Examining Employee Intrinsic and Extrinsic Job satisfaction: A comparative study in Egyptian Hotels and Hospitals

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Abstract
Job satisfaction is one's positive sense about his or her job, which is driven by a set of intrinsic and extrinsic needs. Egyptian Hotels in Egypt face many challenges with regards to job satisfaction due to the current economic situation of the country in addition to the low salary scale implemented in the industry. Therefore, this study aims at exploring and measuring the intrinsic and extrinsic factors related to job satisfaction. The study aims to compare those factors in both hotels and hospitals in Egypt. The study utilized Minnesota Job Satisfaction Questionnaire as a tool to measure job satisfaction. The study found correlations between organization type, demographic attributes, intrinsic and extrinsic job satisfaction. This study is the first empirical study that focuses on intrinsic and extrinsic factors of job satisfaction in Egyptian hotels and hospitals.
Keywords: Hotels, job satisfaction, hospitals, employees, Intrinsic, Extrinsic.

Introduction

Job satisfaction is one of the most widely investigated constructs in the organizational performance and management literature (Wan-Yin and Htaik, 2011), and a topic that has received big attention by managers and researchers alike (Qasim & Syed, 2012). It was defined simply as a worker's positive or negative attitude toward one's job (Ucar & Otken, 2010). According to Miao (2011), job satisfaction refers to an employee's general sense of well-being at work. It is an internal state based on assessing the job and work-related experiences with some degree of favor or disfavor.

This study was conducted in both hotels and hospitals due to the fact that housekeeping operation is highly significant in both industries. It affects

their overall performance and revenue. In addition, a pilot study was conducted prior to this study showed that hospitals and hotels share common aspects in terms of housekeeping employees such as educational background, working hours, workload…etc.

Hotels and hospitality institutions face a lot of challenges. These challenges originate from the external environment cultures, which require the means that enable them to stay, continue and distinguish by caring about the internal environment cultures in order to adapt to the external environment variables. This requires attention to the human element which is the main pillar in the success and progress of the institution according to what they have from knowledge and skills and because of the impact of factors related to job satisfaction of employees and their importance in raising the level of performance. The present study aims at exploring and measuring the intrinsic and extrinsic factors related to job satisfaction. The study aims to compare those factors in both hotels and hospitals in Egypt.

Literature review

Job satisfaction has been widely used and studied in scientific research. However, it is claimed that there is still no general agreement regarding what job satisfaction is (Aziri, 2011). In other words, there is a lack of consensus as to what job satisfaction really is and how satisfaction of employees can be assessed. The importance of job satisfaction in the service industry is an indisputable aspect of overall organizational performance and success, due to the deep involvement of the human factor in the operation. It is widely accepted that customer satisfaction in turn translates into organizational success. In a service organization, it is possible that employee job satisfaction may have its biggest impact in the area of customer satisfaction(Snipes et al., 2005). Job satisfaction can be considered as one of the main factors when it comes to efficiency and effectiveness of business organizations. Currently, organizational success require that employees should be treated and considered primarily as human beings that have their own wants, needs, personal desires which indicate the importance of job satisfaction in institutions. Job satisfaction logic is that a satisfied employee is a happy employee and a happy employee is a successful employee (Aziri, 2011).

The concept of job satisfaction is a consequence of human relations movement which began with the classic Hawthorne studies in the late 1920s. Job satisfaction is one of the most studied concepts in industrial and

organizational psychology and in the sociology of work and occupations (Mulinge, 2000). It is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment. According to (Jennifer, 2009), it was found that Job satisfaction is the collection of feeling and beliefs that employees have toward their jobs. Levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. Consequently, employees can have attitudes toward their job as a whole or about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their wages.

Job satisfaction simply describes the level of happiness of employees in fulfilling their desires and needs at the work. Hence, it is the pleasurable feelings that result from an employee perception of achieving the desired level of needs. As an intangible variable, it could be expressed or observed via emotional feelings. In other words, it hinges on the inward expression and attitude of individual employee with respect to a particular job. For instance, an employee satisfaction is high if the job provides expected psychological or physiological needs. However, satisfaction is said to be low if the job does not fulfill the psychological or physiological needs (Cook, 2010).

Wilson (2010) believes that discretionary behavior that helps achieve organizational success is likely to occur when employees are well motivated and feel committed to the organization, and when the job gives them high levels of job satisfaction. Job satisfaction depends on employee's insight and behavior at the work place which is driven by a set of intrinsic, extrinsic needs and by their view of numerous job-related and organization related attitudes such as the quality of supervision, social relationships with the work group and the degree to which individuals succeed or fail in their work (Ayub & Rafif, 2011). Intrinsic factors include promotion, individual growth, recognition, responsibility, and achievement; while extrinsic factors include supervision, wages, organizational policies, work effectiveness conditions, social work relationships, and job security (Ghazzawi, 2010).

Studies on job satisfaction revealed that extrinsic factors continue to have an important effect on employee turnover, while intrinsic satisfaction has more effects than extrinsic factors, and play an even greater role in employee turnover behavior (Ghazzawi, 2010; Li-Ping Tang et al. 2000; O'reilly & Caldwell, 1980; Randolph & Johnson, 2005; Udechukwu, 2007).

Studies have linked job satisfaction with some demographic attributes. For instance, in terms of gender, some studies found that female employees reported more intrinsic and less extrinsic work values compared to males (Hirschi, 2010); while other studies found that male employees were more satisfied than females (Ghafoor, 2012). Other studies have found no conclusive evidence with regard to the levels of satisfaction among men and women (Ayub & Rafif, 2011).Other demographic attributes such as educational level were found to be correlated with job satisfaction (Chen et al., 2010). Age, on the other hand, was found to have no correlation with job satisfaction (Ghafoor, 2012).

Several factors were indicated as sources to job satisfaction such as wages (Clark et al., 1996; Easterlin, 2001), organizational commitment (Agho et al., 1993; Currivan, 1999), performance (Locke, 1976), organizational climate (Lund, 2003), job motivator and Job hygiene (Mehboob et al., 2012). Anticipated extrinsic and intrinsic rewards were found to be beneficial to all employees, leading to their job satisfaction (Linz & Semykina, 2012).

The literature found positive and negative factors to be the main correlates to job satisfaction. The positive factors are Life Satisfaction, Job Performance, Worker Motivation, Job Involvement, Organizational Commitment, Organizational Citizenship Behavior, and Worker Health (Westover, 2012), Supportive organizational culture (Bigliardi et al.,. The negative factors are Employee Tardiness, Employee Absenteeism, Withdrawal Cognitions, Employee Turnover, Perceived Stress (Westover, 2012), bureaucratic organizational culture (Bigliardi et al., 2012), materialistic values (Deckopet al.,.

Job satisfaction has been found to significantly influence absenteeism, turnover, job performance, and psychological distress (Chen et al., 2006; Eslami & Gharakhani, 2012; Spector, 1997). It also influences personality, extrinsic and intrinsic values, work situation, social influence, and life satisfaction (George, 1992; Ghazzawi, 2008, 2010; Ghazzawi & Smith, 2009; Judge & Locke, 1993; Staw & Cohen‐Charash, 2005; Staw & Ross, 1985; Watson & Slack, 1993).

