al.*, 2012; Hosseinzadeh *et al.*, 2014; Nojabaee *et al.*, 2014 and Taamneh *et al.*, 2014). Job security refers to the extent to which employees could expect to stay in their current jobs over a long period of time (Delery et al., 1996). As a consequence of the seasonality nature of tourism industry and the new conditions in the labor market, most sectors of the tourism industry changed the contracts of their employees into temporary contracts which increase the employees' feeling of insecurity (Vujičić *et al.,* 2015). In Egypt, after the 25 January revolution, the majority of tourism sectors adopted the process of organizational restructuring and mass layoffs to save costs which in turn increase the feeling of insecurity among tourism employees. The lack of job security would make employees feel that the organizational environment is unsafe and minimize their efficiencies and trust towards the future of their jobs (Farahbod *et al.,* 2012). Once employees feel job insecurity, they become frustrated, stressed and ambiguous, which in turn, may influence their job performance (Qazi, *et al.,* 2015), and consequently, alienation emerges (Hosseinzadeh *et al.*, 2014 and Taamneh *et al.,* 2014). Despite, the negative consequences of alienation on work, the concept of alienation has been extensively discussed outside tourism studies and rarely researched in tourism (Xue *et al.,* 2014). Besides, most tourism organizations suffered from the lack in job security (Nasurdin *et al.,* 2014). Thus, employers and managers in the Egyptian travel agencies should determine ways that may positively influence on the engagement of their employees and reduce their alienation to work. Moreover, the human resource management must work hard to supply their employees with all requirements of job security from the perspective of stability, better working circumstances, integrity and justice (Taamneh *et al.*, 2014). This study seeks to address this research gap and therefore, the main aim of this research is to examine the influence of job security on the work alienation as perceived by the employees in Egyptian travel agencies. Besides, the study has specific objectives to attain;

- Identify to what extent the alienation phenomenon is prevailed among the employees in Egyptian travel agencies.

- To determine whether the alienation level among the employees in Egyptian travel agencies changes according to some demographic and work variables (gender, education, marital status, work experience and income).

## Literature Review

### Work Alienation:

The concept of alienation has been extensively discussed outside tourism studies but rarely researched in tourism (Xue *et al.*, 2014). This term has emerged as a result of using technology intensity in the workplace which resulted in more boring and monotonous jobs (DiPietro *et al.*, 2008). The roots of employee alienation date back to the 19th century in Karl Marx's writings (1844/1932) (Valikhani *et al.*, 2015). According to Kanungo (1982), Hegel and Marx are considered the ‘founding fathers’ of alienation. The concept of alienation has been discussed systematically for the first time by Karl Marx as a topic of sociology (Kilic *et al.,* 2011). Due to the complexity of alienation concept and using it in numerous fields, multiple interpretations have been suggested to describe it

(Sarros *et al.,* 2002 and Amirkhani *et al.,* 2015). Specifically, alienation reflects a situation in which employees feel powerlessness in their jobs (DiPietro *et al.,* 2008) and disappointment about their positions within the organization (Erdem, 2014). Because they feel that their jobs are boring, they become unable to use their skills as well as their mental, intellectual, and emotional power. They also become less creative and innovative (Amirkhani *et al.,* 2015). They care less about their work, they work with minimum energy and mainly for extrinsic rewards (Michaels *et al.,* 1988). Recently, the alienation phenomenon takes a considerable attention of many researchers and practitioners due to its relationship with sociology, psychology, politics, administration and religion, in addition to its great effect on both individuals and organizations (Shehada *et al.,* 2015). Regarding human resource management, Kanungo (1992) clarified that it is important for management to know that the alienation of their members is considered a kind of disease which must be avoided. According to psychology, work alienation is described as an experienced psychological state of the individual worker represents (a) a cognitive separation from one's job and other work related contexts; (b) a sense of frustration and the accompanying negative affect, resulting from the perceived failure to achieve one's objectives through job and organization related behaviors; and (c) a manifest behavioral state of apathy"(Kanungo 1992: 414). While in sociology, alienation refers to a condition in which persons became separated from one another or from a particular process or environment (Şirin *et al.,* 2015). At the individual level, alienation could be related to psychological sickness, job stress and dissatisfaction, anxiety and depression (Kanungo 1992). Finally, at the organizational side, these human status are reflected in low productivity, high absence, increase turnover intention (Kanungo, 1992). According to Karl Marx, the job alienation is a case in which the employee loses control over the product/service that he/she offers, work process, and therefore he/she became unable to express himself/herself at work (Mottaz, 1981; Nair *et al.,* 2009 and Unguren *et al.,* 2016). And over time the employee feels that his job is marginal and not deserve to spend time in it (Amirkhani *et al.,* 2015). Hirschfeld *et al.* (2000) described alienation as the employee's disengagement from his/her work. In several jobs, employees were separated from their work, themselves and the society, consequently, they became normless and isolated (DiPietro *et al.,* 2008). In other words, when employees become distant from their companies psychologically, physically or both, work alienation happens (Tuna *et al.,* 2014). Marx confirmed that the insufficiency in self-fulfillment or meaning in some modern works caused individuals to lack a link with their workplace and therefore to be alienated from their work (Blauner, 1964 and Seeman, 1959). The alienation phenomenon makes individuals feel that they don't have enough freedom to express their opinion about their tasks and how such tasks should be performed, they become unable to participate in decision making, they feel that their work is nonsense and that they have no role in the success of the company (Amirkhani *et al.,* 2015). According to Marx writings, employees experience at least three types of alienation (Nelson and O'Donohue, 2006): alienation from the product that they produce, alienation from oneself (they are separated from their true selves and work only for extrinsic meaning and finally, alienation from others (employees are estranged from both their own humanity and other peers). Shehada *et al.* (2015) also added different types of alienation phenomenon such as: 1) Environmental alienation which happens when individual leaves his family and travels to work and lives in another environment with different values and customs. This type of alienation is common in tourism field. 2) Organizational alienation that happens when the workers' goals and expectations are different from those of their organization. It may also happen when the company focused on some practices such as centralized authority, earning more money regardless of the specified standards and social responsibility. As a result of this, when the employees feel alienation, they are more likely to leave their works and their only target and happiness is earning money even if the salaries are low **(**Ceylan *et al.,* 2011 and Sookoo, 2014).

**Dimensions of work alienation:**

Tummers *et al.* (2013) indicated that the work alienation was considered a multidimensional concept. In an attempt to understand the alienation concept and make it clearer, Seeman (1959) and Seeman (1967) defined alienation according to the employees' feelings during their work. Seeman's (1959 and 1967) classified the dimensions of alienation into: powerlessness, meaninglessness, normlessness, isolation and self-alienation.

***Powerlessness*****:** occurs when employees realize that they don't have any effect or control over the way of doing their activities at work, thus their freedom is very limited in this organization (Seeman, 1959; Seeman, 1967 and Suárez-Mendoza *et al.,* 2008). They also expect that their tasks can't impact the company's outcome (Seeman, 1959 and Blauner, 1964). According to Ceylan *et al.* (2011) powerlessness include two sub-dimensions, firstly; the freedom of individuals in the methods of doing job related tasks at workplace and secondly; their participation in decision making.

***Meaninglessness*****:** occurs when the employee feels that his work is not useful or worthwhile neither for the community nor the customers (Suárez-Mendoza *et al.,* 2008). At this point the employee realizes that his all works are not appreciated in the organization and his job is useless or meaningless (Kanungo, 1982 and Shehada *et al.,* 2015). Seeman (1959) illustrated that meaninglessness may also occur when employees are unable to understand the overall system and goals of the organization and the relationship between his own aims and those of the organization. In other words he can't integrate his own beliefs with the aims of the organization (Unguren *et al.,* 2016).

***Normlessness:*** Seeman (1959) identified normlessness as “anomie”. Normlessness is a case in which individual feels that all the basics, values and rules imposed by both society and organizations for achieving aims are meaningless (Erdem, 2014). In this case he ignores all these principles and attempts to carve his own way (Unguren *et al.,* 2016), because he believes that these principles and norms became insufficient for behaviors and achieving goals (DiPietro *et al.,* 2008). Generally, this turn is not socially supported **(**Seeman, 1959 and Erdem, 2014)**.**

***Isolation*****:** The feeling of separation or withdraw means that the employee became unable to communicate with his society, organization, coworkers and superiors (Kılıc *et al.,* 2011). He feels that he is being in the community but he isn't a part of it (DiPietro *et al.,* 2008). The sense of employee that he is socially isolated may be result from many reasons such as: not understanding the aims of the jobs, he hasn't any feeling that he is a part of the company, failing to identify with his organization (Kılıc *et al.,* 2011), unfair rewards, procedures and treatment also caused feeling isolation (Sookoo, 2014).

***Self-estrangement****:* The last dimension of alienation is self-estrangement, which means that the employee becomes unable to find self-rewarding features of the job that he is doing (Seeman, 1959). He feels that he isn't satisfied neither the work he does nor the role he performs, and his work is only a way to satisfy his simply extrinsic requirements rather than being a means for expressing his potential (Seeman, 1959 and Amirkhani *et al.,* 2015). Seeman (1959) defined self-estrangement as the lack or absence of pride in work, simply, the employee can't prove himself in the work (Unguren *et al.*, 2016)**.**

Mottaz (1981) modified the above mentioned five dimensions of alienation and excluded both normlessness and isolation, he resumed his work by using the remaining three dimensions (powerlessness, meaninglessness and self-estrangement). He considered that these three dimensions are sufficient and effective for measuring job alienation while the two eliminated dimensions are not directly related to job. Therefore, the current research will take into account only three dimensions of alienation which set by Mottaz (1981).

**Antecedents of work alienation:**

Several factors have been identified as causes of work alienation. One of the most important predictors of alienation that has largely been discussed in the literature is the bureaucratic control (Blauner, 1964; Nair *et al.,* 2010 and Shantz *et al.*, 2015). These researches focused on two forms of bureaucratic control (centralization of decision making process and formalization of rules and procedures) which enhance the feeling of alienation. According to the Marxian argument of alienation, alienation resulted from the lack of control or powerlessness by employees over their product and work process (Mottaz, 1981). Therefore, formalization and centralization have been considered types of control that may lead to work alienation (Nair *et al.,* 2010). It is also worth mentioning that leadership styles influenced work alienation (Sarros *et al.*, 2002 and Shehada *et al.*, 2015). Sarros *et al.* (2002) stated that transactional leadership contributes to enhance the feeling of work alienation, while, transformational leadership playing an important role in moderating levels of feeling work alienation.

Job characteristics like job diversity, creativity and independence are also significant predictors of work alienation (Blauner, 1964; Nair *et al.,* 2010; Nojabaee *et al.*, 2014 and Shantz *et al.,* 2015). These studies confirmed that some tasks which are ordinary, repetitive, boring and give less autonomy increase the level of work alienation. Besides, the intense use of technology in many jobs also increases job alienation (Banai *et al.,* 2007; Nojabaee *et al.,* 2014 and Shehada *et al.,* 2015). The organizational justice both distributive and procedural justice is one of the major causes of alienation (Ceylan *et al.,* 2011 and Sookoo, 2014). If employees evaluated and paid in an unfair way, they feel alienation (Ceylan *et al.,* 2011 and Sookoo, 2014). When the employee becomes unable to satisfy his essential needs because of his weak wage, he will be frustrated, especially when the wages and incentives have been distributed according to discrimination instead of justice (Farahbod *et al.,* 2012). Another factor affecting work alienation is the quality of social relationships with other employees and managers at work (Nair *et al.,* 2010; Taamneh *et al.,* 2014 and Shantz *et al.,* 2015). When employees lose the meaningful connection with their peers at work they became alienated (Shantz *et al.*, 2015). One of the most important predictive factors of work alienation is the absence of job security (Farahbod *et al.,* 2012; Hosseinzadeh *et al.,* 2014 and Taamneh *et al.,* 2014).

Finally, Several studies (i.e., Mottaz, 1981; DiPietro *et al.,* 2008; Kılıc *et al.,* 2011; Erdem, 2014; Hosseinzadeh *et al.,* 2014; Taamneh *et al.,* 2014; Valadbigi, 2014 and

Unguren *et al.*, 2016) considered the demographic variables as a driver of work alienation, they found that alienation among employees was associated with some personnel factors such as: age, marital status, gender, work experience and monthly income. These researches revealed different results, in relation to age. DiPietro *et al.* (2008 ) indicated that job alienation was significantly correlated with age. Regarding gender, Erdem (2014) and DiPietro *et al*. (2008) found that there is a significant difference with gender in relation to the feeling of alienation. While, Kılıc *et al.* (2011) showed that there is no significant relationship between alienation and gender. The findings of Erdem (2014); Valadbigi (2014) and Unguren *et al.* (2016) indicated that there is a difference in work alienation levels of employees by their marital status. In relation to income the results of Mottaz (1981); Kılıc *et al.* (2011) and Valadbigi (2014) concluded that there is a significant relationship between alienation and income. With regard to work experience, the research of Taamneh *et al.* (2014) clarified that the years of experience have a significant influence on alienation, while Hosseinzadeh *et al.* (2014) confirmed that there is no relationship between experience and work alienation. Finally, in contrast to the previous results, the study of (Taamneh *et al.*, 2014) revealed that none of these demographic variables (Gender, age, education) has any significant influence on the feeling of alienation. Based on this review the following hypothesis can be proposed:

***HI: The alienation level of employees in Egyptian travel agencies is affected by their demographic and work variables (gender, age, marital status, work experience and Income).***

## Consequences of alienation

According to a number of studies (i.e., Hirschfeld *et al.*, 2000; Sarros *et al.*, 2002; Clark, *et al.*, 2010; Chiaburu *et al.*, 2013; Tummers *et al.*, 2013; Tuna *et al.*, 2014; Valadbigi, 2014; Shantz *et al.*, 2015; Tummers *et al.*, 2015 and Unguren *et al.*, 2016) which conducted on the topic of alienation, this phenomenon brings about various consequences including: work dissatisfaction, influence on job performance, organizational loyalty, commitment, work effort, work to family enrichment and increase turnover intention.

Based on Chiaburu *et al.* (2013), Alienation was considered a negative predictor of work satisfaction. The alienated employees already have negative opinions on their organizations, in such case it is not possible for them to reach work satisfaction (Unguren *et al.*, 2016). The findings of (Clark *et al.*, 2010 and Shantz *et al.*, 2015) revealed that work alienation had a negative impact on job performance. It causes negative feelings and consequently these negative emotions lead to lower levels of performance (Shantz *et al.*, 2015). This may result in low productivity, motivation and providing goods or services with lower quality( Sarros *et al.*, 2002; Valadbigi, 2014 and Unguren *et al.*, 2016). The work alienation also has a negatively impact on work effort, when employees feel that their works have no enough autonomy and meaninglessness, they will not be ready to put great efforts into it (Tummers *et al.*, 2013 and Tummers *et al.*, 2015). Tummers *et al.* (2013) added that work alienation not only negatively affects on the work effort inside the organization, but also on the life of the family outside the organization. Regarding, organizational commitment, Hirschfeld *et al.* (2000) confirmed that when work alienation has been experienced, the employees' commitment and loyalty were decreased. Finally, the results of (Tuna *et al.*, 2014 and Tummers *et al.*, 2015) proved that the feeling of alienation will increase the employee's tendency to leave his job.

**Job Security**

Nowadays, the vast majority of societies suffered from unemployment problem (Şenol, 2011). This is due to many reasons including: the spread of technology which save labor, economic recessions, demographic changes and governmental policies (Şenol, 2011 and Komendat *et al.*, 2016). Therefore, organizations adopt several procedures to reduce their workforce and remain competitive such as: restructuring, organizational downsizing, layoffs, mergers and acquisitions (Sverke *et al.,* 2002 and Komendat *et al.,* 2016). Ultimately, all these changes and practices enhanced the worker's feeling of job insecurity (Komendat *et al.,* 2016).

Job insecurity was defined in literature in several ways (De Witte, 2005). Greenhalgh *et al.* (1984) defined it as the feeling of powerlessness in maintaining the desired continuity in a threatened work situation. While, Sverke *et al.,* (2002) described job insecurity as a phenomenon which employees faced as a result of changing workforce conditions including the possibility loss of work. According to Segon *et al.* (2015), the job insecurity is defined as the expectation of employee concerning the continuity of employment and the future existence of a job. De Witte (2005) also defined job insecurity as the perceived threat of job loss and the worries related to that threat. As mentioned above, the prominent denominator of these definitions is related to the future continuity of the current job.

Researchers pointed to different aspects of job insecurity, Borg *et al.* (1992) differentiate between the cognitive and affective job insecurity. Cognitive job insecurity refers to the probability of losing job completely, while, affective job insecurity indicates to different emotions like fear and anxiety about entire job loss (Borg *et al.,* 1992). Other researchers (Hellgren *et al.,* 1999 and De Witte *et al.,* 2005) distinguished between quantitative and qualitative job insecurity. Quantitative job insecurity indicates to worries about the continuity or loss of the job itself while, qualitative job insecurity points to insecurity about the possible loss of valued features that related to the current job, like, wages, hours of working, colleagues and the characteristics of the job itself (e.g. autonomy, responsibilities) (Hellgren *et al.,* 1999 and De Witte *et al.,* 2005).

Job security can achieve several benefits for employees including: reinforcing the relationship between employer and employees which ensure a healthy work environment (Komendat *et al.,* 2016), and increasing job satisfaction (Ashford *et al.,* 1989 and Segon *et al.,* 2015), and their organizational commitment (Nasurdin *et al.,* 2014 and Vujičić *et al.,* 2015). The study of Aboelmaged *et al.* (2012) proved that job security is a key factor in the determination of employee's productivity. While, Ashford *et al.* (1989) reported that job security enhances the employee's trust toward his organization. Once employees feel that their organization wouldn't dismiss them from their jobs, this may enhance the employee's engagement to accomplish organizational goals (Gümüş, 2016). Finally, Şenol (2011) illustrated that job security is considered a key motivational factor for employees especially during economic downturn periods. He also added that job security is not only important for working life, but also for social life because it helps reducing the employees anxiety about the future of their job, enhancing labor peace, and ensuring social balance and values (Şenol, 2011). On the other hand, once employees feel job insecurity, they became frustrated, stressed, ambiguous and their well-being decreased (Qazi *et al.,* 2015). This in turn, may influence their job performance (Qazi *et al.,* 2015). Gümüş (2016) identified reduced performance and intention to resign as outcomes of job

insecurity. In addition to, its negative impact on their job engagement, organizational citizenship behavior and commitment (Gümüş, 2016).
All over the world, the laws of labor protected job security. But, due to the existence of weaknesses in laws enforcement, it is hard to ensure job security with its real meaning in some industries (Şenol, 2011). Particularly, in tourism industry, it is difficult to adopt job security because of seasonality in tourism sector (Segon *et al.,* 2015). As a result of seasonality and new conditions in the labor market, most sectors in tourism industry changed the contracts of their employees to part time jobs, shorter working hours or even employing seasonal staff which increases the employees' feeling of insecurity (Vujičić *et al.,* 2015). In Egypt, after the 25 January revolution, the majority of tourism companies and hotels adopted the process of organizational restructuring and mass layoffs to save costs which in turn increases the feeling of insecurity among tourism employees. Such feelings and worrying about the future will negatively influence both mental and physical health of employees and make them far from their normal essence, as well as, affecting their abilities to provide services in an appropriate manner (Taamneh *et al.,* 2014). Job insecurity negatively affects employees' behaviors regarding their organizations and attitudes towards their works, so it can be deemed a chronic stress in workplace (Vujičić *et al.,* 2015). When employees' behaviors and attitudes don't fit for the company, they are forced to behave according to the culture of the organization(Kılıc *et al.,* 2011). In such conditions, workers can be alienated against their company because their values don't match the values of organization, they obey the organization's values for the salary only and become alienated (Kılıc *et al.,* 2011). Therefore, Taamneh *et al.* (2014) advocates that job security has a significant impact on the feeling of work alienation. Additionally, Hosseinzadeh *et al.* (2014) in their study examined the factors that affected the employees' job alienation and found that there is a relationship between the job security and job alienation. An analytic research by Farahbod *et al.* (2012) believed that the absence of job security is a common reason for work alienation. Based on this review the **following hypotheses** can be proposed:
***H2: Job security influences the feeling of alienation among Egyptian travel agencies' employees.***
***H2a: Job security influences the feeling of Powerlessness.***
***H2b: Job security influences the feeling of meaninglessness.***
***H2c: Job security influences the feeling of Self-Estrangement.***

## Methodology:

### Research Design and Instrument:

The research used the questionnaire instrument to collect statistical data about the respondents' demographics, Job Security and their sense of work alienation. The questionnaire was divided into Three sections. The first section includes the respondents' demographics (gender, age, marital status, work experience and income). The second section assessed the job security including 20 items on a five-point Likert-type rating scale (1= strongly disagree, 5= strongly agree) modified from the scale developed by Taamneh *et al.* (2014). The third section represents work alienation including 21 items on a five-point Likert-type rating scale (1= strongly disagree, 5= strongly agree) modified from the scale developed by Mottaz (1981) that divided alienation into three dimension as follow: powerlessness; measured by 7 items, meaninglessness; measured by 7 items, and self-estrangement; measured by seven items.

**Sample and Data Collection:**

The selected sample in the present study was employees in the Egyptian travel agencies (Category A) in the Greater Cairo. This sample was randomly chosen from the employees in all jobs within travel agencies. Out of 260 questionnaires that were distributed, 229 have been retrieved and was valid for analysis which represent 88.1% of the total as depicted in table (1).

Table (1) distributed questionnaires

| Distributed questionnaires | retrieved questionnaires | Valid questionnaires |
|---|---|---|
| 260 | 236 | 229 |

**Data Analysis:**

To achieve the objective of this study, researchers used both qualitative and quantitative statistics for data analysis. The statistics techniques used in this study are Cronbach alpha to assess the reliability, frequencies, percentages, means, standard deviation, Spearman correlation analysis, Simple linear Regression Analysis and One way analysis of variance (ANOVA).

**Reliability:**

Reliability coefficient of 0.70 or higher is considered "acceptable" in most social science research situations (Nunnally, 1978). The Cronbach Alpha reliability was computed for job security and work alienation dimensions, and tests indicated that, the reliability coefficients were above 0.85, which depicted that the questionnaire is reliable for being used.

**Results and discussion:**

**Respondents' demographics**

Table (2) respondents' demographics

| Gender | % | Age | % | Martial statues | % |
|---|---|---|---|---|---|
| Male | 83.8 | Under 25 years | 4.8 | Single | 32.3 |
| Female | 16.2 | 25-34 years | 26.6 | Married | 66.4 |
| Total | 100 | 35-44 years | 38.4 | Divorced | 0.4 |
| | | 45-54 years | 23.1 | Widowed | 0.9 |
| | | Above 54 years | 7.1 | Total | 100 |
| | | Total | 100 | | |

| Work experience | % | Income | % |
|---|---|---|---|
| < 3 Years | 16.6 | Less than 1000 E.P | 0.9 |
| 3-5 Years | 33.2 | 1000-2000 | 28.8 |
| 6-10 Years | 26.2 | 2001-3000 | 27.1 |
| 11-15 Years | 13.5 | 3001-4000 | 24.9 |
| > 15 Years | 10.5 | More than 4000 | 18.3 |
| Total | 100 | Total | 100 |

As depicted in Table (2), The majority of the respondents were male (83.8%). Of this sample, the age bracket of 35 to 44 had the greatest number of respondents (38.4%), followed by the age bracket of 25 to 34 years old (26.6%), then the age bracket of 45-54 years (23.1%). Over half of the respondents (66.4%) were married. Regarding the years of work experience, (33.2%) had been in their present job for 3 to 5 years, while, 26.2% have experience between 6 and10 years. For the income, the highest percentage was 28.8% for employees having 1000-2000, followed by 27.1% having 2001-3000, while a percentage of 24.9% having 3001-4000 and finally, 18.3% having more than 4000 E.P. income.

**Descriptive Results:**

Table (3) Mean rating and standard deviation of job security

| Items | Mean | SD | Evaluation |
|---|---|---|---|
| 1- When I might be terminated, I don't feel worried about my job | 1.92 | 1.20 | Low |
| 2- I have a reasonable and stable income | 1.92 | 1.29 | Low |
| 3- My job provides me with all required benefits | 1.67 | 1.12 | Low |
| 4- My job at the firm gives me a decent social Status | 1.78 | 1.19 | Low |
| 5- My job at firm gives me material and moral incentives | 1.87 | 1.32 | Low |
| 6- I have a good relationship with my boss in my job | 2.80 | 1.61 | Moderate |
| 7- Working at the firm gives me an opportunity for more training and learning | 1.65 | 1.08 | Low |
| 8- Work conditions at firm are convenient | 1.88 | 1.31 | Low |
| 9- I feel quite confident in doing my job | 2.64 | 1.68 | Moderate |
| 10- I have a chance to participate in designing work Objectives | 1.96 | 1.37 | Low |
| 11- I have a chance to participate in designing work Methods | 2.07 | 1.35 | Moderate |
| 12- I have security and stability at my work | 1.49 | .88 | Low |
| 13- I have sufficient information about my job | 2.93 | 1.64 | Moderate |
| 14- Boss understands the problems at work and my personal ones as well | 2.69 | 1.62 | Moderate |
| 15- The firm makes material and moral possibilities available | 2.83 | 1.65 | Moderate |
| 16- Boss treats me kindly and respectably | 3.74 | 1.40 | High |
| 17- I have a clear vision of what I'm supposed to do in my job | 3.61 | 1.42 | High |
| 18- There is fair play at firm. Good deeds are rewarded and bad ones are penalized | 2.49 | 1.47 | Moderate |
| 19- Salaries and yearly allowances are controlled by a fair and just interior system | 2.22 | 1.35 | Moderate |
| 20- The firm interior system of promotion is fair Enough | 2.02 | 1.19 | Moderate |
| ***Total mean/standard deviation of Job Security*** | 2.31 | 1.36 | Moderate |

According to table (3), the averages of items regarding the feeling of job security range from 1.49- 3.74. The highest value of them was for item 16 (Boss treats me kindly and respectably) while, the lowest was item 12 (I have security and stability at my work). The average of job security factors, as reflected by the viewpoints of Egyptian travel agencies' employees, is moderate.

Table (4) Mean rating and standard deviation of work alienation dimensions

| **Dimensions of alienation** | **Mean** | **SD** | **Evaluation** |
|---|---|---|---|
| **Powerlessness** | 2.88 | 1.41 | Moderate |
| **Meaninglessness** | 2.41 | 1.29 | Moderate |
| **Self-estrangement** | 2.34 | 1.28 | Moderate |

Table (4) shows that the average of work alienation feeling among the sample members range from 2.34 to 2.88 with a moderate evaluation degree. Powerlessness firstly comes with an average of 2.88, followed by Meaninglessness with an average of 2.41. Finally, self-estrangement comes with a moderate evaluation degree. These results indicate a moderate feeling of work alienation among employees at travel agencies. Averages and standard deviations of the sample members' answers for all items (feelings of work alienation) were shown in table (5).

Table (5) Feelings of work alienation

| Items | | Mean | SD | Evaluation |
|---|---|---|---|---|
| **Powerlessness** | 1-I don't have a good deal of freedom in the performance of my daily task. | 3.11 | 1.14 | High |
| | 2-I don't have the opportunity to exercise my own judgment on the job. | 2.88 | 1.33 | Moderate |
| | 3-I have little control over how I carry out my daily tasks. | 2.82 | 1.57 | Moderate |
| | 4-I don't make most work decisions without first consulting my superior. | 3.01 | 1.12 | High |
| | 5-I am not able to make changes regarding my job activities. | 2.74 | 1.64 | Moderate |
| | 6-My daily activities are largely determined by others. | 2.84 | 1.52 | Moderate |
| | 7-I don't make my own decisions in the performance of my work role. | 2.78 | 1.57 | Moderate |
| **Meaninglessness** | 8-My work isn't a significant contribution to the successful operation of the organization. | 2.62 | 1.50 | Moderate |
| | 9-Sometimes I am not sure I completely understand the purpose of what I'm doing. | 2.35 | 1.30 | Moderate |
| | 10-My work isn't really important and worthwhile. | 2.45 | 1.50 | Moderate |
| | 11-I often wonder what the importance of my job really is. | 2.41 | 1.52 | Moderate |
| | 12-I often feel that my work counts for very little around here. | 2.58 | 1.42 | Moderate |
| | 13-I don't understand how my work role fits into the overall operation of this organization. | 2.39 | 1.33 | Moderate |
| | 14-I don't understand how my work fits in with the work of others here. | 2.09 | 1.32 | Moderate |
| **Self-estrangement** | 15-I do not feel a sense of accomplishment in the type of work I do. | 2.26 | 1.40 | Moderate |
| | 16-My salary is the most rewarding aspect of my job. | 2.24 | 1.42 | Moderate |
| | 17-My work doesn't provide me with a sense of personal fulfilment. | 2.22 | 1.27 | Moderate |
| | 18-I have little opportunity to use my real abilities and skills in the type of work I do. | 2.69 | 1.47 | Moderate |
| | 19-My work isn't a very self-rewarding experience. | 2.10 | 1.42 | Moderate |
| | 20-My work is often routine and dull, providing little opportunity for creativity. | 2.32 | 1.42 | Moderate |
| | 21-My work isn't interesting and challenging. | 2.54 | 1.47 | Moderate |
| ***Total of mean and standard deviation of work alienation*** | | 2.59 | 1.31 | Moderate |

In the table above, the results show that the agreement level of respondents with all alienation statements was positive and ranging from 2.09- 3.11, the highest value of them was for item 1 (I haven't a good deal of freedom in the performance of my daily task) with a high evaluation degree. While the lowest value was for number 14 (I don't understand how my work fits in with the work of others here) with a moderate evaluation degree.

## Spearman correlation analysis

The Spearman Correlation was used to examine the relationship between job security and work alienation.

Table (6) Correlation between job security and work alienation

| | | Powerlessness | meaninglessness | Self-Estrangement | Work alienation |
|---|---|---|---|---|---|
| Job security | Correlation Coefficient | -.854** | -.792** | -.768** | -.796** |
| | Sig. | .000 | .000 | .000 | .000 |

As seen in table (6), there is a negative and significant relationship between job security and work alienation dimensions as follows; powerlessness (-0.854** - sig=0.000). then meaninglessness (-0.792** -sig=0.000) and finally Self-estrangement (-0.768** - sig=0.000). The value of Spearman correlation coefficient between job security and work alienation was (-.796** -sig=.000). These results showed that there is a strong negative relation between job security and the feeling of work alienation. This negative correlation indicates that as the job security increases, the feeling of work alienation decreases.

## Hypotheses Tests

***HI: The alienation level of employees is affected by their demographic and work variables (gender, age, marital status, work experience and Income).***

To verify the validity of this hypothesis, the analysis of the multiple variances (ANOVA) was used, table (7) depicts the relevant results.