Population and Sample

The purpose of this study is to examine employees' intrinsic and extrinsic job satisfaction in both hotels and hospitals in Egypt. In the phase of field work of this study, the initial required data for the targeted sample were collected from the different categories of hotels and hospitals. In selecting the sample of this study, some steps were followed subsequently. First, Alexandria City was selected as the prime and only location for the study due to reasons of easy access to data collection. In addition, the location was chosen as it is considered the second capital of Egypt after Cairo, its role and activities of tourism and shopping, and for considerations of time, efforts and costs to be suitable for the researchers. Second, all the different categories of hotels (5, 4, and 3 starts) were surveyed. The total number of different categories of hotels located in Alexandria is 29 hotels which are classified as: 8 five-star hotels, 7 four-star hotels, and 14 three-star hotels. This is in addition to the hospitals that are characterized by the character of the hotel and they are 10 hospitals inside Alexandria. Third, the required data were collected using paper-based survey questionnaire forms. Fourth, to achieve the study's aim,200 housekeeping employees from different hotels in the category of 3, 4, 5-stars were surveyed in addition to hospitals, where 200 forms were distributed hospitals. Out of 400 questionnaire forms distributed in total for both hotels and hospitals, 311 forms were collected with a response rate of 77.75%. A total of 161 forms were collected from hotels and 150 forms were collected from hospitals.

Instrument and Measurement
The Minnesota Job Satisfaction questionnaire (Weiss et al., 1967) was used in this study to achieve its objective (see table 1). The questionnaire is distributed to employees in different categories of hotels and hospitals in Alexandria. The questionnaire includes ten Intrinsic Job Satisfaction (IJS) variables and six Extrinsic Job Satisfaction (EJS) variables that were all placed on a 5-point Likert scale ranging from level 1 representing "Strongly Disagree" to level 5 representing "Strongly Agree". The instrument was initially translated into Arabic language, and then handed over to key informants in hotels and hospitals under examination. Every informant had a task to distribute his hotel/hospital's set of questionnaire forms to employees in his/her station. Informants were also responsible for ensuring all questions are answered and then they collected the answered forms and handed them over to the researchers.

Table 1: Minnesota Job Satisfaction Questionnaire

Intrinsic Job Satisfaction	
IJS1	The chance to do different things from time to time
IJS2	The chance to be somebody in the community
IJS3	Being able to do things that don't go against my conscience
IJS4	The way my job provides for steady employment
IJS5	The chance to do things for other people:
IJS6	The chance to tell people what to do
IJS7	The chance to do something that makes use of my abilities
IJS8	The freedom to use my own judgment
IJS9	The chance to try my own methods of doing the job
IJS10	The feeling of accomplishment I get from the job
Extrinsic Job Satisfaction	
EJS1	The praise I get for doing a good job
EJS2	The chances for advancement on this job
EJS3	My pay and the amount of work I do
EJS4	The way company policies are put into practice
EJS5	The competency of my supervisor in making decisions

Source: (Weiss et al., 1967)

Data analysis

Data were analyzed using Analysis of variance method (ANOVA) to detect the significance between the three categories of hotels studied (3, 4, and 5 stars). Least Significant Difference at 0.05 probability level (L.S.D0.05) used to compare the means of the three categories of hotels studied for each item. SPSS (Statistical Package for Social Science) version 16.0 for windows was used. Data from open-ended questions in the questionnaire form, checklist form and Standard Recipes (SR) data were analyzed using qualitative analysis by identifying the implied meanings of statements.

Validity and reliability

In terms of the implication of validity and reliability standards, a confirmatory factor analysis was conducted in the study to test the factor structure of the measurement tool. Bartlett's Test of Sphericity resulted .000 significance. Kaiser–Myer–Olkin measure of sampling adequacy resulted .162. In terms of reliability, a Cronbach's Alpha test was used (result was .725). Cronbach's Alpha based on standardized items was .943. Thus, this survey has higher internal consistency and therefore it is reliable**.**

Results and Discussion

In order to achieve the aim of this study, several tests have been conducted. First, a frequency test was conducted to explore descriptive results of demographic attributes. Second, a Mann-Whitney test was conducted to identify the relation between intrinsic & extrinsic job satisfaction in both hotels and hospitals. Third, a spearman bivariate test was conducted to explore the relation between organization type and demographic attributes. The test was then repeated in order to explore the relation between organization type and intrinsic job satisfaction, and then with extrinsic job satisfaction.

Respondents Profile

Table 2: Demographic descriptive results:

Hotels						
Variable	**N**	**Minimum**	**Maximum**	**Median**	**Variance**	**Std. Deviation**
Gender	161	1	2	1	.140	.375
Age	161	1	4	2	.838	.915
Education	161	1	4	2	1.086	1.042
Experience	161	1	4	2	.915	.915
Hospitals						
Variable	**N**	**Minimum**	**Maximum**	**Median**	**Variance**	**Std. Deviation**
Gender	150	1	2	2	.131	.362
Age	150	1	4	2	.781	.884
Education	150	1	4	4	1.161	1.078
Experience	150	1	4	2	.905	.915

There is a significant correlation between organization type &demographic attributes in different capacities, with Gender .679 (p>0.01), with Age .148 (p>0.01), and with Education .294 (p>0.01). However, the correlation was not significant with Experience .111(p>0.05). These findings indicate that it means that studied person in hospital are older high her education with gender, with age, and with Experience than hotels. On the other hand, the most workers in hospitals consist of women. This also indicates that there is a direct correlation between organization type, gender and age as well as the educational level; moreover, there is a weak correlation with experience. It is believed that most of the employees of hotels in the department of internal supervision within the hotels may be younger than the employees of the department of internal supervision in hospitals, moreover most of the staff in the department of internal

supervision of women and this is qualified by the above statistics in addition to the workers in hotels may be scientifically qualified more than hospital staff.
The relation between intrinsic & extrinsic job satisfaction in both hotels and hospitals

In terms of the relation between intrinsic & extrinsic job satisfaction in both hotels and hospitals (see table 3), results show that employees in hotels scored higher mean rank in eight out of ten intrinsic job satisfaction variables, whereas employees in hospitals scored higher mean rank in two out of ten intrinsic job satisfaction variables. On the other hand, results show that employees in hotels scored higher mean rank in four out of six extrinsic job satisfaction variables, whereas employees in hospitals scored higher mean rank in two out of six extrinsic job satisfaction variables. These findings show that hotel employees are generally more satisfied than hospital employees.
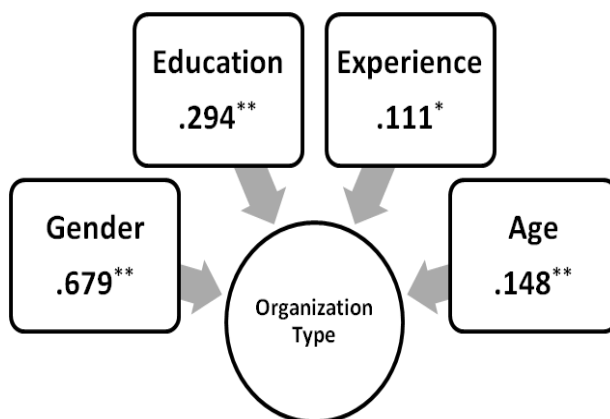
Table 3: Relation between intrinsic & extrinsic job satisfaction in both hotels and hospitals

	Hotels			Hospitals		
Intrinsic JS	**N**	**Mean Rank**	**Sum of Ranks**	**N**	**Mean Rank**	**Sum of Ranks**
IJS 1	161	155.51	25036.50	150	156.53	23479.50
IJS 2	161	161.84	26057.00	150	149.73	22459.00
IJS 3	161	160.47	25835.00	150	151.21	22681.00
IJS 4	161	158.02	25441.00	150	153.83	23075.00
IJS 5	161	171.70	27643.50	150	139.15	20872.50
IJS 6	161	157.18	25306.00	150	154.73	23210.00
IJS 7	161	157.52	25360.00	150	154.37	23156.00
IJS 8	161	158.89	25581.00	150	152.90	22935.00
IJS 9	161	148.47	23903.00	150	164.09	24613.00
IJS 10	161	164.34	26458.00	150	147.05	22058.00
Extrinsic JS	**N**	**Mean Rank**	**Sum of Ranks**	**N**	**Mean Rank**	**Sum of Ranks**
EJS 1	161	157.50	25358.00	150	154.39	23158.00
EJS 2	161	159.84	25734.00	150	151.88	22782.00
EJS 3	161	152.98	24629.00	150	159.25	23887.00
EJS 4	161	156.40	25180.00	150	155.57	23336.00
EJS 5	161	155.49	25033.50	150	156.55	23482.50
EJS 6	161	156.43	25185.00	150	155.54	23331.00

The relation between organization type and demographic attributes

There is a significant correlation between organization type & demographic attributes in different capacities, with Gender .679 (p>0.01), with Age .148 (p>0.01), and with Education .294 (p>0.01) as shown in figure 1. However, the correlation was not significant with Experience .111(p>0.05). These findings indicate that it means that studied person in hospital are older high her education with gender, with age, and with Experience than hotels. On the other hand, the most workers in hospitals consist of women. This also indicates that there is a direct correlation between organization type, gender and age as well as the educational level; moreover, there is a weak correlation with experience. It is believed that most of the employees of hotels in the department of internal supervision within the hotels may be younger than the employees of the department of internal supervision in hospitals, moreover most of the staff in the department of internal supervision of women and this is qualified by the above statistics in addition to the workers in hotels may be scientifically qualified more than hospital staff.

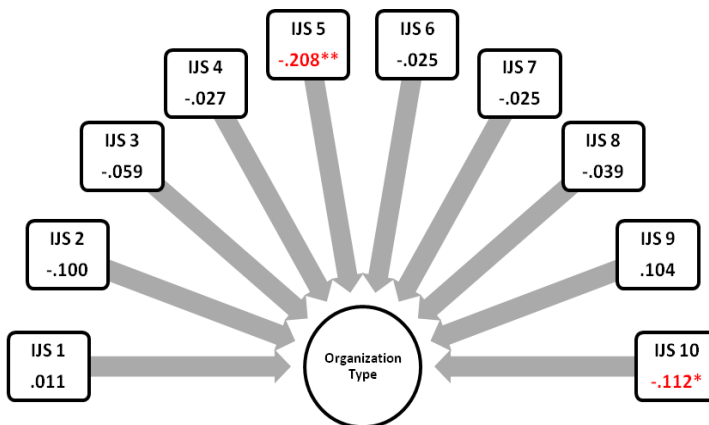**Figure 1: Correlation between organization type and demographic attributes**

The relation between organization type and intrinsic job satisfaction

In terms of the relation between organization type and intrinsic job satisfaction, figure 2 shows that there is a significant negative correlation between organization type and IJS 5 "*the chance to do things for other people*" -.208 (p>0.01). There is also a negative correlation with IJS 10 "the feeling of accomplishment I get from the job" -.112 (p>0.05). This may indicate that the more the employee feels that he has the opportunity to do different things from time to time, and the more the individual feels

that he has a chance that someone in the organization is less organized. In addition, the more the individual feels that the way his or her job is satisfactory, the more the organization has the opportunity to do things to help other people. Variable values under morality is one of the fundamental functional satisfaction factors. This may contradict partially with(Buitendach, 2005). Yet, (Weiss(1967) adds more dimension to be exact general satisfaction which they explain to measure the total of intrinsic and extrinsic satisfaction. To them, intrinsic satisfaction items include ability utilization, achievement, activity, authority, creativity, independence, moral values, responsibility, security, social service, social status and variety. Extrinsic satisfaction items include advancement, company policies, reparation, recognition, supervision-human relations and supervision scientific.

Figure 2: Correlation between organization type and Intrinsic Job Satisfaction

*The relation between organization type and extrinsic job satisfaction*
There is a simple inverse relationship between the praise and thanks of the worker within the organization and the organization type-.023 (p> 0.05) as shown in figure 3. There is also a weak inverse relationship between the feeling of the individual or person that he has the opportunity to progress in the job and the organization type.-61 (p. 0.05). There is also a weak correlation between the way in which the policies of the company or the organization are put into effect and Organization, type .39 (p> 0.05).

There is an inverse relationship between the supervisor's ability to make the appropriate decisions and organizational type.-005 (p> 0.05). There is also a weak correlation between the ways the supervisor deals with staff (P> 0.05). There is also a simple inverse relationship with workers receiving a salary commensurate with the size of the work and Organization type-.005 (p> 0.05). This may indicate that the higher the praise and thanks within the organization, the weaker the organization type note that the theoretical part does not appear to explain the use of different scientific research methods as well as whenever the individual feels that the worker has the opportunity to progress in the job decreases remarkably small organization type. This may contrast with the incentive by promotion can be explained by McClelland's theory for achievement and by Maslow's theory of an individual's need for self-esteem and self-actualization Peerbhai,(2006). One of the four top factors identified as contributing to job satisfaction was the prospect to grow.

The findings show that there are many variables that can affect job satisfaction of a person including salary and fringe benefits, just system of promotion, working environment quality, leadership, work, tasks and socializing. This is in addition to the simple inverse relationship between the efficiency of the supervisor in making decisions and the type of organization (p. 0.05). This may differ from the supervisor of the organization from one organization to the other, although there is nothing in the theoretical to explain this relationship directly, but the following shows that supervision has an important role to play.

The individual's sense of job satisfaction, which is reflected in performance, has been agreed by all researchers except Rölin and others (Brunetto et al Wharton, 2002). Sajuyigbe, Olaoye, Adeyemi, (2013) Ojokuku, Sajuyigbe, (2009) Certo 2010: 3, Newsroom 2007 and Roelen et al., (2008) who have contradictory view. The relationship may indicate that employees' dissatisfaction with the salaries or wages they receive from the organization in the opposite relationship is simple and has been pointed out. Andrew, Oswald, and War (1996) have observed highly significant U-shaped relationship between pay satisfaction and job tasks satisfaction for job satisfaction. According to Rafiq, Javed, Khan, and Ahmed (2012) for tall performance and organizational growth, rewards should be provided to employees. This means that there is a relationship in the form of a letter U and the relationship means a direct one.