Table (7) The effects of demographic and work variables on alienation

| | | Sum of squares | D F | Mean square | F | Sig. |
|---|---|---|---|---|---|---|
| **Gender** | Between groups | 24.444 | 72 | 0.340 | 8.052 | 0.754 |
| | within groups total | 6.578 | 156 | 0.042 | | |
| | Total | 31.022 | 228 | | | |
| **Age** | Between groups | 209.616 | 72 | 2.911 | 36.725 | 0.527 |
| | within groups total | 12.367 | 156 | 0.179 | | |
| | Total | 221.983 | 228 | | | |
| **marital status** | Between groups | 61.710 | 72 | 0.857 | 267.408 | 0.678 |
| | within groups total | 0.500 | 156 | 0.003 | | |
| | Total | 62.210 | 228 | | | |
| **Work experience** | Between groups | 315.314 | 72 | 4.379 | 41.619 | 0.001 |
| | within groups total | 16.415 | 156 | 0.105 | | |
| | Total | 331.729 | 228 | | | |
| **Income** | Between groups | 267.581 | 72 | 3.716 | 61.635 | 0.007 |
| | within groups total | 9.406 | 156 | 0.60 | | |
| | Total | 276.987 | 228 | | | |

From Table (7), there are no significant differences between employees' responses with regards to work alienation according to the demographic variables (gender (p value= 0.754), age (p value= 0.527), marital status (p value= 0.678)). However, there are statistically significant differences between employees' responses about work alienation due to the work variables of (Work experience (p value= 0.001) and income (p value= 0.007)).

## Simple linear regression analyses

As mentioned above, the prime aim of this study was to examine the influence of job security on the work alienation. A simple linear regression analysis has been used to test the significance impact of job security on the level of feeling work alienation among employees in Egyptian travel agencies.

***H2: Job security influences the feeling of alienation among Egyptian travel agencies' employees.***

***H2a: Job security influences the feeling of Powerlessness.***

***H2b: Job security influences the feeling of meaninglessness.***

***H2c: Job security influences the feeling of Self-Estrangement.***

Table (8) Simple Linear Regression analysis

| | Adjusted R Square | F | Sig. | Results |
|---|---|---|---|---|
| Impact of job security on Powerlessness | 0.787 | 4.796 | 0.000 | Accepted |
| Impact of job security on meaninglessness | 0.502 | 1.764 | 0.000 | Accepted |
| Impact of job security on Self-Estrangement | 0.465 | 1.308 | 0.000 | Accepted |
| Impact of job security on work alienation | 0.616 | 4.117 | 0.000 | Accepted |

From results in table (8), job security affects the level of feeling work alienation among Egyptian travel agencies' employees by 61.6%. Moreover, The results of Simple linear regression analysis shows that job security affects Powerlessness with 78.7%, then on meaninglessness with 50.2% and finally on Self-Estrangement with 46.5% .

## Results and Discussion:

The study focused on exploring the influence of job security on employees' feeling work alienation in the Egyptian travel agencies. The results of the study indicated that both the level of job security and the level of feeling work alienation among Egyptian travel agencies/ employees were moderate. The results of Spearman correlation proved that job security correlated negatively with the level of feeling work alienation. More clarification, Job security correlated negatively with work alienation dimensions, where the strongest correlation was between job security and Powerlessness, then with meaninglessness, and finally with Self-Estrangement. A simple linear regression analysis depicted that job security explain 61.6% of the variation in the feeling of work alienation among Egyptian travel agencies' employees. The effect of job security on powerlessness was the strongest by 78.7%, then on meaninglessness by 50.2%, and the lowest effect was on self-estrangement by 46.5%. This means, when job security increase, the level of feeling work alienation decrease among Egyptian travel agencies' employees by 61.6%. These findings came to agree with the studies of Taamneh *et al.* (2014); Farahbod *et al.* (2012) and Hosseinzadeh *et al.* (2014) which proved that, job security is important predictor of work alienation feeling. Additionally, the current study also concluded that, There are no significant differences between the employees' responses about work alienation according to the demographic variables (gender, age, and marital status). This result came in favor with the findings of Kılıc *et al.* (2011) who stated that there is no significant relationship between alienation and gender. Regarding marital status, the result of this study was contradicted to the researches of Erdem (2014); Valadbigi (2014) and Unguren *et al.* (2016) which proved that there is a difference in work alienation levels of employees by their marital status. In relation to age, these results were also contradicted to the study of DiPietro *et al.* (2008 ) who pointed out that job alienation significantly correlates with age. On the contrary , There are a significant differences between the employees' responses about work alienation because of the work variables (job experience and income). This result corroborates the findings of Mottaz (1981); Kılıc *et al.* (2011) and Valadbigi (2014) who illustrated that, there is a significant relationship between alienation and income. Taamneh *et al.* (2014) also confirmed that the years of experience affect significantly alienation, but Hosseinzadeh *et al.* (2014) depicted that, there is no relationship among experience and work alienation.

## Conclusion and Recommendations:

Results of this study indicated that, there is a moderate level of the feeling of job security and work alienation among Egyptian travel agencies' employees , and job security affects negatively and significantly the level of feeling work alienation among Egyptian travel agencies' employees. Based on these results, the present study suggests the following recommendations;

- Increasing the feeling of job security among Egyptian travel agencies' employees by developing and implementing policies and strategies which support job security. This helps in reducing their level of feeling work alienation.
- Travel agencies' managers should identify the reasons of wok alienation feeling among Egyptian travel agencies' employees to address them.
- Encouraging employees to participate in decision making, developing travel agencies' objectives and work methods.
- Applying organizational justice including procedural justice, distributive justice and interactional justice for improving work relations between management and employees in travel agencies.
- Travel agencies should take needs and expectations of employees into consideration and fulfill these needs and expectations as much as possible.

## Area of Further Research:

Although this study added a considerable contribution to the literature, further research is needed to discuss the effects of other organizational variables on work alienation in different sectors such as: travel agencies, representatives and tour leader. Additionally, further studies can discuss the effects of work alienation on performance, productivity, turnover, profits, loyalty and employees satisfaction within Egyptian travel agencies.

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# Assessing the Use of Mobile Apps in Tour Operators in Egypt

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## ABSTRACT

The use of technology in Tour Operators is always updating. The Mobile Applications (Mobile Apps) technology as a new phenomenon is in early stages of using in Tour Operators. However, there are various advantages of using Mobile Apps in Tour Operator's business. Tour operator's environment in Egypt faces various challenges to implementing the Mobile Apps technology in their business. The Mobile Apps are considered as a marketing tool, advertising tool, and information tool. This study aims to assess the use of Mobile Apps in Tour Operators in Egypt, and it is classified as a descriptive study. In other words, it could be described as a triangulation approach. The quantitative approach is used by employing questionnaire to gather the primary data from tour operator representatives in Egypt (especially in Cairo and Giza governorates) and online questionnaire for tourists in TripAdvisor® site. The qualitative method is used by analyzing the content of eleven Tour Operator's Mobile Apps in Egypt, moreover semi-structured interviews with Tour Operator's representatives in Egypt that have employed Mobile Apps technology in their business. The results demonstrated that there are few Tour Operators that implement the Mobile Apps technology in their business. However, there are many tourists preferred to use Mobile Apps in the future. Moreover, there are many challenges that face the implementation of Mobile Apps technology in Tour Operators in Egypt. The study recommends that Tour Operators in Egypt should apply the Mobile Apps technology to improve their marketing strategy; to reach to new markets in tourism and to take advantage of the main Mobile characteristic that always in hand.

**KEYWORDS:** Egypt, Mobile, Mobile Apps, Tour Operators.

## INTRODUCTION

Mobile Apps have changed in the whole travel process. They keep travelers in touch and in comfort. They affected the travel- planning and decision-making process. (Wang and Fesenmaier, 2013) Moreover, they influence in tourist product, due to make re-engineering for developing, managing, and marketing of tourist products and tourist destination. (Buhalis and O'Connor, 2005)

Goyal (2016) assumed that the using of Mobile Apps by Tour Operators may increase the number of their customers because there are 85% of travelers bringing their Mobile device on their trips, it becomes opportunities for Tour Operators to connect with their clients during their trips. Additionally, Tour Operators can create offers dynamically to market their promotions directly to customers, without intermediaries. They can send push notifications to inform the Apps users about the latest deals and offers. Moreover, the Mobile Apps allow customers to make the booking directly. In addition to these Goyal (2016) mentioned some advantages of Mobile Apps.

The previous studies related with the use of Mobile technology in tourism didn't address the use of Mobile Apps in tour operators. Moreover, they didn't identify the challenges that are facing implementing Mobile Apps in Tour Operators. Therefore, this study focuses on assessing the use of Mobile Apps in Tour Operators in Egypt and identifying the challenges that face the using of it. In addition, this study illustrates the relationship between using Mobile Apps and enhancing the business of tour operators. The practical contributions of this study could be illustrated by providing Tour Operators in Egypt with understanding the importance of using Mobile Apps in offering and marketing their programs, its advantages and how they use it in their business.

The aim of this study is to assess the current use of Mobile Apps in Tour Operators in Egypt. Moreover, the study is verified by achieving the following objectives:

1. Identify the importance of the using the Mobile Apps in offering and marketing of tour operator's products.
2. Exploring the current situation of the using of Mobile Apps in the business of Tour Operators in Egypt.
3. Highlighting the challenges and obstacles that may face the using of Mobile Apps in Tour Operators in Egypt.

## LITERATURE REVIEW

The rapid development of the Mobile device (Smartphone) creates a new tool in Mobile market that is Mobile Apps (Kennedy-Eden and Gretzel, 2012). Mobile Apps in this time are a major growth sector of the information and communications economy. (Delhumeau, 2013)

### 1- Tourism Marketing via Mobile Phone

- Tourism industry uses the Mobile through their goods, service or information exchange stages. Today the Mobile electronic marketing enables Tour Operators to:(Scharl et al., 2005; Wang and Cheung, 2004)
  - Apply one- to- one marketing strategies
  - Build loyal relationships strategies
  - Offer services for which travelers on direct at any time and anyplace

Shehawy (2010, p.227) defined tourism Mobile marketing as "Using interactive wireless technology in complete all tourism marketing bargains stages to provide customers with time and location sensitive and personalized information that markets and promotes goods, services and ideas about tourism products"

Buhalis et al., (2002) mentioned that there are many Tour Operators using Mobile Wireless Application Protocol (Mobile WAP) and Short Message Service (SMS) in marketing their information or services; as Expedia (www.expedia.co.uk). The short text message was introduced in 1992. It was defined as "sending or receiving almost 160-

character text messages through Mobile device". SMS is the widely used and successful Mobile tool in Mobile marketing for companies (Hopkins & Turner 2012, Varnali et al., 2011).

Moreover, the Mobile travel will be useful for tourism marketing because it makes tourism product search easier. Expedia, (2014) made a study about using of Mobile phone in the travel process. The study used two types of travelers; leisure travelers and business travelers. The results of the study illustrated that the travelers extend their activities from desktop to Mobile phone (smartphones) at all stage.

### 2- The Mobile Apps Concept

Mobile Marketing Association (MMA)[1] (2008, p.1) defined Mobile Apps as "They consist of a software that runs on a Mobile device and performs certain tasks for the user of Mobile phone. They also including basic telephony user interface, messaging service, games, video, audio and others include tools for downloading and reading blogs such as ContentNext's Apps for MocoNews." Moreover, Mobile Apps have been defined as "End-user software Apps that are designed for a cell phone operating system and which extend the phone's capabilities by enabling users to perform particular tasks". (Purcell, et al., 2010, p.9)

There are many Mobile Apps available today. They are available through distribution platform such as Apps store, Play Store, Blackberry store etc. they depend on the type of Mobile device the user has. Currently, many companies make a special Mobile Apps to offer their products and contact with customers in easy way. Most people who have Mobile "Smartphone" have downloaded an "Apps" to their Mobile just for entertainment (such as Mobile Games Apps and so on). Later these Apps developed and designed into a new channel for companies to connect with their customers. (Schmitz et al., 2016; Guth and Krook, 2011; MMA, 2008)

Mobile Apps is different from Mobile website. The Mobile website is similar to any other website that it consists of browser-based on Hypertext Markup Language (HTML)[2] pages that connect to internet through the same network (such as Wireless Fidelity (Wi-Fi), Third Generation (3G) or Fourth Generation (4G) networks). However, the Mobile Apps is built for a smaller handheld display and touchscreen interfaces. Mobile website and Mobile Apps may include any text data, graphics, video, and mapping. Mobile website opens through Mobile by using any browser Apps. Mobile Apps download through any Mobile store. (Hswsolutions.com, 2016)

Recently, the statistics of Mobile Apps download in worldwide show the number of Mobile Apps downloads from 2009 to 2017. In 2009, worldwide Mobile Apps downloads reached to Approximately 2.52 billion and are expected to reach 268.69 billion in 2017. The statistics of Mobile Apps download demonstrated the same. The

[1]Mobile Marketing Association is the world's leading global non-profit trade association comprised of more than 800 member companies, from nearly fifty countries around the world. Its mission is to accelerate the transformation and innovation of marketing through mobile, driving business growth with closer and stronger consumer engagement
[2]Hypertext Markup Language (HTML) is the standard markup language for creating web pages and web applications.

Mobile Apps provider in 2010 had been earned around 6.8 billion dollars. In this concern, in Egypt the number of people that have smartphones reached around 21 million users in 2016. (Statista, 2016)

### 3- Mobile Apps Categories

There are different taxonomies for Mobile Apps. Some researchers have categorized them as technical Approach and others as service provider. Budiu (2013) assumed that There are three main types of Mobile Apps from technical method as; (a) Native Mobile Apps, (b) Web Mobile Apps, (c) Hybrid Mobile Apps. Moreover, Kennedy and Gretzel (2012) suggested that there are 7 categories for travel Mobile Apps from value chain. These categories are: Navigation, Social, Mobile Marketing, Security/ Emergency, Transactional, Entertainment, and Information Apps.

### 4-Characteristics of the Mobile Apps in Tourism

Recently, The Mobile Apps are considered one of the most effective communication tools (Manglis, 2010). Whereas the Mobile Apps have many benefits both for Destination Management Organization (DMOs) and travelers such as:

- **Remote Accessibility**: - The Mobile Apps help both the travel agents and tourists to remote access for relevant information. Furthermore, they play important job infiltration of abundant information and make choice easy. The Mobile Apps are able to connect to other Apps, thereby; they help agents to customize by user profiles (Selinger and Seager, 2012, European Commission, 2016). Moreover, Mobile Apps allow the tourists to do reservation and get information without actually visiting the travel agent or phoning. The Mobile Apps also are available 24hours per 7days per week (Cardiffbusiness, 2016).
- **Reduce Costs:** - The using of Mobile Apps in traveling has reduced the costs. They have reduced printing of brochure or offers costs, advertising costs, transportation cost etc. They save money for both travel agency and tourists but save time in booking or on the internet search. The booking process doesn't need a long time just to click a button in Mobile Apps to reserve. Dizon and Young (2013) confirmed that the Mobile Apps help the business progress because it makes transactions faster, easier, convenient and cost-efficient.
- **Increase the tourist's Satisfaction:** - Buhalis and O'Connor, (2005) assumed that the characteristic of being connecting (always – online) increases the tourist's satisfaction. The Mobile Apps keep tourists all the time connecting.
- **Provide information and tools to DMOs**: - Among the most effective DMOs tools for managing sustainable tools are Location Based Services (LBS), Destination Management Systems (DMS) and Intelligent Transport Systems (ITS) and Visitor Management Apps - technique to control visitor numbers, manage tourist flows, protect sensitive areas and manage visitor time in queues (Page and Connell 2009 cited in

Cantoni and Xiang 2013, p. 43.) Moreover, Kiilunen (2013) mentioned some advantages as; Mobile Apps have the ability to influence and change user's behavior, they help to make an effective relationship and connect with the local community.

According to the Welsh Government report (2014, p.105, 106) there are some specific tourist advantages of Mobile Apps such as; enhance the visitors' experience, attract new customers, increase performance rate and revenue, offer a booking service, reinforce the brand awareness, meet the visitor expectations and increase the competitive force of Tour Operators.

The Mobile Apps provide many advantages, however, there are some disadvantages to it. Cook and Goette (2006) assumed some disadvantages of Mobile Apps such as; use of graphics is limited, WAP and SMS are limited to small number of characters and Text, small screens of most devices, more cost of establishing Mobile and wireless broadband Infrastructure, security of data is low, short life of device battery and limited memory storage.

**5-The Importance of Mobile Apps in Tourism sector:**

The tourism is one of the first businesses that used the ICTs Apps. (Garzotto et al., 2004) Moreover**,** it is one of the first that used MICTs in its business. Tourists have already adopted many new technologies, e.g. the web, Mobile phones, and digital cameras. These confirm the opportunities for new tourist systems, which fit tourist practice (Brown and Chalmers, 2003). The development of Mobile technologies and increasing the number of Mobile devices and internet users led tourism industry to create and use Mobile Apps for their business like other business. Tourism organizations such as Tour Operators and Hotels create specific Mobile Apps for advertising and marketing their products and services along with the increase in their sales. Moreover, the Mobile Apps provide different jobs like booking hotels or flights and giving information about the destination. Furthermore, they allow tourists special travel experiences which add value to their travel activities (Beier and Aebli, 2016; Olgac and Yilmaz, 2016).

In this concern Fuggle (2016; p.10) displayed some statistics related to using Mobile Apps in travels represented in; Mobile bookings in travel have grown by 1700% between 2011 and 2015, moving from 1% to 18% of online revenues, 45% of connected travelers use their smartphone to book travel activities pre-trip, 85% of international travelers have some kind of Mobile device with them while travelling, 8% of travelers book their trip on a Mobile device, nearly 50% of users have visited TripAdvisor via tablet and phone and it in travel industry's most popular mobile app, with more than 230 million downloads and 150 million monthly active users, and Asian travelers are least likely to use offline methods to book accommodation, US, UK and Italian travelers stand out as online booking channel users, and the Chinese are most likely to make bookings via Mobile Apps.

In Turkey, Yuan and Cheng (2004, p.467) noted the importance of Mobile Apps in marketing. There are many types of using Mobile Apps in tourism destinations such as; Hotels Apps like Trivago Apps, Tour operators Apps like mTrip Apps, Airline Apps like

Egypt Air Apps, Destination Apps like Cardiff Mobile Guide Apps, Museums Apps like British Museum Apps, Transportation Apps like Upper Apps and tourism events Apps like SeatGeek. (Trivago, 2016; mTrip, 2016; Google play store, 2016)

According to Shehawy (2010); however, the use of Mobile Apps Technology is in the introduction stages in Egypt. The use of Mobile Technology will be in the best tourism marketing medium for near future if used as a tourism marketing relationship strategic tool. Moreover, there are 71.5% of Tour Operators in Egypt didn't use mobile technology Apps in marketing and only 17.4 % of them that use mobile technology in marketing. (Maher, 2015, p.109)

**6- Mobile Apps in Tour operators:**

Rosini (2014) assumed that the use of Mobile channel is growing in the online reservations of Online Travel Agencies (OTAs) and hotel chains. Moreover, there is a new term in OTAs reservation market that can be defined as the Mobile Travel Agencies (MTAs). This type of MTAs includes the American company Hotel Tonight and the Spanish company Blink that was focusing on last minute reservation at discounted rates. Furthermore, Mobile travel sales are especially significant in China where in Q1 2014 they accounted for 40% of the business of the largest OTAs, Ctrip, and eLong.

Additionally, Tour Operators can create offers dynamically to market their promotions directly to customers, without intermediaries. They can send push notifications to inform the Apps users about the latest deals and offers. Moreover, the Mobile Apps allow customers to make a booking directly. In this regard Goyal (2016) mentioned some advantages of Mobile Apps for both customers and travel agency presented in; Tour operators Mobile Apps that provide easy way for booking process keep time for customers, and Tour Operators because it directly saves the preferences and payment information, it also allows customers to know all Tour Operators discounts and offers just through notifications or SMS, and it provides instant contact with travel agency. Furthermore, it supports all local information about destinations like traffic maps, restaurants, shopping places, hotels etc.

There are many Tour Operators that use the Mobile device to market their products. This using is developed to include creating their own Mobile Apps for agencies such as; Expedia, MTrib, Viator, Tripwolf, Travelocity, Priceline etc. (Belopotosky, 2011)

The mTrip provides a comprehensive and innovative travel assistant Apps to engage customers after booking, during departure, and at their destination. While focusing on improving customer satisfaction and loyalty, mTrip offers beneficial opportunities that help generate additional revenue. With over 3 million downloads and multiple awards, mTrip has gained the trust and recognition from the travel industry. mTrip App contents include all information that travelers needed such as; flights details; departure and arrivals details, booking and check is available all 24 hours, real-time of flights alerts, all accommodation details, all optional tours details, offline guide maps and Navigations, augmented reality guide feature and social media integration to share traveler's experience. (mTrip, 2016)

Expedia is one of the largest Tour Operators in the world. It was the Top Travel agency on Travel Weekly's 2013 Power List. Expedia received over 50 million unique visitors each month, and its App are downloaded nearly 80 million times at a rate of over 200 downloads per minute. Expedia App also provides travelers with all flights details, hotels details, flights alerts, tours activities, navigation and booking accessibility at anywhere and anytime. (Expedia, 2016)

Viator and Travelocity Tour operators, they had created Mobile Apps to sell their tours with booking and payment accessibility. Viator also created its Mobile Apps available for iPhone, Ipad, Android and make a Mobile website (Travelocity, 2016, Viator, 2016)

However, the last Mobile Apps are for Tour Operators and include flights booking feature, but there are specific Mobile Apps for flights booking such as TripCase. TripCase, as a Mobile Apps was published by Sabre, provides real-time alerts to travelers and agents, including flight status updates, gate changes, delays, and cancellations. They add a new feature to their Apps that all customers receive flights alerts in smart watches. (Travelpulse, 2016)
In Egypt; few number of Tour Operators created Mobile Apps for marketing their products like Memphis Tours Mobile App that is available on Google play store. (Google play, 2017)

According to the study of Fuel [(*)] (2016), 30.7% of North American leisure travelers have used at least one Mobile Apps in planning travel, and 52.2% would use a Mobile Apps to purchase additional services while in their traveling. Moreover, Apps generated 57% of Mobile bookings in the first quarter of 2016, up from 40% in the third quarter of 2015. In total, Apps bookings increased 3 points in 90 days and 40 points in 18 months. (Criteo, 2016, p.6)

## RESEARCH METHODOLOGY

This study is based on a descriptive methodology which is popular in business research. Descriptive research is very common in the leisure area (Veal, 2006, p.3). However, a descriptive study does not explain why an event has occurred, or why the variables interact the way they do (Cooper and Schindler, 2006, p.151). This study depends on mixed Approaches methodology. In other words, it depends on triangulation methodology. The triangulation method involves the use of more than one Approach in a single study to gain a broader or more complete understanding of the topic. The weaknesses of one Approach are complemented by the strengths of another. Triangulation often includes both qualitative and quantitative Approaches in the same study. (Veal, 2006)

The Study based on mixed approaches according to the following;

[*] Fuel is a full-service hotel marketing agency that specializes in providing simple and effective e-Commerce solutions for the travel and hospitality industry. This study surveyed2,959 leisure travelers in Canada and the US.

First, the survey as a quantitative methodology on Tour Operators in Egypt in Cairo and Giza governorates to determine Tour Operators that implement Mobile Apps. The survey includes only one question about if the Tour Operators employ Mobile Apps or not. The total population of Tour Operators in Egypt category (A) according to the Egyptian Ministry of Tourism (2016) is 2200 Tour Operators, 1262 of them are in Cairo and Giza Governorates. The survey data is collected from Tour Operator's offices in Cairo and Giza Governorates and the pages of Tour Operators on Facebook. 300 Tour Operators were asked; if they implement Mobile Apps or not? Only 152 of them responded to the survey question. Only five of Tour Operators sample is implemented Mobile Apps Technology in their business.

Second, the qualitative methodology is applied by analyzing the contents of eleven Tour Operator's Mobile Apps in Egypt. These Apps have been selected form Google Play Store (Android Apps) and Apple App Store (IOS Apps) which related to Tour operators in Egypt. A checklist was developed to analyze the contents of Mobile Apps of a sample Tour Operators in Egypt. This checklist in the table (1) concludes 7 main attributes and 42 sub-attributes. This checklist was developed from others Mobile Apps Content testing attributes that were mentioned in previous studies. (Smartbear, 2017; Appannie, 2017; ISTQBexamcertification, 2016; MMA,2016; Ubertester, 2016; Dzone, 2016; Alexova, 2015; Chevaz, 2015; Julhin, 2010).

Third, Semi-structured interviews as a qualitative have been conducted based on the results of the first survey which revealed that only five Tour Operators are using the Mobile Apps technology in their business. Semi-structured interviews include8 questions conducted to describe the advantages and disadvantages of Mobile Apps and ways of using Mobile Apps in Tour Operators business. The sample of Tour Operators includes the following Tour Operators; (1) Amisol Tours, (2) Memphis Tours, (3) Tez Tours, (4) Maraheb Tours and (5) Misr Travel. The interviews were conducted in July 2017 with marketing manager, public relation employee and social media marketing representatives. The average period of each interview was between 20 to 25 minutes. Table (2) shows the type of the interviews, the position of interviewers and the period of each one.

Fourth, an online questionnaire has been uploaded on TripAdvisor website on June 2017. It posted on top ten destinations in Egypt (Cairo, Luxor, Aswan, Alexandria, Hurghada, Giza, Marsa Alam, Sharm El-Sheikh, Elgouna, and Dahab). Until the end of August 2017, there are only 93 members of TripAdvisor respond to this questionnaire and 8 of them excluded because they were not completed, so about 85 forms were valid. These 85 responses were coding and analyzing by Computer Assisted Qualitative Data Analysis Software (CAQDAS) (Atlas.ti7) to achieve the research objectives. The objectives of this questionnaire were as follows:

- Measuring the relationship between demographic data and the use of Mobile Apps.
- Describing the current and potential situation of using Tour Operator's Mobile Apps.
- Identifying the challenges and advantages of using Mobile Apps.

The questionnaire includes four parts with seven open-ended questions

This study determined the validity of the questionnaire, checklist and interviews sample questions by using the Face validity which the scale was reviewed by four academic reviewers. The comments of the reviewers were done before implementing the field study.

**Table (1): Evaluating Mobile Apps Check List**

| Attributes | Sub-attributes |
|---|---|
| Design / Layout | Basics menus - Sub menus - App logo- Agency logo |
| Content / Navigations | information about destination- App description- contact information or links to contact information on the home page- mobile app include maps - Pictures for destinations - Videos for destinations- Weather information - Tab or menu for offers - Agency details - Update dates - Historic sites information - Traffics and GPS information's -Restaurants and Accommodations details -Currency changes offices details - Entertainments and events details |
| Usability | Different language preview - Text font customization - Show social media links - Show website link |
| Accessibility | available in Android (Play Store) - available in IOS (iPhone) (iTunes store, Apple App Store) - Easy to find it in stores - Need internet to access - Save last activities - Keep password |
| Feedbacks / reviews/ rating | Tab or menu for write feedback - Last number of app rate - Last Download Number - Allow sharing feedbacks in social media networks (Facebook, Twitter, etc.) |
| Technical aspects | requires logging on- send notifications and reminders - Support helps – Allow QR code scan- Versions and updates |
| Booking/payment | allow the user to book direct - allow the user to pay with a credit card |

**Source: (Smartbear, 2017; Appannie, 2017; ISTQBexamcertification, 2016; MMA,2016; Ubertester, 2016; Dzone, 2016; Alexova, 2015; Chevaz, 2015; Julhin, 2010)**

**Table (2): The Interview Sample**

| Tour Operators | Position of interviewer | Interview Type | Period of Interview |
|---|---|---|---|
| Amisol Tours | Marketing Assistant | Facebook (online) | 15 minutes |
| Memphis Tours | Social Media Assistant | Face to Face | 30 minutes |
| Tez Tours | Facebook Page Assistant | Facebook (online) | 10 Minutes |
| Maraheb Tours | Marketing Manager | Facebook (online) | 15 Minutes |
| Misr Travel | Public Relation Assistant | Face to Face | 30 minutes |

## THE STUDY FINDINGS

The findings of the study come from the analysis of three different methods. The first includes the content analysis for 11Tour Operators Mobile Apps in Egypt that have been selected from Google Play Store and Apple App store. These Apps have been related to Tour Operators in Egypt. The second includes the analysis of semi-structured interviews and the last includes the results of the online questionnaire

- **The results of Survey**

The totals of 300 Tour Operators were asked if they implemented Mobile Apps in their business. Only 51% of them turned back and 3% of employ Mobile Apps. However, about 97 %of them don't implement Mobile Apps. See Figure No.1

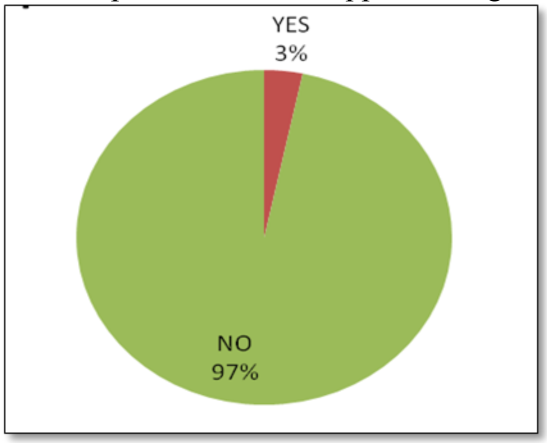


Figure 1: The Tour Operators that have Mobile Apps in Egypt.

- **The content analysis of Tour Operator Mobile Apps**

Seven factors with 40 sub-attributes were selected to assess the content of Tour Operators' Mobile Apps that are available in Apps Store (IOS) and Play Store (Android). There are (11) Apps were identified by Applying survey in stores of Apps and asking the admins of Tour Operators' facebook pages whether they created Mobile Apps or not. Each attribute was ranked on a 5-point Likert Scale as follows :( 1= never, 2= little, 3= Acceptable, 4=Good, to 5=very good). The assessing of Mobile Apps has been conducted by researcher with using the checklist (See Table No.1). The data of this method have been obtained as a primary data from the sample of Mobile Apps contents that available in the online stores.

The sample of Mobile Apps names are; (1) Fast tours, (2) Tez offers,(3) Thomas coock 360,(4) FlApps,(5) travel choice, (6) Memphis tours (BETA), (7)Misr Travel (8) Alforsan land tours, (9)Maraheb tours, (10)Zein Tours, (11)Sohba.

Table No 3 illustrates the results of assessing Mobile Apps according to the checklist attributes.

**Table No (3)**
**The Tour Operators' Mobile Apps' contents analysis**

| Attributes | APP1 | APP2 | APP3 | APP4 | APP5 | APP6 | APP7 | APP8 | APP9 | APP10 | APP11 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| design / Layout | 4.75 | 4.5 | 4.75 | 4.25 | 4.75 | 4.25 | 4.25 | 5 | 4 | 4.75 | 4.75 |
| Content / Navigations | 2.9 | 2.3 | 3 | 2.1 | 3.3 | 3.1 | 3.1 | 3.3 | 2.6 | 2.5 | 3.3 |
| Usability | 3 | 2.75 | 2.5 | 1.75 | 1.75 | 4 | 1.75 | 3 | 1 | 2 | 3 |
| Accessibility | 4.2 | 4.2 | 5 | 5 | 5 | 3.7 | 3 | 3 | 4.3 | 3.7 | 4.2 |
| Feedbacks / reviews/ rating | 4.5 | 3.5 | 2.5 | 3.5 | 2 | 3 | 2.25 | 2.5 | 2 | 2.75 | 2 |
| Technical aspects | 1.8 | 3.2 | 3.6 | 3.6 | 3.6 | 2.4 | 1.8 | 2.2 | 2.4 | 2.2 | 3.6 |
| Booking/payment | 2 | 1 | 4.5 | 4 | 1 | 1 | 1 | 1 | 1 | 3 | 1 |
| Total Mean | 3.3 | 3.1 | 3.7 | 3.5 | 3.1 | 3.1 | 2.4 | 2.9 | 2.5 | 3 | 3.3 |

The table No (3) shows the following: -

1- **Design and Layout Attributes**: This attribute includes four sub-attributes (basic menu, sub-menu, Apps logo and agency logo) that measure the Appearance of Apps on Mobile. These factors help to attract tourists to download the Apps. Furthermore, it offers the main feature for Mobile Apps that is easy to use. The Design of all Apps is similar to each other. Moreover, they started their Apps with basic menus. Some Apps included extra submenus such as in Apps No 1, 3,4,5,8, 9, 10 and 11. In this attribute, the Mobile App No 8 is considered the best design. This App includes variety of basic menus and submenus.