Figure 3: Correlation between organization type and Extrinsic Job Satisfaction
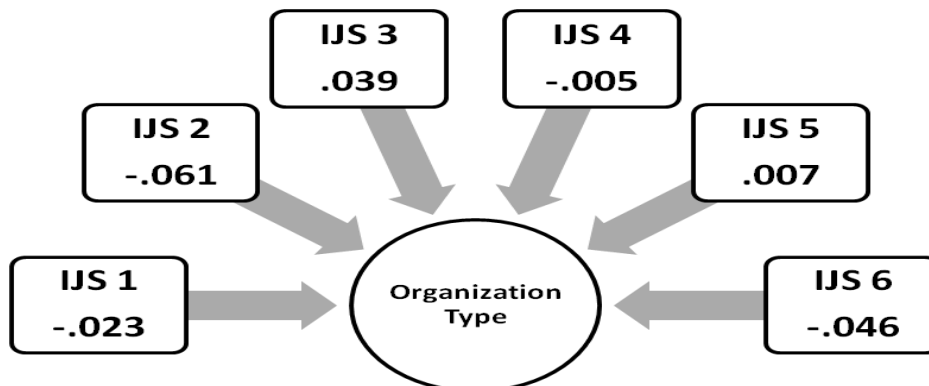
The relation between demographic attributes and intrinsic job satisfaction

In terms of the relation between demographic attributes and intrinsic job satisfaction in hotels (see table 4), results show that two variables were found to be significantly correlated with gender (JSI7 and JSI 10); only one variable was found to be significantly correlated with age (JSI4); two variables were found to be significantly correlated with education (JSI2 and JSI5); only one variable was found to be significantly correlated with experience (JSI3);

Table 4: Correlation between Demographic attributes and Intrinsic Job Satisfaction (in Hotels)

Variable	Spearman's rho	Gender	Age	Education	Experience
JSI1	Correlation Coefficient	-.003	-.080	-.058	-.019
	Sig. (2-tailed)	.970	.314	.470	.808
JSI2	Correlation Coefficient	-.085	.045	-.164*	-.022
	Sig. (2-tailed)	.283	.572	.038	.782
JSI3	Correlation Coefficient	.003	-.004	-.010	-.167*
	Sig. (2-tailed)	.966	.959	.903	.034
JSI4	Correlation Coefficient	-.018	.156*	-.091	.073
	Sig. (2-tailed)	.819	.048	.255	.358
JSI5	Correlation Coefficient	-.083	.033	-.235**	-.073
	Sig. (2-tailed)	.297	.678	.003	.359
JSI6	Correlation Coefficient	.047	-.069	-.062	-.118
	Sig. (2-tailed)	.551	.382	.438	.135
JSI7	Correlation Coefficient	.173*	.073	-.109	.086
	Sig. (2-tailed)	.029	.361	.172	.276
JSI8	Correlation Coefficient	.046	.119	.041	-.090
	Sig. (2-tailed)	.566	.134	.611	.257
JSI9	Correlation Coefficient	.021	.097	-.080	.107
	Sig. (2-tailed)	.787	.223	.317	.176
JSI10	Correlation Coefficient	.168*	.088	.019	-.072
	Sig. (2-tailed)	.033	.265	.810	.361

Where there is an inverse relationship between the employee's feeling that he has the ability and the opportunity to do different things from time to time and between the educational level and that at the level of dilatation-. 164 (p>0.05).This may indicate the greater the feeling of the individual or employee that he has the opportunity to do With different things from time to time as the level of education decreases. But the researcher sees the opposite; there must be a close correlation between the two variables, the more the feeling of the individual and employee that he has to do a lot of things from time to time whenever this indicates the height of educational level.

There is also an inverse relationship between the employee's feeling that he is capable of doing things that do not contradict conscientiousness and the employee's experience at the level of interpolation -. 167 (p >0.05).This may indicate that the relation between the two variables is negative. Second, the researcher believes that the relationship between them is supposed to be correlated, ie, if the employee experience increases, whenever the employee feels that he is capable of doing and doing things that do not conflict with conscience.

There is also a close correlation between the method of job satisfaction and the age at the level of. 156 (p>0.01). This may indicate that the methods provided by the job to employees and staff commensurate with their abilities and needs and thus their age leading to a sense of job satisfaction. The researcher sees that whenever the employee progresses in age, the more privileges he receives, the more incentives, upgrades, wages, etc., which makes the employee satisfied with the ways in which he provides his job.

There is also an inverse relationship with a statistical relation between the employee doing different things to help other people and the educational level at the level of-.235(p>0.05). This indicates the higher the educational level of staff, the less opportunity the employee has to do different things to help others. Where the researcher sees the opposite and sees the higher the level of education for staff has increased the ability and the opportunity to provide assistance to others as well.

There is also a correlation relationship with a statistical correlation between the employee's feeling that he has the opportunity to do things that enable him to use his abilities and the gender (male & female) at the level of. 173 (P >0.01). This may indicate that there is a close correlation between the two variables if the first variable increases, the second variable increases, where the researcher agrees with the statistical result.

There is also a correlation relationship with a statistical function between the employee's sense of achievement obtained from his job and the type (male & female) and at the level of function.168 (p>0.01). This may indicate the greater the employee's sense of achievement that gets him from his job the greater the gender, whether male or female.

In terms of the relation between demographic attributes and intrinsic job satisfaction in hospitals (see table 5), results show that there is no correlation found either with gender or age, or education. Only one variable was found to be significantly correlated with education (JSI9);

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two variables were found to be significantly correlated with experience (JSI3 and JSI6).

Table 5: Correlation between Demographic attributes type and Intrinsic Job Satisfaction (in Hospitals)

Variable	Spearman's rho	Gender	Age	Education	Experience
JSI1	Correlation Coefficient	.100	.059	-.020	.157
	Sig. (2-tailed)	.224	.471	.805	.055
JSI2	Correlation Coefficient	-.060	.083	-.032	.079
	Sig. (2-tailed)	.463	.314	.700	.339
JSI3	Correlation Coefficient	-.115	.037	.095	.162*
	Sig. (2-tailed)	.162	.656	.246	.047
JSI4	Correlation Coefficient	-.020	-.060	.007	.024
	Sig. (2-tailed)	.807	.468	.930	.766
JSI5	Correlation Coefficient	-.087	-.074	-.149	-.064
	Sig. (2-tailed)	.290	.370	.068	.436
JSI6	Correlation Coefficient	.064	-.046	.084	-.166*
	Sig. (2-tailed)	.433	.578	.307	.042
JSI7	Correlation Coefficient	-.029	-.079	.004	-.008
	Sig. (2-tailed)	.729	.338	.965	.920
JSI8	Correlation Coefficient	-.077	.020	.083	.013
	Sig. (2-tailed)	.349	.805	.311	.872
JSI9	Correlation Coefficient	-.117	-.036	-.178*	.021
	Sig. (2-tailed)	.155	.660	.029	.801
JSI10	Correlation Coefficient	-.078	-.103	-.095	-.026
	Sig. (2-tailed)	.345	.212	.247	.753

Where there is a correlation relationship with a close statistical relationship between the feeling that the individual is able to do things do not conflict with the conscience and experience at the level of function.162 (p>0.01). This may indicate the more the experience of the employee the greater the ability to do things Do not conflict with conscience and the researcher agrees with that statistical result.

There is also an inverse relationship between the employee having the opportunity to tell people what to do and the experience at the level of.-166 (p>0.05). This may refer to whenever the employee has the opportunity to tell people what to do whenever his or her experience is

negatively reflected. The researcher may disagree with this because there is supposed to be a close correlation between the two variables.