2- **Content / Navigations Attributes**: This attribute measures the level of information contents of Apps. This attribute includes 15 sub-attributes that display all the contents of these Apps. Some Apps display their programs with pictures or videos such as in Apps No 1,3, 5,6,7,8,9,10 and11, while the others just use text like Apps No 2 and 4. The contents of Mobile Apps are important elements to market tourism programs (Halvareson and Rach, 2012; Lieb, 2011). The nature of small screen of Mobile devices limited to use short sentences without details. The choosing of keywords of contents must be in smart ways**.** Consequently, the best Apps for this factor are Apps No 5 and 8. That mix their offers with pictures, maps and videos beside add weather information.

3- **Usability Attribute:** That measures the special tools which are related to the region, language and sharing links. It helps tourists to translate Apps, share the offers and contact with Tour Operators website. The Tour Operators Mobile Apps No 2, 5 and 6 offers translate feature. Most of Tour operators interested in showing their social media pages links in their Mobile Apps except Apps No 4, 5, 7 and 9. Therefore, the App No 6 considers the best one in this factor.

4- **Accessibility Attributes and Technical Aspects**: These attributes include (6) sub-attributes such as availability on different platforms, easy to find Apps on stores, internet access and login feature. Tour operators that created Mobile Apps available on many platforms help them to reach a big number of customers. All selected Apps available are in the Android operating system because it is popular in Egypt. The IOS Apps is Apps No 1, 3, 4, 5 and 10. Most Apps titled as the same name of Tour Operators so it is easy to find them in stores like Apps No 1,2,3,5,6,7,8 and 10. All Apps are available offline but to update contents they need access internet. Some of the Mobile Apps may be private because of that required logging in for accessing such as in Apps No 2, 3, 4, 5, 9 and 11. This feature help customer to make a private profile, keep passwords and keep the last activities. Moreover, it increases customer's loyalty because it keeps the personality for each one (Palatkova, 2012; Jani, 2011).

5- **Feedbacks / Reviews/ Rating Attributes:** they are related to the customer's Apps evaluations and Tour Operators feedbacks. Some Apps enable the customer to write his feedback direct inside Apps through tab for feedbacks like Apps No 1, 4 and 6. Other Apps allowed sending emails with a question or feedbacks like App No 5. This point is important to know the customer's feedbacks and how they can increase their satisfaction. Moreover, the information in these reviews is considered more reliable and trustworthy source (Miguéns et al., 2008). In addition, the platforms stores allow the customers to rate Mobile Apps direct on online-store (Google Playstore, 2017).

**6- Booking/payment Attributes**: Some Apps are developed as tour operators' website links. Some of the Mobile Apps allow tourists to book directly like Apps no 3 and 4, while the others just allow this characteristic only on their website. When the tourists click to book on App, it redirects them to Tour Operator’s website. However, the mobile payment reduces the risk of carrying and transferring cash (ISACA, 2016, P.10).

Generally, the best App in the sample is App No (3), this App belongs to international Tour Operator (Thomas Cock). It included more features but other included some feature that does not exist in this Apps. Some of the Mobile Apps are developed to be the only service for Hajj and Umrah like Apps No 9 and 11, and some for flights ticket reservation like Apps No 4. Other Apps included all services. An Ideal model was developed as mobile App of Tour operator that includes most features. The next figure No (2) demonstrates the contents of this model.

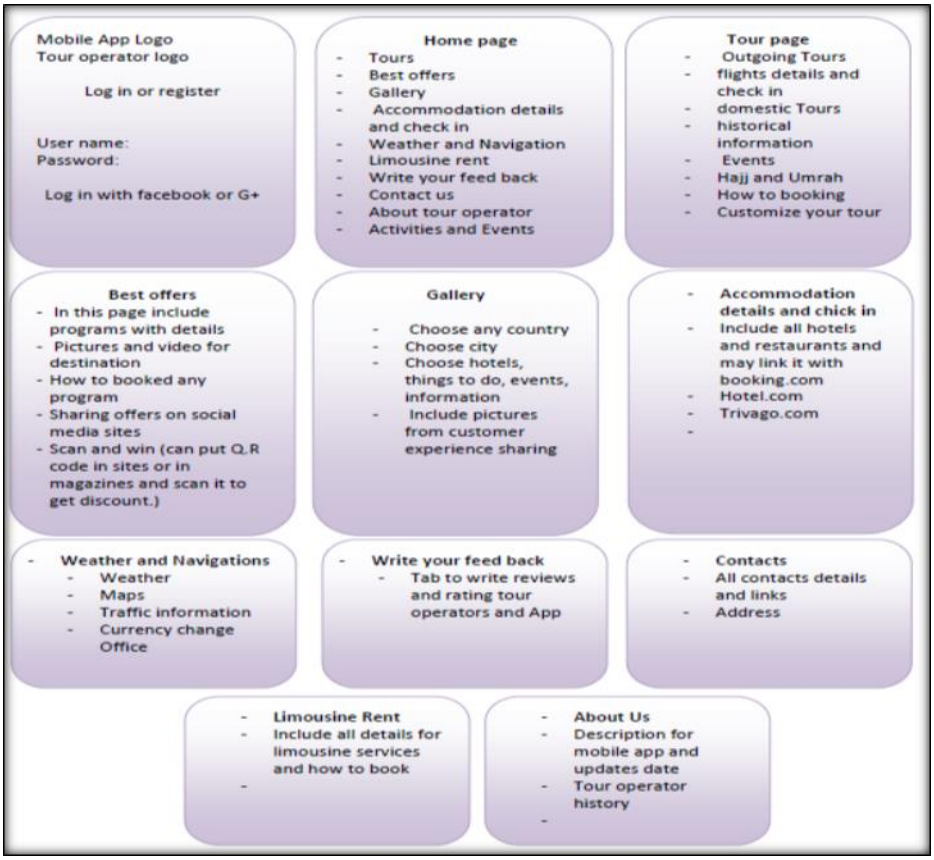


**Figure No (2): Suggested Tour Operator Mobile App content**

**-Tour Operators Representatives Interviews:**

There are 5 interviews with tour operators' representatives. These Tour Operators are developing Mobile Apps for offering and sharing their programs. All Tour Operators sample used Mobile Apps in their business. The Tour Operators No (1, 2 and 3) already developed special Mobile Apps. The tour operator No (4) doesn't have a special Mobile Apps but he uses other Mobile Apps for Hajj and Umrah that was developed by another company. The tour operator No (5) develop his Mobile App since last April. The interview with Tour Operators No (1, 3, and 4) was online in Facebook messenger, while the interview of the second and fifth Tour Operators was in tour operator's office. The answers to questions explored in the following:

All Tour Operators have Mobile Apps, Website, Email and page on social media sites. There are only two Tour Operators (1and 4) use SMS and Mobile website. Moreover, there are three Tour Operators (1, 2 and 3) use SEO (search engine optimization like Google search page) to add their advertisings.

Using of Mobile Apps is recent as all Tour Operators sample mentioned that they use Mobile Apps for two years, except Tour Operators No (5) He uses Mobile Apps since April 2017. They used it as an assistant tool not as basic. The platforms that are commonly used in Egypt are IOS and Android. All Tour Operators sample has Mobile Apps system that is Android. This illustrates that they target the customers who have Mobile devices which support Android platform only. Probably the reason for this; that the number of Android customers is more than IOS customers worldwide. According to Statista (2016)71.97% Android Vs 18.89% IOS.

Two interviewers that declared they use Mobile Apps as a tool for marketing are 11% to 25%. Other one assumed that he depends on it by 25%. The last one could not detect the percentage because Mobile Apps is used recently. They mentioned that the first ICT tool is the website and the second is social media pages (especially Facebook). The Mobile Apps ranked as the third.

The interviewees agreed that the determining of reservations through Mobile Apps is difficult to describe because the available Mobile Apps at this time don't include direct booking feature. The Mobile Apps' developers post the link of website reservation in Mobile Apps content. Therefore, all reservations had been done through the website. Furthermore, they emphasize that it is difficult to add this feature at this time. Moreover, they illustrate that all data in Mobile Apps have been updated in parallel with website content.

There remain many advantages for Mobile Apps that push the work forward. The advantages that all interviewers accepted could be summarized as the follows: -It helps to accelerate the response for Customer's needs by knowing the customer's reviews and feedback in services; It helps to communicate with customers anytime and anywhere (24 hours/7days); It sends notification to customers about new offers that help to alarm customers by offers; Moreover, There is flexibility to customize tours according to the customer's needs; It makes advertising more attractive by using pictures, video, 3d images etc. ; increases the competitiveness for tour operators; It helps Tour Operators to include new market segments; It is very important because all people in this time use smart phones; There is flexibility to link it with tour operator's web sites and social media pages; It allows customers to share offers and feedbacks with their friends in social media; increases the brand awareness for tour operators; and It reduces costs as ICT tools.

While they were differences between the interviewers in some points. Some of them agreed that the Mobile Apps increase the sales and some don't detect it frankly. The Tour Operators No (2) mentioned that the Mobile Apps achieved the target. The Tour Operators No (5) said it is important to use Mobile Apps for many reasons such as; a) it is in hand – b) it has achieved very good results in hotels booking – c) it is suitable with all age groups.

These Advantages are agreed with the advantages that mentioned by (European Commission, 2016; Dizon and Youg, 2013; Selinger and Seager, 2012).

They agreed that; a) Mobile Apps need technical support and at this time didn't find more. B) It needs creating more than Apps to compatible with different phone systems. C) It needs much time updated to compatible with systems updating. The tour operator

No (2 and 4) agreed that the Mobile Apps is more expansive than other ICTs marketing tools. Moreover, the Tour Operators No (2) agreed with No (1) that the small size of the screen for Mobile devices impedes add more details (Accepted with Cook and Goette, 2006). The tour operator No (3 and 1) mentioned important challenges to use Mobile Apps that need the more secure system to booking and payment. Furthermore, the tour operator No (5) said that Mobile Apps are not suitable for older people and it is more suitable for hotels department because it had more advanced systems. These disadvantages for this time represent main challenges to use Mobile Apps in tour operators.

The recent use of Mobile Apps in Tour Operators is limited. Therefore, there are many Tour Operators have used it as a link to their websites only.

## - The Tourists of the TripAdvisor:

According to the online questionnaire results, (93) of users on TripAdvisor® website who had been visited Egypt. The answers of them were as follows; eight answers were excluded because they were not completed, so 85 answers were valid, completed and included in the analysis. This online questionnaire included (7) questions. The first part of the questionnaire (includes 3 questions) describe the demographic data for respondents. The second part (includes 3 questions) described the current and potential situation of using Tour Operators. The last part described the advantages and disadvantages of Mobile Apps.

The main objective of this questionnaire is describing the current and potential situation of using Tour Operator's Mobile Apps by tourists.

The results as shown in figure No (2) demonstrate that there are little using of Mobile Apps. In addition, the current using belongs to international Tour Operator’s Mobile Apps, not for Egypt's Tour Operators. The results illustrate that the 85% of respondents don't use any Mobile Apps to book tours in Egypt. The Mobile Apps that were used belong to international Tour Operator's Mobile Apps. 82% of respondents didn't detect the name of Mobile Apps. There are 9% of respondents using Booking Mobile Apps. These Apps were used only for Hotels booking and flight ticket booking and they didn't use it to book packages tours.

The expectations of potential using of Tour Operator's Mobile Apps in Egypt are high. The figure No (3) illustrates that 61% of respondents assumed that the use of Mobile Apps of Egypt's Tour Operators will witness increase. While 39% of them are not sure of this increase. Furthermore, most of the respondents emphasized that they didn’t hear about Egypt's Tour Operators Mobile Apps. They confirmed that they will use the Mobile Apps of Tour Operators in Egypt when it is available. This indicates the little number of Egypt's Tour Operators Mobile Apps that confirms the survey results.

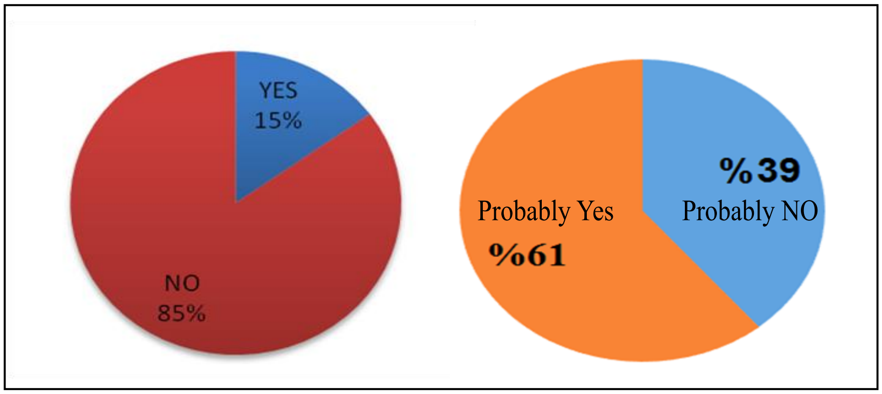


Figure No (3): The Current & Potential using for Egypt's Tour Operators Mobile Apps

The elder people (above 51 years old group) unsatisfied about the Tour Operator's Mobile Apps. While as, the 42% of this age group mentioned disadvantages for Mobile Apps. Moreover, 33% didn't detect both advantages and disadvantages. 73% of the young people (from 15 to 35 years old) mentioned more advantages of Mobile Apps. In addition, they also mentioned some disadvantages of Mobile Apps. These disadvantages are considered as an indicator that the young people use Mobile Apps more than other age groups. They have good experience to detect the advantages and disadvantages of Tour Operator's Mobile Apps. Whereas the middle age group (from 36 to 50 years old) come in the second level of using Mobile Apps after young people. There are 52% of this group mentioned advantages for Tour Operator's Mobile Apps and 64% of them mentioned disadvantages of tour operator's Mobile Apps.

60% of young people is female and 40% is male. This factor describes that the women in young people group are using Mobile Apps more than men. Whilst in other groups the men more than women (54% male VS 46% female in middle age group and 52% male VS 46%female in elder age group).

The current situation of using Tour Operator's Mobile Apps by tourists is low use in all groups. However, there is less use for Mobile Apps by tourists, young people are using Mobile Apps more than others (20% use Mobile Apps before VS 80% don't use them). Whereas the elder people come in the last level of using Mobile Apps. These results indicate that Mobile Apps technology is considered modern technology in Tour Operator business. Therefore, there are less using this technology by tourists.

There are more people from young and middle age groups interested in using Tour Operator's Mobile Apps in the future. 87% of young people and 67% from middle age group interested in using Tour Operator's Mobile Apps. It is different for elder people; there are 51% not interested in using Mobile Apps in future.

## CONCLUSION

The Mobile Apps technology is important to use by Tour Operators especially in Egypt. The Tour Operators can employ these Apps in different fields to improve their marketing strategy. Mobile Apps offer a variety of features that make tourist programs more attractive. These Apps with different types help Tour Operators to increase the sales rates.

This paper provides an assessment for the use Mobile Apps in Tour Operators in Egypt. The methodology in this study depends on Triangulation methodology that is comprised of quantitative and qualitative tools. The quantitative and qualitative methods are used to describe the current and potential situation of using Mobile Apps in Tour Operators in Egypt for both Tour Operators and tourists. The sample of this study includes Tour Operators in Egypt category (A) and Tourists on TripAdvisor site.