There is also an inverse relationship between the employee having the opportunity to try to use the special means to make a currency and between the educational level and that at the level of-178($p>0.05$). This may indicate that the higher the level of education staff has decreased the opportunity they have to try to use their own methods to do their job. But the researcher sees that the more the first variable increases the second variable, contrary to the statistical result mentioned above.

Studies on job satisfaction revealed that extrinsic factors continue to have an important effect on employee turnover, while intrinsic satisfaction has more effects than extrinsic factors, and play an even greater role in employee turnover behavior (Ghazzawi, 2010; Li-Ping Tang et al., 2000; O'reilly & Caldwell, 1980; Randolph & Johnson, 2005; Udechukwu, 2007)

The relation between demographic attributes and extrinsic job satisfaction
In terms of the relation between demographic attributes and extrinsic job satisfaction in hotels (see table 6), results show that there is no correlation found either with gender, age, education, or experience.

Table 6: Correlation between Demographic attributes and Extrinsic Job Satisfaction (in Hotels)

Variable	Spearman's rho	Gender	Age	Education	Experience
JSE1	Correlation Coefficient	.118	-.045	.005	.151
	Sig. (2-tailed)	.135	.572	.952	.056
JSE2	Correlation Coefficient	.054	-.074	-.031	-.108
	Sig. (2-tailed)	.499	.354	.695	.171
JSE3	Correlation Coefficient	.050	.061	-.106	-.028
	Sig. (2-tailed)	.528	.441	.181	.720
JSE4	Correlation Coefficient	.032	-.066	-.085	.058
	Sig. (2-tailed)	.683	.407	.285	.462
JSE5	Correlation Coefficient	.003	-.059	-.065	.152
	Sig. (2-tailed)	.974	.459	.415	.055
JSE6	Correlation Coefficient	.072	-.060	-.081	-.022
	Sig. (2-tailed)	.363	.449	.311	.782

In terms of the relation between demographic attributes and extrinsic job satisfaction in hotels (see table 7), results show that there is no correlation found either with gender, age, or experience. Results show that only one variable was found to be significantly correlated with education (JSE1).

Table 7: Correlation between Demographic attributes and Extrinsic Job Satisfaction (in Hospitals)

Variable	Spearman's rho	Gender	Age	Education	Experience
JSE1	Correlation Coefficient	.044	-.062	-.245**	-.019
	Sig. (2-tailed)	.594	.448	.002	.818
JSE2	Correlation Coefficient	-.033	-.110	-.128	-.046
	Sig. (2-tailed)	.691	.182	.119	.578
JSE3	Correlation Coefficient	.046	-.085	.125	.076
	Sig. (2-tailed)	.572	.299	.126	.353
JSE4	Correlation Coefficient	-.107	-.150	.062	.005
	Sig. (2-tailed)	.191	.067	.452	.956
JSE5	Correlation Coefficient	-.095	-.079	.036	.111
	Sig. (2-tailed)	.246	.338	.660	.175
JSE6	Correlation Coefficient	-.073	-.001	.032	.044
	Sig. (2-tailed)	.375	.988	.697	.595

There is also an inverse relationship between the employee feeling that he has the opportunity to do different things from time to time and between the educational level and that at the level of -245(p>0.05). This may indicate that the higher the educational level of the employee the lower the opportunity to do things from time to time. The researcher sees the opposite of the statistical result, which means that the higher the level of education, the greater the opportunity for the employee to do different things from time to time.

Studies have linked job satisfaction with demographic attributes. In terms of gender, some studies found that female employees reported more intrinsic and less extrinsic work values compared to males (Hirschi, 2010); while other studies found that male employees were more satisfied than females (Ghafoor, 2012). Other studies have found no conclusive evidence with regard to the levels of satisfaction among men and women (Ayub & Rafif, 2011).Other demographic attributes such as educational level were found to be correlated with job satisfaction (L.-T. Chen et al., 2010). Age, on the other hand, was found to be negatively correlated with job satisfaction (Ghafoor, 2012)

Conclusion and Recommendations
The aim of this research was to explore and measure the intrinsic and extrinsic factors related to job satisfaction. The study aims to compare those factors in both hotels and hospitals in Egypt.
Studies on job satisfaction revealed that extrinsic factors continue to have an important effect on employee turnover, while intrinsic satisfaction has more effects than extrinsic factors, and play an even greater role in employee turnover behavior (Ghazzawi, 2010; Li-Ping Tang et al., 2000; O'reilly & Caldwell, 1980; Randolph & Johnson, 2005; Udechukwu, 2007).On the basis of the findings of this research, organizations and services could potentially adopt various practices in order to prevent Where organizations can be interested in both the functional and external satisfaction of employees and work to discover all that is new and modern in how to satisfy the staff and work to achieve justice for them and work to improve the educational level of employees in hospitals, taking into account the demographic factors.
The study recommends that the policy of compensation and benefits must be fair, organized and clear within the organization and investigate the factors that lead to job satisfaction. The study also recommends that salaries and wages should be commensurate with the nature and size of the work carried out by the employee within the organization. The study also recommends that the availability of machinery, equipment and materials needed by the employee to complete his/her work reflects

positively on the his/her performance and job satisfaction, and thus the employee can do his/her work very quickly and with high efficiency. The study also recommends that through statistical analysis, there is an inverse relationship between the type of organization, whether hotel or hospital, and the employee's desire to do things to help others within the organization. This is in addition to the positive relationship between the factors of the basic job satisfaction and the type of organization. Furthermore, there is an inverse relationship between the specific working hours that are commensurate with the size of the work and the type of organization, which mean they may differ from one organization to another. The study also recommends that all equipment, tools, and other cleaning materials needed by the employee to complete his work must be available within the organization.

In terms of future research, it is suggested to involve psychological factors, which lead to job satisfaction as moral and material incentives and achieve the principle of justice within the organization, in addition to attention to the core and external factors as well. It is also suggested to include other locations such as Cairo, Hurghada, and Sharm El Sheikh in order to draw a wider frame on the differences between those locations in terms of job satisfaction. It is also suggested that other tools can be utilized to measure job satisfaction.

In terms of research limitations, the study encountered several challenges during the preparation and compilation of the study data; and during the distribution of 311 questionnaires on hotels and hospitals under study. There were many difficulties accessing hotels and distributing questionnaires in general and hospitals in particular.

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Exploring the Critical Success Factors Affecting the Management of Workforce Diversity in the Egyptian Hotels

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Abstract

Organizations need to manage diversity at their workplace to create an inclusive and harmonious climate that enhances their reputation which consequently helps them attract best employees in the market. Employees would feel valued, rewarded, and motivated while working in an organization that manage diversity. Managing diversity also is a key driver in employee engagement and commitment. It creates greater employee engagement which at the end leads to enhance intention to stay. This study is aimed to explore the critical success factors of workforce diversity management (WFDM) in the Egyptian hotels by conducting interviews with HR managers. The study found that managing workforce diversity (WFD) is significantly affected by success factors that should be controlled by hotel managers to effectively manage WFD. The study also found that managing WFD is significantly affected by several challenges.

Key Words: Critical Success Factors, Workforce Diversity Management (WFDM), Workforce Diversity (WFD), HR Managers, Objectives, Outcomes, Challenges

Introduction

Edwards (2010) and Allen (2015) defined diversity as acknowledging, understanding, accepting, valuing, and celebrating differences among people

with respect to age, class, ethnicity, gender, physical and mental ability, race, sexual orientation, religious practice, and public assistance status.

According to Rosado (2006) and Green et al (2012) diversity management is an ongoing process that obtain the various talents and capabilities which a diverse population brings to an organization, community, so as to create a moral, inclusive, environment, that is" safe for differences", enables people to" rejection", celebrates diversity, and maximizes the full potential of all, in a cultural context where everyone benefits.

Managing diversity in the workplace is crucial to how business runs. Workplace diversity can provide great advantages in terms of improved morale, outside-the-box thinking, greater teamwork, a climate of mutual understanding and respect. Diversity enhances cultural values within the organization; it enhances the firm's reputation, attracts, and retains high skilled individuals, increase innovation and creativity among employees as well as increase the employees' motivation and efficiency. Heterogeneity or diversity promotes creativity and heterogeneous groups have been shown to produce better solutions to problems (Elizabeth, 2009; Wambui et al., 2013; Chavez, 2015).

Therefore, this study is an attempt to explore the critical success factors of WFDM in Egyptian five-star hotels that should be controlled by hotel managers to manage WFD effectively in the workplace. This study aimed to explore the objectives and outcomes would consequently result from these factors. Also, this study aimed to explore the challenges facing WFDM. The findings showed that many organizations have the critical success factors of WFDM. Therefore these organizations significantly achieved several objectives and outcomes. The findings also showed that managing WFD is significantly affected by several challenges.

Literature Review

Many organizations are facing the challenge of working with different levels of diversity in their workplaces (Tempking, 2009; Vinson, 2014; Allen, 2015). According to Kazi and Zadel (2011) organizations are trying to utilize the potential to increase the efficiency and effectiveness of their workforce through diversity. Pace (2011) and Miller and Tucker (2013) stated that managing diversity effectively in organizations refers to a process of both maintaining and creating a working place free of discrimination, one in which employees feel as if they are being maintained. Through diversity, employees must have the opportunity to

achieve their own individual full potential while interacting with a diversified workforce. The benefits of effectively managing diversity include the organization ability to attract, retain, manage, and motivate the most talented employees from diverse cultural backgrounds (Scott, 2011; Green et al., 2012).

Many organizations have used one or more of the following diversity factors successfully to manage workforce diversity in their workplaces. These factors included time, consultancy, top management commitment, employee involvement and WFD culture (Klein and Harrison, 2007; Green et al, 2012; Edwin, 2014, and Alan, 2017).

Time

Human resource areas such as recruitment programs, policy revisions, and training should start within a few weeks of initial assessment (Clarke, 2007; Edwin, 2014. The major challenge facing management in organizations embracing diversity and change is how to implement a strategic diversity process that has been formulated at the top management level, and translate it into reality at all levels in the organization effectively and efficiently(Channer et al., 2011).

While diversity initiatives positively impact creativity, problem solving, and other measures of organizational performance as job satisfaction, it normally takes at least 18 to 24 months for significant, measurable improvements to show up in large-scale performance. Organizations that terminated their diversity efforts after fewer than 18 months have probably quit within months of being able to see results. Two goals of a human resource manager involved in diversity initiatives are structure the organization to be self-sufficient and enable employees to participate in decision making (Russell and Hayles, 2013; Alan, 2017).

Consultancy

According to Henry and Evans (2007) and Gupta (2008), when the organizations depend on external consultants to guide and conduct its diversity initiatives and if afterward the initiatives stop because of any reason. Therefore, when the organizations start developing more internal diversity leadership, the organization can expect organization moral to decline, primarily because of faulty expectations. So, organizations aim to achieve self-efficiency to be more effective and sufficient. These organizations intend to decrease the tendency to rely on external consultants and enable internal employees to be more creative and

innovative through guiding and conducting its diversity initiatives. According to Fong et al. (2011), full employee participation is the key to growth, development, renewal, change and engagement at the personal, interpersonal, and the organizational level.

Top Management Commitment

Holladay et al., (2007) stated that the leader in the top management organizations needs to support the cause of diversity with a strong personal stand on the need for change and assist with the work of moving the organizations forward. According to Chavez (2015) top management commitment in organizations is a vital tool to embrace diversity initiatives and help employee to solve problems.

The support and real commitment of top management is especially crucial as with any major organizational change effort (Clarke, 2007). According to Cox (2013) and Chavez (2015) the commitment must be reflected in several ways: (a) commitment of resources to the effort; (b) inclusion of managing diversity as a component of the business strategy of the organizations; (c) a willingness to change corporate wide human resource management practices such as performance appraisal and compensation system; (d) a willingness to keep mental energy and financial support focused on this objective for a period of years rather than months or weeks; and (e) establishing of valuing diversity as a core value such as safety, integrity and total quality.

Employee Involvement

Employee involvement strategy is characterized by the goals of the human resource manager, which involved belief, influence, personal involvement, equal pressure, and spontaneity in structuring the organization in a way to obtain the best utilization of collective human efforts, which enhances by creativity and cooperation among work groups (Knight et al, 2009). Also, employee involvement can result in job satisfaction, engagement, and intention to stay. Finally, managers needed to highlight the message that managing diversity emphasized total diversity integration (Jackson and Joshi, 2013).

According to Park and Shin (2013) employee involvement needs to integrate and build upon the values and beliefs of the various members of work team and develop group strategies that produce better results and solutions, which are more innovative than the single contributions of individual members.

WFD Culture

A diversity culture was used by organizations in their definition of diversity was the respecting of difference approach. So, successful organizations became adapted to conducting business in a confident way and became resistant to any attempts to change. This is because they believed that had found the secret of success. This inflexible mindset must be changed in order for the organization to be able to create a new culture that is based on the diversity of its workforce. Such an effort must necessarily challenge and acknowledge that racial and other critical differences exist within organizations that are able to promote the achievements of organization objectives as enhance creativity, ability to solve problems (Ozegner, 2008; Riescher, 2008; Madera and Dawson, 2011).

According to Thomas and Montagliani (2006) and Wilborn and Weaver (2012) creating a culture which values and acknowledges differences require a major systematic, and planned change effort to an organization's culture and philosophy, and to its structure, policies, and procedures. Thus, organizations that value diversity take positive steps to initiate changes at highest levels of decision making and problem solving and incorporating diversity issues into strategic planning and human resource practices. Most organizations also offer training programs to sensitize managers to deal with differences and to manage conflict.

Research Methodology

The study aims to explore the critical success factors of WFDM in the Egyptian hotels. This study involved HR managers of five-star resort hotels in Egypt. The study adopted a multiple embedded case study in order to explore, in depth the critical success factors of WFDM in five-star resort hotels in Egypt.