The main results of this study are that there is few using for Mobile Apps on Tour Operators in Egypt. The sample of Mobile Apps available at this time is very little and need to be updated to include more features of Mobile Apps. The tourists are interested in using Tour Operator's Mobile Apps in the future. Moreover, the Mobile Apps provide many advantages for both Tour Operators and tourists. These advantages play an important role in increasing sale rates of Tour Operators and satisfaction of tourists.

Based on both the literature review and the field study findings, the following recommendations could be suggested:

The Ministry of Tourism and Ministry of Ministry of Information and Communication Technology in Egypt should develop a sample of Tour Operators Mobile Apps and generalizes it for all Tour Operators in Egypt. Moreover, it should make agreements between the Ministry of Tourism and the Ministry of Information Communication Technology to offer technical support for Tour Operators to develop Mobile Apps It should provide workshops about Mobile Apps and its benefits for Tour Operator's directors.

Moreover, the Egyptian Tourism Federation and Egyptian Travel Agents Association should prepare an international conference on Mobile technology in the tourism industry.

Tour Operator's directors in Egypt should develop Mobile Apps to offer and introduce their programs. They should announce their Mobile Apps in their website, social media pages and in publications papers. They should make training for their employees in Mobil Apps using. Developing Mobile Apps include many features that increase the number of users and attract others to use it.

linking their mobile Apps with their social media pages and websites to allow tourists to find all information in an easy way

Taking in their consideration international Tour Operators Mobile Apps when they develop new Mobile App.

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## الملخص العربي للبحث

خلال الأعوام القليلة السابقة شهد العالم تطوراً سريعاً في تكنولوجيا المعلومات، وكان لصناعة السياحة أنها تبنت هذا التطور واستخداماته في عرض وتسويق منتجاتها وخدماتها السياحية. وكان من ضمن هذه التطورات اندماج الهاتف المحمول في العديد من المجالات فقد ظهرت في الآونة الأخيرة نوع من أنواع التجارة الالكترونية وعرف بـ (M-Commerce)، فالتجارة عبر تكنولوجيا الهاتف المحمول تبناها مديرو المقاصد والشركات السياحية كطريقاً مباشراً لعرض منتجاتهم للمستهلكين، تطورت الهواتف المحمولة في السنوات القليلة الماضية بحيث تنوعت إمكانياتها في الإدخال والشاشات الكبيرة، كما أنها توفر الوصول إلى الإنترنت، ودمج وظائف تزيد الوعي لدي المستهلك. والأهم من ذلك أن زيادة قدرات الهواتف المحمولة (أي الهواتف الذكية) على دعم الآلاف من التطبيقات للتليفون المحمول، والتي جعلت من الهواتف مجموعة واسعة من خدمات المعلومات المتخصصة مثل البحث عن المعلومات، والشبكات الاجتماعية، والملاحة.... إلخ. واستخدام تكنولوجيا تطبيقات الهاتف المحمول في شركات السياحة يحقق الكثير من المزايا الاقتصادية والفنية. فتطبيقات الهاتف المحمول تعتبر من أهم الأدوات التسويقية والإعلانية في الوقت الحاضر. وبالرغم من المزايا العديدة إلا أن استخدام هذه التكنولوجيا في بيئة شركات السياحة في مصر يواجه العديد من التحديات والمعوقات. ويهدف هذا البحث إلى تقييم استخدام تكنولوجيا تطبيقات الهاتف المحمول في شركات السياحة في مصر كدراسة وصفية تصف الوضع الحالي والمحتمل لاستخدام تطبيقات الهاتف المحمول في شركات السياحة في مصر من قبل الشركات وأيضا من قبل السائحين. تبنت الدراسة عدد من الأدوات البحثية والمنهجية لتحقيق اهداف الدراسة مثل المقابلات وتحليل المحتوي والاستبيان. وتم تكويد كل الأدوات وتحليل بياناتها. وكانت من أهم نتائج الدراسة ما يلي؛ ان هناك عدد قليل من شركات السياحة في مصر يستخدم تطبيقات الهاتف المحمول في عرض وتقديم منتجاتهم وبرامجهم وخدماتهم السياحية، هناك مجموعة من التحديات التي تعوق استخدام تطبيقات الهاتف المحمول في شركات السياحة في مصر. وقدمت الدراسة مجموعة من التوصيات أهمها أنه على شركات السياحة في مصر سرعة استخدام وعمل تطبيق "Mobile App" خاص بهم لتسويق وعرض برامجهم السياحية وغيرها من التوصيات التي وجهت الي وزارة السياحة وغرفة شركات ووكالات السياحة والسفر في مصر.

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# Assessing the Responsible Tourism Principles applied on desert tours in Hurghada

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## Abstract

Tourism is a major source of economic development in many desert destinations. On the other hand, non- activation of laws and regulation can lead to uncontrolled exploitation of desert's resources. The responsible tourism contributes to preservation of the social and environmental resources in the desert. This paper aimed to evaluate the principles of responsible tourism during the implementation of desert tours in Hurghada. The measured items were motorized, non-motorized travel in the desert and the responsible principles applied on desert activities to conserve environment. On the other hand, the responsible travel principles which enhance the local community were measured. Moreover, it tried to identify the problems facing the application of the responsible tourism principles. Forty questionnaires were directed to staff working in travel agencies in Hurghada. The findings of this paper illustrated that the most applied principles are non- motorized travel in the desert followed by motorized travel; the desert tour and the local community subsequently. The responsible principles of conserving environment during desert tours are the lowest applied principles.

**Keywords:** Desert tourism, Hurghada, Responsible travel, Travel agencies.

## Introduction

Tourism plays an important role in Egypt and desert areas as a vital source of income. It creates demand for accommodation, food, transport, labour and handicrafts, appreciation of heritage and improving living conditions. Egypt‘s policy of achieving a competitive advantage based on pricing is affecting the quality of tours, the types of tourists that are attracted and thus the negative impacts on natural environment. Red Sea tourism is largely dependent on the surrounding environment such as sand and water quality, and coral reefs, which are sensitive to tourist activity. Egypt‘s natural resources are thus threatened by unsustainable tourism growth (Ibrahim, 2009). All stakeholders such as governments, tourists, business and communities have a role in creating responsible travel for tourism destinations (UN World Tourism Organization, n. d).

Responsible tourism confirms the company's commitment to environmental, social and economic sustainability. The travel agencies and tour operators can develop responsible tours as follows (Tour Operators' Initiative for Sustainable Tourism Development, 2003):

- Local communities play a fair role in the business of the company and obtain a fair share of the benefits.
- The company achieve long-term investments in the destination thus, providing economic stability for the tourism industry.

- The company contributes to protecting the natural resources which represents the main attractions to the tourists.

The desert covers 98% of Egypt and desert tourism activities should play a more significant role in Egyptian tourism industry. The main attractions of these regions are prehistoric caves, wildlife and fossils. Tourism activities which are practiced in Red Sea are largely dependent on the surrounding environment such as sand, desert and water quality. These resources are sensitive to tourist activities (Ibrahim, 2009).

Tour operators and travel agencies motivate tourists, prepare tourism programs, make reservations and ensure that the programs were delivered to tourists as promised. They offered desert regions as new tourist destinations. Tourism achieves social and economic benefits to desert regions. On the other hand, tourism can generate negative impacts which harm the desert ecosystems (Krishna, 1993; United Nations Environment Programme, 2006).

The research was applied in Hurghada to assess the principles of responsible tourism applied in the desert tours which organized by travel agencies to conserve the environment and achieve welfare to local communities.

In this context, the purpose of this research is to:

1. Assess the responsible travel principles applied by travel agencies located in Hurghada during the implementation of desert tours.

2. Identify the challenges of applying responsible tourism principles during the implementation of the desert tours in Hurghada.

**Questions of the research**

1. To what extent the travel agencies located in Hurghada achieve the principles of responsible travel in the desert tours?

   This question includes three items: (1) motorized travel (2) non-motorized travel (3) desert tours and the environment (4) desert tours and the local people
2. Is there a relation between motorized travel and conserving environment?

3. Is there a relation between non- motorized travel and conserving environment?

4. Is there a relation between the activities which affect negatively on environment, locals and achieving welfare to the local community?

5. What are the problems facing conserving environment and achieving welfare of the desert community of Hurghada?

### The problem of the research

There are several safari destinations and camps in Red Sea Governorate near to Hurghada, Safaga and Marsa Alam that provide fantastic safari tours for the tourists (The Red Sea Governorate, 2017).

The impacts of tourism are growing, both positive and negative impacts. The tour length, design or type of customer involved will largely determine whether the impact of tourists on the desert is positive or negative (Swarbrooke, 2003; United Nations Environment Programme, 2006).

There are many studies such as Weaver (2001); United Nations Environment Programme (2006); Marine Environment & Wildlife Section, Government of DUBAI (2011), GhulamRabbany et *al*., (2013) demonstrated the negative impacts of desert tourism.

Responsible tourism concentrates on providing better experiences for tourists and good business opportunities for tourism providers. Moreover, it aims to increase the benefits for local people and improve the management of resources (Spenceley et *al*, 2002; Honey, 2010). Travel agencies have a responsibility towards the society and the environment (Swarbrooke, 2003, Spasić, 2012, Moisescu, 2015).

Therefore, the problem of the study represented at assessing the principles of responsible tourism implemented in the desert tours of travel agencies in Hurghada to protect environment and achieve welfare to local communities.

## Literature Review

### 1. Responsible tourism concept

Responsible tourism was defined by Myles (2013, P. 9) as "*Tourism that maximizes the benefits to local communities, minimizes negative social or environmental impacts, and helps local people conserve fragile cultures, habitats and species*".

Therefore, the key elements of responsible tourism mentioned by Spenceley et al. (2002); Petrescu (2009) are:

- Developing, managing and marketing tourism with competitive advantage,
- Assessing and monitoring the impacts of tourism development,
- Involving the local communities in planning and decision-making,
- Promoting the responsible use of local resources to avoid waste and over-consumption, and
- Providing more enjoyable experiences for tourists.

The responsible tourism policy includes the best behaviors of tourists during the holidays (Gordon and Townsend, 2001). Holidaymakers want to ensure that their holidays make a positive contribution to local people and environment and avoid the negative impacts on the environment (Myles, 2013).

Most tourists make purchasing decisions based on price, weather, type and range of facilities and quality. On the other hand, more tourists are concerned about the ethics of travel. British consumers are more likely to book a holiday based on availability of information, reduced environmental impact and meeting local people on holiday (Spenceley et *al*, 2002).

## 2. Tour operators and travel agencies

Tour operators and travel agencies are intermediates between tourists and tourism businesses. They can influence the choices of consumers, practices of suppliers and the development within destinations (Lifelong Learning Programme, 2012). The travel agency was defined as "a qualified firm which arrange the travel services" (Paştiu et *al*, 2014, p. 328). The travel package is "a pre-arranged combination of at least two basic tourist services for more than 24 hours or that it includes at least one overnight stay" (Sava, 2010, p. 101).

The integration of sustainable tourism in the process of creating a supply chain and contracting services with providers is of particular importance. The tour operator can achieve a greater level of control over a travel arrangement, guaranteeing the quality of customer services and taking responsibility in relation to other stakeholders (Spasić, 2012).

The tourism industry supports job creation, improvements to infrastructures and cultural understanding. Travel agents and tour operators ensuring a sustainable tourism through avoiding or diminishing negative social, ecological, or economic impacts of holidays (Moisescu, 2015).

According to Swain (2002); Chauhan (2006) and Paştiu et *al*, (2014), the travel agencies and tour operators provide holiday services such as:

1. Providing information, combine and price the travel components,
2. They can direct consumer demand to specific destinations and making airlines ticketing, railways reservations and book a hotel room, and
3. Informing tourists (15 days before) about changes of the basic items.

## 3. Desert Tourism

A desert is an arid place where it almost never rains. They can be sandy, pebbly, rocky or even mountainous. Many of deserts have some or all of these characteristics (Clarke, 2007). Desert tourism is a type of nature-based tourism that includes adventure, unusual places and the desire to far from the pollution and stresses. The attributes which are related to desert tourism are geological features, climate, flora, fauna, caravans, local people, oases and protected areas. Desert economies are agriculture, mining and tourism but tourism activities lead to many negative impacts on these areas (Hosni, 2000; Weaver, 2001; Tremblay, 2006; Clarke, 2007, GhulamRabbany et *al*., 2013).

### 3.1 Desert tourism activities

The desert lands display unique values. Desert tours became a great attraction for tourists. The tourists can enjoy the nature, entertainment activities, meet local people. Therefore, the desert tourism activities as mentioned by are Krishna (1993); Turtureanu (2005); United Nations Environment Programme (2006); Ibrahim (2009); Kenya Association of Tour Operators, KATO (2013) represented in:

3.1.1 Recreational activities: such as biking, camel riding, or take low-level aeroplane, helicopter or balloon. Safari could be performed through desert jeep or wild life excursion. There are also trekking, camping and sometimes boat tours on lakes.

3.1.2 One-to-three-day tours: that use local accommodation. They sometimes include bike, horse or camel rides or short hiking. These tours depend on vehicle travel with local guides.

3.1.3 Individual and motorized tours: travelers often use their own vehicles or renting a vehicle without a driver. These customers are independent and are often experienced travelers.

3.1.4 Four days to three weeks tours: are organized by specialist tour operators with local people to discover the desert. Travellers move around on foot, in vehicles or by riding horses or camels.

### 3.2 Travel motivations and market segments of desert tourism

There are three market segments of tourists who prefer desert tourism activities as mentioned by United Nations Environment Programme (2006); Goell et al, (2009); Carson and Coghlan (2017):

1- One segment seeks to explore remote areas and discover new places,

2- Special interests such as seeing archaeological ruins and fossils, studying, and bird-watching,

3- Testing the capabilities of vehicle and driver in difficult environments, and

4- Meeting the local communities and feeling different lifestyle.

### 3.3 The impacts of desert tourism activities

There are many impacts of desert tourism as follows:

3.3.1 The Positive impacts of tourism in desert areas:

There are many positive impacts of tourism in the desert areas as mentioned by Gordon and Townsend (2001); United Nations Environment Programme (2006); Brebbia and Pineda (2010); Karis et *al*, (2013); United Nations Environment Programme (2016):

1. Contributing to the conservation of sensitive areas and habitats.

2. Increasing public appreciation and awareness of the environment.

3. Achieving economic development of local communities.
4. Governmental revenues through fees imposed on customers and operators. Other revenues comes from rental of recreation equipment and license fees for activities such as safari.
5. Environmental management of tourism facilities especially hotels
6. Providing permanent or seasonal jobs related to travel agencies, airports, accommodation and restaurants. Moreover, specific jobs in the desert such as camel drivers, guides, cooks, and vehicle drivers.
7. Preserving cultural heritage of local communities by introducing them as an attraction for desert tourists.
8. Using forms of local transport (horses, camels and donkeys) in desert tours can preserve traditions and providing communities with an additional source of livelihood.

3.3.2 The negative impacts of desert tourism

The desert ecosystem is increasingly threatened by adverse pressures and unfriendly tourism activities which destroy their values. Because of ignorance or lack of supervision, there are many negative impacts of tourism in desert areas as follows:

- *The impacts of motorized travel in the desert*

According to Weaver (2001); United Nations Environment Programme (2006); Marine Environment & Wildlife Section, Government of DUBAI (2011); Mehta (2013); Weber (2014), these impacts are:

1. Unaware drivers of the area and the impact of off-road driving degrade the resources and expose tourists to accidents and delays.
2. Higher loads of passengers in the vehicle and reduced maintenance represent risks to the tourists and the quality of the tour.
3. Noise pollution during driving can frighten the animals away.
4. Travel in the desert should depend on local guide to protect customers from risks.
5. Paying low prices for the local services as animal hiring and local guides may cause local people to turn against tourism of all kinds.
6. Local communities may compete against each other to provide tourist services which lead to conflict and less service quality.