Data Collection

The study's field work was conducted in six five-star resort hotels in the red sea in Egypt. It is believed that those hotels were more convenient for the study due to the adherence of rigorous companies' policies and standard operating procedures, in addition to it is generally understood that these hotels recruit a large number of employees from different backgrounds. Therefore these hotels know how to manage WFD effectively. This is believed to be beneficial to serve the purpose of the

research. Initially, a total of eight five-star resort hotels was approached through interviewing their HR managers. Only six five-star resort hotels in the red sea allowed accessibility. The data collected by means of semi structured interviews. A semi-structured interview may be the most important way to conducting a research interview because of its flexibility balanced by structure, and the quality of the data so obtained. In semi-structured interviews, the same questions are asked of all those involved; the kind and form of questions go through a process of development to ensure their topics focus; to ensure equivalent coverage, interviewees are probed by supplementary questions (Dawson, 2002; Creswell, 2008).

Data Analysis

To analyze data obtained from the case study, the researcher used cross-case synthesis. According to Yin (2009), cross-case synthesis is an approach that is specifically suitable for analyzing multiple cases of study. There are two important reasons of adopting cross-case synthesis according to Marvarst (2014). First, this approach enhances the generalizability of the research. Second, cross-case synthesis enables the researcher to deepen the understanding and explanation of the data obtained from the case study. In terms of categorization, the researcher classified the collected data into meaningful category. Data collected from respondents was divided into five variables, which are, types of time, consultancy, top management commitment, employee involvement, and WFD culture.

Results and Discussion

The study aimed to explore the critical success factors of WFDM in the Egyptian hotels. This section highlights the results and discussion in seven main aspects: time, consultancy, top management commitment, employee involvement, WFD culture, accountability, and diversity understanding. The study declared the objectives and outcomes resulted from the old factors that included time, consultancy, top management commitment, employee involvement, and WFD culture, in addition to the key findings that included accountability and diversity understanding. The study also found that several challenges are facing manage WFD.

Time

All respondents in six 5-star resort hotels confirmed that diversity initiatives were adopted at all levels in their hotels. They mentioned that their hotels implement diversity initiatives more quickly to save time and cost, which was previously, addressed in Clarke (2007) and Edwin (2014) studies. Also, they believed that embracing diversity initiatives in the workplace is a long term investment for the hotel, therefore they have to wait to interpret these initiatives at all management levels in order to achieve the benefits of managing diversity. On the one hand, they highlighted the objectives of managing diversity effectively and efficiently. These objectives included effective decision making, creativity and innovation which was previously, addressed in Russell and Hayles (2013) and Alan (2017) studies, higher productivity, and organization flexibility. On the other hand their hotels highlighted the outcomes of managing diversity effectively and efficiently at all levels of hotel. These outcomes included job satisfaction, employee engagement, intention to stay and creating competitive advantage.

According to all respondents in all cases, several challenges are facing diversity management in their hotels, which included implementation and translation diversity initiatives in all levels at hotel, which was previously, addressed in Channer et al, (2011) study, resistance to change and understanding diversity concept and significance.

Consultancy

All respondents in case 1, case 3 and case 5 confirmed that they rely on external consultants to guide and conduct its diversity initiatives for two reasons. The first reason is that their internal employees are unable to provide diversity consultancy. The second reason is that their external consultants are a confidential authority to both employees and top management. But all respondents in case 2 and case 4 stated that they rely on internal consultants to guide and conduct its diversity initiatives. Because they believed that internal consultants are more moral than external consultants and to achieve self-sufficiency, therefore, enable their employees to be more creative and innovative, which was previously addressed in Henry and Evans, (2007) and Gupta, (2008) studies. The respondent in case 6 confirmed that his hotel relies on internal and external consultants to guide and conduct its diversity initiatives because the hotel wanted to share experiences from more than one consultant.

On one hand all respondents in all cases highlighted the objectives of consultancy. These objectives included organization flexibility, creativity and innovation, problem solving and higher productivity. On other hand, all respondents in all cases highlighted the outcomes of consultancy. These outcomes included, job satisfaction, intention to stay and building reputation.

All respondents in all cases highlighted the challenges are facing consultancy. These challenges included interpersonal conflict, discrimination and personal bias and cost of external consultants.

Top Management Commitment

All respondents in case 1, case 2, case 4 and case 5 highlighted that top management commitment is the most critical success factors affecting diversity management. They confirmed that managers must be willing to change the hotel if necessary, which was previously addressed in Holladay et al, (2007) study; develop a recruitment strategy that focus on the need for a diverse workforce; encourage open communication and teamwork across work functions; motivate employees to work together to solve problems and consider incentives and rewards for successful ideas, which was previously addressed in Chavez's, (2015) study.

Also, all respondent in case 3 and case 6 emphasized that the support and commitment of top management is a vital with any organizational change. The commitment must be reflected in several ways: inclusion of managing diversity as a part of the business strategy and culture of hotel; a willingness to change corporate wide human resource management practices such as performance appraisal and compensation system; a willingness to keep mental energy and financial support focused on this objective for a long period, which was previously addressed in Cox's', (2013) and Chavez (2015) studies. On the one hand all respondents in all cases emphasized the objectives of top management commitment. These objectives included effective decision making, enhancing market share and organization flexibility. On the other hand, they highlighted the outcomes of top management commitment. These outcomes included employee engagement, building reputation, and creating competitive advantage. According to all respondents in all cases, two challenges facing top management commitment that included discrimination and personal bias and absence of leadership commitment.

Employee Involvement

All respondents in all cases emphasized that employee involvement is one of the most critical success factors affecting diversity initiatives in the workplace. According to respondents, employee involvement is very important for managing diversity because it makes them feel a part of place and their role is a significant for hotel. These respondents confirmed that the employees must be motivated to share concerns as they arise. Also, every employee should feel equally important to the hotel. According to all respondents, the hotel should keep an open-door policy. The respondents confirmed that another vital requirement when dealing with diversity is promoting a safe place for employees to communicate, where every employee have the chance to speak and listen freely, are good ways to create dialogues.

On the one hand all respondents in all cases emphasized the objectives of employee involvement. These objectives included enable employee to participate in decision making, creativity and innovation, which was previously addressed in Knight's et al., (2009) study, problem solving and higher productivity. On the other hand, they highlighted the outcomes of employee involvement. These outcomes included employee engagement, which was previously reported in the study of Jackson and Joshi, (2013), building reputation, creating competitive advantage, attract best employees and improving communication between employees in the workplace. According to all respondents in all cases, major challenges are facing employee involvement included demographic diversity, different cultural background and lack of knowledge about diversity issues.

WFD Culture

All respondents in all cases confirmed that they adopt WFD culture in their hotels in order to value and acknowledge all differences between employees in the workplace, which was previously addressed in the studies of Thomas and Montagliani, (2006) and Wilborn and Weaver, (2012). According to respondents in all cases through WFD culture at the workplace, their hotels create an inclusive and harmonious environment which enhances good reputation of the hotel with people seeking jobs, therefore hotels become more able to attract the best workers in the market. The employees feel valued, rewarded, and motivated while working in an organization that manage diversity.

According to all respondents in all cases, the objectives of WFD culture in the workplace included organization flexibility, creativity and innovation, problem solving, which was previously addressed in the studies of Ozegner, (2008), Riescher, (2008), and Madera and Dawson,(2011), and higher productivity. Also, they highlighted the outcomes of WFD culture in the workplace that included job satisfaction, employee engagement, intention to stay and creating competitive advantage.

In terms of challenges that face the adoption of WFD culture in the workplace, all respondents in case 1, case 2, case 4, and case 6 confirmed these challenges include resistance to change, implementation of this culture, and inter group conflict. While all respondents in case 3 and case 5 added demographic diversity and different cultural background as another two challenges.