- *The impacts of desert tourism on the environment*

The scarcity of natural resources in the desert and the lack of humidity make the environment highly sensitive to human activities as mentioned by Weaver (20010; Tremblay (2006); United Nations Environment Programme (2006); Marine Environment & Wildlife Section, Government of DUBAI (2011); Karis et *al*, (2013); Carson and Coghlan (2017):

1. High visitor numbers inside the visited area can lead to the destruction of the natural resources, ecosystems, habitats and the visitor experience.
2. Excessive water use and pollution make it unfit for consumption.
3. Desertification and deforestation are results of inappropriate use of wood for fuel.
4. Environmental damage and visual pollution effect on purity of desert.
5. There are many camping sites in the desert and concentrating in specific sites has negative impacts on resources.
6. Wastes lead to pollution which effects on the quality of the tour.
7. Repeating the same itineraries of the tour can make the work tedious for staff, overload tourist routes and harm product quality.
8. Wildlife viewing has stress on animals and alter their natural behavior.
9. Development of business can make beach and sand dune erosion, land degradation and loss of wildlife habitats.
10. Collecting and buying souvenirs of resources, unregulated hunting and fishing lead to unsustainable consumption of flora and fauna.

- *The impacts of desert tourism on the local community*

United Nations Environment Programme (2006) and Povlsen (2010) demonstrated the impacts of tourism activities performed in desert on the local community as follows:

1. If the local people don't have benefits of tourism activities, they may be unwilling to respond to vehicle breakdowns and medical emergencies and so on.
2. Developing of desert tourism may cause cultural change to local communities and shifts in economic means of production.
3. Excessive vehicle use can destroy plants in the desert.
4. Over consumption of wood and water during tourism activities.

5. Purchasing cultural and natural souvenirs encourages the destruction of these sites.

6. Bringing goods that are produced and available locally from outside is not helpful to the local economy.

7. Irresponsible behavior of tourists (styles of dress, photography, etc.) may affect negatively on family structures.

8. Giving inappropriate “gifts” (sweets, pens, money, T-shirts and caps), particularly to children, encourages begging.

## 4. Responsible travel principles of desert tours

The responsible development and the success controlling of tourism activities from competent authorities can prevent damages and attract tourists to visit these sites. The design of the responsible desert tours as mentioned by United Nations Environment Programme (2006); Honey (2010) should include:

- Travel arrangements and forms of access that have the least impact on the environment and achieve benefits for local communities

- Control on group size and time spent at sites.

### <u>4.1 The responsible principles of motorized and non-motorized travel</u>

According to United Nations Environment Programme (2006); Marine Environment and Wildlife Section, Government of DUBAI, (2011), Lifelong Learning Programme, (2012), the responsible principles for motorized and non-motorized travel in the desert are:

- It is essential to survey the area of operation before developing tours.

- Determining limits on daily travel, vehicle speeds, using forms of transport such as walking; riding on camels or horses, reducing the distances planned in the program and specify more time for each stop to reduce pollution, preserve the destination and provide customers with a more pleasant experience.

- Charter flights have improved access to certain desert regions.

- Using vehicles to get from one site to another and then explore them on foot to conserve its attractions.

- Complying with traffic regulations in these sites and customers should not encourage drivers to behave like rally drivers.

- Giving guides responsibility for monitoring driving behavior and checking the loading of vehicles.
- Providing drivers with training in desert driving, in particular the impact of driving on safety, the environment and the local heritage.
- The public authorities and other local groups should put regulations to control motor vehicle access to protected areas and sensitive areas.
- Participating in clean-ups at the visited sites.
- Checking that the animals which are used for tours are healthy.
- Checking the quality of logistical materials supplied by local people (carts, saddles, feluccas).
- Use vehicles with modern fuel-efficient engines to limit pollutant emissions and make sure that they have periodical maintenance.
- Observe the animals with minimum disturbance to their natural activities.

4.2 The best principles of conserving environment in desert areas

There are many best practices enhancing conserving the environment in desert as follows (United Nations Environment Programme, 2006; Marine Environment and Wildlife Section, Government of DUBAI, 2011; Lifelong Learning Programme, 2012; Karis et *al*, 2013; Weber, 2014; Erkkonen and Kyöstilä, 2016; UN World Tourism Organization, n. d):

- Putting restrictions on numbers of tourists into the site at one time and encouraging travel in small groups (15 to 20 people at most).
- Developing and marketing alternative attractions and infrastructure, such as visitor centers; wildlife watching sites in less sensitive areas.
- Closing a certain site to protect its sensitive assists.
- Raising awareness among tourists through codes of conduct about the consequences of their actions on the desert environment.
- Preventing polluting water (pools, rivers, etc.) with soap or any chemicals and encouraging the use of purified water rather than mineral.

- Encouraging the use of gas rather than firewood for cooking and lighting fires only when essential, and only with deadwood.
- Explaining waste management techniques to customers and training staff to sort wastes.
- Creating and enforcing vehicle-free and no-camping zones to protect the natural heritage and preserving the quality of the attractions.
- Educating staff and tourists about the importance of conserving the natural, cultural and historical heritage.
- Engaging with other companies and customers in projects to protect the environment and improving the living conditions of the community.
- Providing travellers with detailed information about laws governing the exportation of natural and cultural heritage items.
- Forbidding flash photography and any physical contact with rock art.
- Using camps that are integrated into the desert to provide a high-quality service without disrupting the environment.
- Never feed any wild animal. Patrols and fines should be imposed for hunting or damaging wildlife.
- Limiting entrance of day tours and activities such as camping, lighting fires and collecting atural objects in the desert areas.

### 4.3 The responsible techniques to achieve welfare to local community

Achieving welfare of local people in the desert areas can accomplished through the following techniques (Gordon and Townsend, 2001; Tour Operators' Initiative for Sustainable Tourism Development, 2003; United Nations Environment Programme and World Tourism Organization, 2005; United Nations Environment Programme, 2006; Lifelong Learning Programme, 2012; UN World Tourism Organization, n. d):

- Training drivers to use existing tracks and slowing down when they are near villages and camp sites.
- Including a few hours of riding camels, horses rented from locals.
- Encouraging customers to turn their "gifts" into donations to local associations working for conservation and development.

- Encouraging customers to buy locally produced food and handicrafts.
- Preserving the local heritage through cultural events.
- Raising awareness among customers and staff of respecting the heritage of local people such as photos, dress and behaviors.
- Advising local people on how to satisfy tourists.
- Trying to employ qualified guides. A local guide is essential in the desert tours.
- Where tradition allows, try to employ women in guide teams (e.g., women work as cooks on camel tour.

## 5. Methodology

### 5.1 The Area of the study

This study was applied in Hurghada. This is due to the uniqueness of Red Sea governorate and Hurghada as an important tourist destinations in Egypt.

Tourism is the most important economic factor in the Red Sea governorate. In 2014 and after the instability political system followed the 25th Revolution; the region has been less affected as compared with the other tourist regions in Egypt; whereas, 4.1 million tourists spent 33 million tourist nights (Information and Decision Support Center, IDSC, 2015). In 2016, 2,280,761 million tourists reached Red Sea governorate (The Red Sea governorate, 2017). Hurghada city is the capital of Red Sea governorate. Red Sea governorate is famous for its deserts and mountains that offer an adventurous experience to tourists and locals. The tour conducted in the desert includes Bedouin activities such as dancing, riding a camel or a beach buggy and watching stars at night (The Red Sea governorate, 2017).

### 5.2 The Instruments of the Research

To achieve the aim of the study, quantitative approach was adopted which is based on a questionnaire. A structured questionnaire was developed and directed to staff in the selected sample of travel agencies located in Hurghada. It aimed to evaluate the responsible tourism principles applied in desert tours. It also investigated the problems of achieving responsible travel in the desert areas. There are many studies clarified these principles as Gordon and Townsend (2001); Tour Operators' Initiative for Sustainable Tourism Development (2003); United Nations Environment Programme and World Tourism Organization (2005); United Nations Environment Programme (2006); Marine Environment and Wildlife Section, Government of DUBAI (2011); Lifelong Learning Programme (2012); Karis et *al*, (2013); Weber (2014); Erkkonen and Kyöstilä (2016). The tested items in this research were selected according to the guide which is prepared by United Nations Environment Programme (United Nations Environment Programme, 2006) as it is an included guide for responsible desert tours.

The questionnaire consists of four main questions. The first question asked about the most activities affecting negatively on the desert environment and local people. In the second question, four dimensions were evaluated as they are related to the application of the responsible travel principles during the desert tours. These dimensions are responsible principles for motorized travel, responsible principles for non- motorized travel, desert tours and the environment and finally responsible principles which achieve welfare to community. In the third and fourth questions, the respondents were asked to identify the most important problems facing conserving the environment and engaging local people in desert tours and they are requested to suggest recommendations to overcome these problems.

### 5.3 The population and the sample

The population of the study were the travel agencies working in Hurghada. Hurghada was selected as the capital of the Arabian Resorts in the Red Sea Governorate for 2017. Moreover, Hurghada topped the Egyptian tourist cities since 2013 and until 2016 in attracting numbers of foreign tourists and was able to account for 50% of inbound tourism to Egypt. Furthermore, Hurghada is located between Cairo and Luxor lead to increasing the tourist delegations in addition to the high security situation and it includes many tourism activities as diving, desert safaris, etc. (Information and Decision Support Center, IDSC, 2017).

The top ten travel agencies were identified as the sample of this research. These agencies are Travco, Meeting Point, Bright Sky, Masters Travel, Travel ways, Flash Tours, MTS, TEZ, Sun International and genger (Ministry of Tourism, 2017). The selected agencies organize desert and safari tours periodically in Hurghada. Moreover, According to Ministry of Tourism (2017), these companies have the largest proportion of tourist demand in Red Sea governorate. Therefore, the application of responsible travel principles in desert tours can be evaluated.

### 5.4 Data collecting and analyzing

Collecting data was depended on online questionnaires which were handled to the persons who accompany tourists in the desert tours such as the representatives of safari tours, tour leaders and tour guides and who are working in travel agencies. Sixty questionnaires were distributed and only forty questionnaires were collected from the selected sample (4 questionnaires for each company). The forty questionnaires were valid to be analyzed. The qualitative analysis was used to analyze the two open-ended questions. Close- ended responses were analyzed by SPSS Version 22. In SPSS, reliability assessment was conducted to access the internal consistency of the adapted questionnaire. Frequencies, percentages, mean and standard deviation were calculated for the most activities which affecting negatively on the environment and local people and for the items of measuring the responsible travel performed in the desert.

Moreover, chi- square tests were applied to measure the relationship between the variables of the questionnaire. Three chi-square tests were applied firstly between the dimension of motorized travel and the dimension of desert tours and the environment, secondly between the dimension of non- motorized travel and the dimension of desert tours and the environment. Finally, chi-square test was applied between the activities which affect negatively on the desert environment, local people and the dimension of desert tours and the local community.

## 6. Findings and discussion

After analyzing the questionnaires, the following results were extracted:

**Table 1: Reliability coefficient of research variables**

| The dimensions | Cronbach's Alpha value |
|---|---|
| Motorized travel in the desert | 0.713 |
| Non- motorized travel in the desert | 0.755 |
| Desert tourism and the environment | 0.708 |
| The desert tour and the local community | 0.704 |
| The most activities affecting negatively on the desert environment and local people | 0.840 |

In the table one, the internal reliability of the items was verified by computing the Cronbach's alpha. The acceptable range is between 0.70 and 0.90 or higher depending on the type of research (Adefioye, 2015). The estimated value of Cronbach alpha for all variables in this research was higher than 0.7 which indicated that the present study variables are reliable and there is internal consistency between them.

**Table 2: The most activities affecting negatively on the desert environment and local people**

| The activities | Yes | | No | | Mean | Std. deviation |
|---|---|---|---|---|---|---|
| | Freq. | % | Freq. | % | | |
| Motorized travel in the desert | 6 | 15.0 | 34 | 85.0 | 1.15 | .362 |
| Discharging vehicle oil and other wastes | 15 | 37.5 | 25 | 62.5 | 1.38 | .490 |
| Non-motorized travel in the desert | - | 0 | 40 | 100 | 1.00 | .000 |
| Excessive use of local resources | 2 | 5.0 | 38 | 95.0 | 1.05 | .221 |
| Leaving rubbish and polluting wells | 10 | 25.0 | 30 | 75.0 | 1.25 | .439 |
| Ignoring the regulations of desert tours | 2 | 5.0 | 38 | 95.0 | 1.05 | .221 |
| Collecting rare species and damaging sites | - | 0 | 40 | 100 | 1.00 | .000 |
| Culture shocks between tourists and the locals | 1 | 2.5 | 39 | 97.5 | 1.03 | .158 |
| Camping in the desert | 2 | 5.0 | 38 | 95.0 | 1.03 | .160 |
| Repeated use of the same camping sites | 2 | 5.0 | 38 | 95.0 | 1.05 | .221 |
| Disrespectful behaviour by travellers (styles of dress, photography, etc.) | 1 | 2.5 | 39 | 97.5 | 1.03 | .158 |

The most activities which affect negatively on desert environment and local people are discharging vehicle oil and other wastes ; leaving rubbish and polluting wells (37.5% and 25% consequently) as shown in table 2. These results agree with the United Nations Environment Programme (2006). These effects are followed by motorized travel in the desert (15%). After that, the tested sample clarified that the excessive use of local resources, ignoring the regulations of national parks and protected areas, camping in the desert and repeated use of the same camping sites affect negatively and local people by 5%. Furthermore, the results illustrated that there are no negative impacts of non-motorized travel in the desert and tourists do not collect rare species or damage cultural sites.

**Table 3: The responsible principles of motorized travel in the desert**

| Responsible travel principles | Applied | | Applied sometimes | | Not applied | | Mean | Std. Deviation |
|---|---|---|---|---|---|---|---|---|
| | Freq. | % | Freq. | % | Freq. | % | | |
| Surveying the area of operation before tours | 18 | 45.0 | 15 | 37.5 | 7 | 17.5 | 2.28 | .751 |
| There are limits on daily travel and vehicle speeds | 18 | 45.0 | 14 | 35.0 | 8 | 20.0 | 2.25 | .776 |
| Charter flights were used to access to certain desert regions | 4 | 10.0 | 7 | 17.5 | 29 | 72.5 | 1.38 | .667 |
| Reducing the distances in the program and allot more time to each stop | 22 | 55.0 | 17 | 42.5 | 1 | 2.5 | 2.53 | .554 |
| Using vehicles from one site to another and explore them on foot | 27 | 67.5 | 10 | 25.0 | 3 | 7.5 | 2.60 | .632 |
| Drivers comply with regulations. | 29 | 72.5 | 9 | 22.5 | 2 | 5.0 | 2.67 | .572 |
| Customers do not encourage drivers to behave as rally drivers. | 27 | 67.5 | 12 | 30.0 | 1 | 2.5 | 2.65 | .533 |
| Guides and tour leaders monitor driving behavior. | 35 | 87.5 | 4 | 10.0 | 1 | 2.5 | 2.85 | .427 |
| Checking the loading of vehicles | 24 | 60.0 | 15 | 37.5 | 1 | 2.5 | 2.58 | .549 |
| There are regulations to control vehicle access to protected areas | 25 | 62.5 | 11 | 27.5 | 4 | 10.0 | 2.53 | .679 |
| Training drivers on the impact of driving on safety, environment,etc. | 14 | 35.0 | 7 | 17.5 | 19 | 47.5 | 1.87 | .911 |

As illustrated in table 3, most of responsible principles of motorized travel performed in the desert were applied. This agree with United Nations Environment Programme (2006); Marine Environment and Wildlife Section, Government of DUBAI (2011); Lifelong Learning Programme (2012), who explained that these principles are important to achieve responsible travel in the desert. On the other hand, large percent of the tested sample (72.5%) referred that charter flights were not used to improve access to certain desert regions. This result disagree with United Nations Environment Programme (2006).

Moreover, surveying the area of operation before tours; putting limits on the amount of daily travel and vehicle speeds are applied sometimes. On the other hand, more than 35% of the staff clarified that the drivers have training on the impact of driving on safety, the environment and the local heritage but, large percent of staff (47.5%) clarified that there is no training directed to drivers.
Weaver (2001); United Nations Environment Programme (2006) illustrated that drivers who are unaware of the area and the impact of off-road driving may degrade the

resources and exposes tourists to accidents and delays. This table answers item no.1 of the first research question.

**Table 4: The responsible principles of non- motorized travel in the desert**

| Responsible travel principles | Applied | | Applied sometimes | | Not applied | | Mean | Std. Deviation |
|---|---|---|---|---|---|---|---|---|
| | Freq. | % | Freq. | % | Freq. | % | | |
| Vehicle tours include a few hours riding camels, donkeys or horses rented from local communities | 35 | 87.5 | 4 | 10.0 | 1 | 2.5 | 2.85 | .427 |
| Checking that the animals used for tours are healthy | 17 | 42.5 | 15 | 37.5 | 8 | 20.0 | 2.23 | .768 |
| Checking the material supplied by locals (carts, saddles, feluccas). | 19 | 47.5 | 15 | 37.5 | 6 | 15.0 | 2.33 | .730 |

In table 4, the second item of the research question no. 1 explained the application of responsible principles of non-motorized travel in the desert. Most of the sample explained that vehicle tours include a few hours of riding camels, donkeys or horses (87.5%). Checking the health of the animals used for tours and the quality of material supplied by local people are applied sometimes (37.5%). About 15% of the sample explained that there is no checking for these materials. But, 20% of the staff confirmed that checking the health of the animals used for tours does not applied.

**Table 5: The responsible principles of conserving desert environment**

| Responsible travel principles | Applied | | Applied sometimes | | Not applied | | Mean | Std. Deviation |
|---|---|---|---|---|---|---|---|---|
| | Freq. | % | Freq. | % | Freq. | % | | |
| Tourists travel in small groups (15 to 20 people at most) | 18 | 45.0 | 16 | 40.0 | 6 | 15.0 | 2.30 | .723 |
| Raising awareness among customers about the consequences of their actions | 19 | 47.5 | 15 | 37.5 | 6 | 15.0 | 2.32 | .730 |
| Tourists and staff participate in clean-ups at the sites visited | 16 | 40.0 | 14 | 35.0 | 10 | 25.0 | 2.15 | .802 |
| Preventing polluting water with soap or any chemicals | 21 | 52.5 | 18 | 45.0 | 1 | 2.5 | 2.50 | .555 |
| Encouraging using of purified water rather than mineral water | 13 | 32.5 | 14 | 35.0 | 13 | 32.5 | 2.00 | .816 |
| Encouraging use of gas rather than firewood for cooking | 15 | 37.5 | 16 | 40.0 | 9 | 22.5 | 2.15 | .770 |
| Lighting fires when essential, and only with deadwood | 24 | 60.0 | 10 | 25.0 | 6 | 15.0 | 2.49 | .721 |
| Explaining waste management techniques to customers and providing them with what they need for this purpose | 13 | 32.5 | 16 | 40.0 | 11 | 27.5 | 2.05 | .783 |
| Creating and enforcing vehicle-free and no-camping zones | 24 | 60.0 | 12 | 30.0 | 4 | 10.0 | 2.50 | .679 |
| Educating staff and tourists about the importance of conserving the natural, cultural and historical heritage | 22 | 55.0 | 10 | 25.0 | 8 | 20.0 | 2.38 | .782 |
| Engaging with other companies and customers in projects to protect the environment and the visited communities | 18 | 45.0 | 14 | 35.0 | 8 | 20.0 | 2.25 | .776 |
| Introducing training plans for guides specializing in this type of travel | 14 | 35.0 | 11 | 27.5 | 15 | 37.5 | 1.97 | .862 |
| Creating codes of conduct for this type of travel | 22 | 55.0 | 14 | 35.0 | 4 | 10.0 | 2.45 | .677 |
| Forbidding flash photography and any physical contact with rock art | 8 | 20.0 | 15 | 37.5 | 17 | 42.5 | 1.77 | .768 |
| Providing travellers with information about laws of the exportation of heritage items | 14 | 35.0 | 21 | 52.5 | 5 | 12.5 | 2.22 | .660 |
| Using camps that are integrated into the desert | 20 | 50.0 | 16 | 40.0 | 4 | 10.0 | 2.40 | .672 |
| Training staff on how to sort wastes | 13 | 32.5 | 9 | 22.5 | 18 | 45.0 | 1.88 | .883 |

It is obvious from table 5 that large number of principles of conserving desert environment are applied sometimes. Only six of these measured principles which related to conserve desert environment are applied. This answers on no. 3 of the first research question. According to United Nations Environment Programme (2006); Marine Environment and Wildlife Section, Government of DUBAI (2011); Lifelong Learning

Programme (2012); Karis et *al*, (2013); Weber (2014); Erkkonen and Kyöstilä, (2016); these items are essential to conserve environment during implementing desert tours.

High visitor numbers can lead to the destruction of the resources and the visitor experience. Moreover, inappropriate use of wood for fuel are reasons for desertification and deforestation. On the other hand, using of vehicles affect negatively sensitive ecosystems and wastes lead to pollution which reduces tour quality as Weaver (2001); Tremblay (2006); United Nations Environment Programme (2006); Marine Environment & Wildlife Section, Government of DUBAI (2011); Karis et *al*, (2013).

**Table 6: The responsible principles of the desert tour and the local community**

| **Responsible travel principles** | **Applied** | | **Applied sometimes** | | **Not applied** | | **Mean** | **Std. Deviation** |
|---|---|---|---|---|---|---|---|---|
| | **Freq.** | **%** | **Freq.** | **%** | **Freq.** | **%** | | |
| Training drivers to use existing tracks and slowing down as they are near villages and camps | 23 | 57.5 | 9 | 22.5 | 8 | 20.0 | 2.38 | .807 |
| Giving preference to staff from local people if they have the same skills as other candidates | 17 | 42.5 | 18 | 45.0 | 5 | 12.5 | 2.30 | .687 |
| Encouraging customers to turn their “gifts” into donations to local associations working for conservation and development | 7 | 17.5 | 21 | 52.5 | 12 | 30.0 | 1.87 | .686 |
| Encouraging customers to buy locally produced handicrafts and fresh products | 21 | 52.5 | 17 | 42.5 | 2 | 5.0 | 2.47 | .599 |
| The tour includes traditional cultural events | 26 | 65.0 | 12 | 30.0 | 2 | 5.0 | 2.60 | .591 |
| Customers respect the heritage of local people: photos, dress and behavior. | 24 | 60.0 | 12 | 30.0 | 4 | 10.0 | 2.50 | .679 |
| Advice local populations on how to treat tourists, tourist expectations, hygiene, etc. | 20 | 50.0 | 14 | 35.0 | 6 | 15.0 | 2.35 | .736 |
| Staff training program includes how to respect the host cultures and conservation of the natural and cultural heritage | 15 | 37.5 | 17 | 42.5 | 8 | 20.0 | 2.18 | .747 |
| There is guide from the region in desert tours | 19 | 47.5 | 17 | 42.5 | 4 | 10.0 | 2.38 | .667 |

It is clear from results shown in table 6 that the majority of responsible tourism principles which related to local community during desert tours are applied. These results agreed with United Nations Environment Programme, (2006); Povlsen (2010) as they explained that these principles are vital to achieve welfare to local people. Therefore, the final item of question no.1 in the research was answered. The other principles such as giving preference to staff from local communities; encouraging customers to turn their “gifts” into donations to local associations working for conservation and development and training staff on how to respect the host cultures and conservation of the natural and cultural heritage are applied sometimes.

If local people in the desert perceive that the costs of the services offered to tourists increase the benefits which they have, they may be unwilling to respond to vehicle breakdowns and medical emergencies etc. Moreover, irresponsible behavior of tourists may breakdown of family structures. On the other hand, giving inappropriate "gifts" particularly to children, encourages begging (United Nations Environment Programme, 2006; Povlsen, 2010). So that, if these principles are applied, this will achieve welfare to local comminutes and encourage them to promote tourism industry.

**Table 7: Mean differences between the four dimensions of the study**

| The dimension | Mean | Std. Deviation |
|---|---|---|
| Motorized travel in the desert | 2.38 | .341 |
| Non- motorized travel in the desert | 2.47 | .494 |
| Desert tourism and the environment | 2.22 | .464 |
| The desert tour and the local community | 2.34 | .412 |

The results in table 7 show that there are differences between the means of the four dimensions of the research. This means that there are differences in applying the responsible travel principles in the four dimensions. The most applied principles are; non-motorized travel in the desert followed by motorized travel in the desert and principles of engaging local community in the desert tours subsequently. The responsible principles of conserving environment during desert tours are the lowest applied principles.

**Table 8: Chi-square test between the dimension of motorized travel and the dimension of desert tours and the environment**

| | Value | df | Sig. |
|---|---|---|---|
| Pearson Chi-Square | 300.260a | 260 | .044 |
| Likelihood Ratio | 136.120 | 260 | 1.000 |
| Linear-by-Linear Association | 23.853 | 1 | .000 |

There is a correlation between the dimension of motorized travel and the conserving the environment as it is clear in table 8, as the significant level is 0.044. This means that the application of responsible principles of motorized travel affects on conserving environment and this results answers question 2 written in the research. On the other hand, the motorized travel has many negative effects on desert environment as Weaver (2001); United Nations Environment Programme (2006); Marine Environment & Wildlife Section, Government of DUBAI (2011); Tremblay (2006); Karis et *al*, (2013).

**Table 9: Chi-square test between the dimension of non- motorized travel and the dimension of desert tours and the environment**

| | Value | df | Sig. |
|---|---|---|---|
| Pearson Chi-Square | 131.709a | 100 | .018 |
| Likelihood Ratio | 93.122 | 100 | .674 |
| Linear-by-Linear Association | 13.913 | 1 | .000 |

Table 9 clarifies the correlation between the dimension of non- motorized travel and protecting the environment. The significant level is 0.018 and Chi-square value is 131.709. This answers on question no. 3 written in the research and this means that there is a high correlation between these two variables. The tested sample illustrated that there are no negative impacts of non-motorized travel as table 2 mentioned. Moreover, United

Nations Environment Programme (2006) clarified that walking and riding on camels, donkeys or horses are the travel modes that best meet the criteria of responsible tourism.

**Table 10: Chi-square test between the activities affecting negatively on the environment and locals and the dimension related to the local community**

| | Value | df | Sig. |
|---|---|---|---|
| Pearson Chi-Square | 40.000a | 13 | .000 |
| Likelihood Ratio | 9.353 | 13 | .746 |
| Linear-by-Linear Association | 3.690 | 1 | .055 |

Chi-square test illustrates that there is a correlation between the activities which affect negatively on the desert environment and local people and the dimension of achieving welfare of the local community. The significant level is 0.000 and chi-square value is 40.000. This correlation may be due to that the selected sample of the staff give a small percentage for the activities which affect negatively on local people such as excessive use of local resources; culture shocks between tourism and the local people; disrespectful behavior performed by travelers. On the other hand, most of the responsible principles which related to local people are applied as table 6 declared. Through chi-square test, the fourth research question was answered.

**Table 11**: **Problems related to conserving environment and achieve welfare to local people**

| | **Yes** | |
|---|---|---|
| **Problems** | **Freq.** | **%** |
| Inefficient monitoring and controlling | 1 | 2.5 |
| Inadequate education/training | 1 | 2.5 |
| Lack of funds | 17 | 42.5 |
| Conflict between the governmental authorities and the tourism private sector | 3 | 7.5 |
| Non-activation of laws | 19 | 47.5 |

As shown in table11, the staff were asked to clarify the challenges facing conserving desert environment and achieving welfare to local people in the desert and answer on the final research question. They explained that non- activating of laws concerning protecting the environment and lacking funds are the essential problems (47.5% and 42.5% respectively). About 7.5% referred to the problem of conflicting between the governmental authorities and the tourism private sector. Moreover, 2.5% of the tested sample illustrated the problem of inadequate education and training programs related to responsible travel in the desert and the shortage in monitoring and controlling. Finally, two of staff added other problems such as non- responsible behaviour of some tourists or local people and the associations responsible for preserving the environment fail to do their role and do not respond to complaints.

**Suggestions which are declared by staff to conserve the environment and engage community in the desert tours**

- Ministry of Environment should provide courses for staff (guides, locals or drivers) to increase their awareness about protecting environment for the future generations.
- Increasing the governmental supervision of Ministry of Environment and Ministry of Tourism on various safari programs.

- Raising waste which dumps at the entrances of desert tours.
- Ministry of Environment and Ministry of Tourism should organizing awareness sessions and financial support for the local communities.
- Develop deterrent laws to protect the desert areas.
- Cooperation between concerned authorities and safari stations to know their needs to improve the desert tours.
- Provide the necessary medical equipment and ambulances and mobile networks near the safari stations.
- Encouraging the local people to take care of the production of handicrafts and revival of the local heritage especially artistic concerts.

## Conclusions

The results of the research clarified that discharging vehicle oil and wastes; leaving rubbish and polluting wells are the most activities which affect negatively on desert environment and local people. Most of responsible principles of motorized and non-motorized travel in the desert are applied. Moreover, large number of principles of conserving desert environment are applied sometimes. On the other hand, the majority of measured items which are related to local community are applied. Therefore, the most applied principles are non- motorized travel in the desert followed by motorized travel and achieving welfare to the local community. The responsible principles of conserving environment are the lowest applied items.

Non- activating of laws concerning protecting the desert environment and lacking funds are the essential problems facing conserving environment and engaging local people in the desert tours. Chi-square tests illustrated that the application of responsible principles of motorized and non-motorized travel affect on conserving desert environment. Furthermore, there is a correlation between the activities which affect negatively the desert environment and local people and the dimension of desert tours and the local community.

### Recommendations and future researches

- Travel agencies should inform tourists that deserts are living environments and provide them with regulations for the desert tours to conserve the environment and respect the local communities.

- Travel agencies should increase the awareness of tourists regarding the environment and local communities through visitor centers, campaigns to cleanup visited places, distributing best practices of desert tours, clarifying the customs and cultures of local communities to conserve their heritage.

- Charter flights can be used travel agencies to improve access to certain desert regions.

- Travel agencies should take care of the responsible principles of conserving desert environment to sustain these resources for future generations.
- Staff in safari stations should cooperate with travel agencies to survey the area before tours and training drivers about the impact of irresponsible driving are essential items.
- Ministry of tourism and Ministry of Environment should determine limits on the amount of daily travel and vehicle speeds.
- When tours includes non- motorized travel, travel agencies should check that the animals are healthy.
- Travel agencies should give priority to staff from local communities and train staff on respecting the host cultures and conserving the heritage.
- Staff working in travel agencies should encourage customers to turn their gifts into donations to local associations working for conservation and development.
- Ministry of Tourism and Ministry of Environment should cooperate with non-governmental authorities which concerned with desert tours to increase funds for protecting and maintenance environment. Moreover, they should increase national and international media coverage for responsible travel in the desert.
- Ministry of Tourism and Ministry of Environment should cooperate with private sector to establish new responsible infrastructure, services and businesses in desert areas which will provide new employment and educational opportunities for local people. These authorities should increase the efficient monitoring and controlling on desert tours and develop simplified guide boards on the desert areas to be conserved.
- This study concerned with evaluating the principles of responsible tourism applied in desert tours which are performed in Hurghada from the view of staff working in the travel agencies. The future researches can evaluate these principles from the view of tourists. Other researches can change the area of the study as Sinai or other destinations include desert tours.

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