Accountability

A key finding in the field study was the use of accountability in the cases. Respondents in case 1, case 2, case 4 and case 6 pointed out their hotels rely on accountability as a vital factor for managing diversity in their workplaces. They referred that accountability is divided into four phases; the first phase included creating mechanisms for evaluating the effectiveness regarding a diverse workforce. The second phase measuring the impacts like job satisfaction, employee involvement and the engagement to the hotel. The third phase included analyzing the organizational performance indicators like turnover, productivity and work quality. The fourth phase included assessing the long-term effectiveness of the organization, its market share and profitability. On the one hand respondents in case 1, case 2, case 4 and case 6 highlighted the objectives of accountability. These objectives included a higher productivity and a higher market share. On the other hand, they highlighted the outcomes of accountability that included enhancing profitability, creating competitive advantage, and attracting good candidate's employee.

According to respondents in case 1, case 2, case 4 and case 6, discrimination and personal bias and inter group conflict are two challenges facing accountability.

Unlikely, respondents in case 3 and case 5 confirmed that their hotels do not rely on accountability factor. Because they believed that the first factor that has to be changed that is the general mission of the hotel,

because only if the hotel manager and the leadership are willing to introduce a diverse workforce people in the workplace, the hotel can take advantage of them.

Diversity Understanding

A key finding in the field study was the use of diversity understanding in all cases. All respondents in all cases stated that both managers and employees understand the concept and value of managing diversity for individual and organization. Because respondents in case 1, case 2, case 3, case 4 and case 6 believed that by managing diversity at the workplace, their hotels created an inclusive and harmonious workplace that enhances their reputation. Also their employees would feel valued, rewarded and motivated while working in a hotel that manage diversity, therefore diversity brings about satisfaction and intention to stay. The respondents in case 3, case 5 and case 6 confirmed that creating an inclusive and harmonious environment is a key driver in employee engagement and commitment. According to all respondents in all cases, when both managers and employees understand and value diversity in the workplace, managing diversity becomes a key to growth and creating a competitive advantage.

All respondents in all cases emphasized the objectives of diversity understanding that included creativity and innovation, problem solving, higher productivity, enhancing market share and building reputation. All respondents in all cases highlighted the outcomes of diversity understanding that included job satisfaction, employee engagement, intention to stay, enhancing profitability and improving communication.

All respondents in all cases referred that there are several challenges facing diversity understanding in the workplace. These challenges included generational gaps, resistance to change, negative attitude, and miscommunication.

Conclusion and Recommendations

In terms of time, the study found that time is a critical success factor affecting WFDM in 5-star resort hotels. The study found that all hotels embrace diversity initiatives regardless needed time to translate these initiatives at all their management levels, because they believed that implementing WFDM in their workplaces is a long-term investment. The

study also found that all hotels wait to translate diversity initiatives at all levels to achieve the benefits of managing diversity. Also, the study found that there are several challenges facing diversity management in all hotels which include implementation and translation diversity initiatives in all levels at hotel, resistance to change, and understanding diversity concept and significance.

In terms of consultancy, the study found that consultancy is a critical success factor affecting WFDM in 5-star resort hotels. The study found that most hotels prefer to rely on external consultants to guide and conduct its diversity initiatives. The study also found that some hotels prefer to rely on internal consultants to guide and conduct its diversity initiatives. The study also found that some hotels prefer to rely on both internal and external consultants to guide and conduct its diversity initiatives. In addition the study found that several challenges facing consultancy in all hotels which included interpersonal conflict, discrimination and personal bias, and cost of external consultants.

In terms of top management commitment, the study found that top management commitment and support is a critical success factor affecting WFDM. The study found that all hotels confirmed that their managers develop a recruitment strategy that focus on the need for a diverse workforce, encourage open communication and teamwork across work functions, and inclusion of managing diversity as a part of the business strategy and culture of hotels. The study also found that most hotels pointed out that their managers aimed to keep mental energy and financial support that focus on diversity initiatives for a long period. The study also found that several challenges facing top management commitment which included discrimination and personal bias, and absence of leadership commitment.

In terms of employee involvement, the study found that employee involvement is a critical success factor affecting WFDM. The study found that most hotels involve their employees by enabling them to participate in adopting diversity initiatives. They study also found that all hotels promote a safe place where every employee must listen and have the chance to speak, are good ways to create dialogues. The study also found that most hotel managers keep an open -door policy for all employees and motivate them to submit their own opinions on how manage diversity in their hotels. The study also found that this type of involvement enhances the employee commitment toward the hotel. The study also found that

several challenges facing employee involvement which included demographic diversity, different cultural background, and lack of knowledge about diversity issues.

In terms of WFD culture, the study found that WFD culture is a critical success factor affecting WFDM. The study also found that all hotels adopt a diversity culture to value and acknowledge all differences between employees in the workplace. Moreover, the study also found that most hotels create an inclusive and harmonious environment which enhances good reputation of the hotel through adopting WFD culture. The study also found that all hotels confirmed that their employees feel valued, rewarded and motivated while working in an organization that manage diversity. The study also found that several challenges facing WFD culture which included demographic diversity, different cultural background, resistance to change, implementation, and inter group conflicts.

A key finding in this study is that accountability used in 5-star hotels is also critical success factors affecting WFDM. The study found that some hotels rely on accountability as a vital tool to manage diversity in their workplace. The accountability system divided into four phases; the first phase included creating mechanisms for evaluating the effectiveness regarding a diverse workforce. The second phase included measuring the impacts like job satisfaction, employee involvement and the engagement to the hotel. The third phase included analyzing the organizational performance indicators like turnover, productivity, and work quality. The fourth phase included assessing the long-term effectiveness of the organization, its market share and profitability. The study also found that some hotels do not adopt accountability system for managing diversity because they believed that the first factor that has to be changed is the general mission of the hotel, because only if the hotel manager and the leadership are willing to introduce a diverse workforce people in the workplace, the hotel can take advantage of them. The study also found that several challenges facing accountability which included discrimination and personal bias and inter group conflict.

A key finding in this study is that diversity understanding used in 5-star hotels is also critical success factors affecting WFDM. The study found that both managers and employees must understand the concept and value of managing diversity for individual and organization. The study also found that most hotels understand and valuing diversity in the workplace,

so WFDM becomes a key to growth and creating a competitive advantage. The study also found that several challenges facing diversity understanding which included generational gaps, resistance to change, negative attitude, and miscommunication.

The results of study reflected a number of recommendations that can be suggested for helping to manage WFD effectively and efficiently in 5-star hotels in Egypt.

- Hotels should be urged to embrace diversity initiatives in the workplace to create harmony climate with the aim to create competitive advantage.

- Hotels should rely on diversity facilitator as a vital tool for implementing WFDM in their workplaces

- Managers should develop a recruitment strategy that focus on the need for a diverse workforce, encourage open communication and teamwork across work functions, and inclusion of managing diversity as a part of the business strategy and culture of hotels

- Managers should promote a safe place for employees to communicate, where every employee must listen and have the chance to speak, are good ways to create dialogues.

- Managers should achieve fairness in the workplace regarding recruitment, hiring, and promotion.

- Hotel employees should feel valued, involved rewarded and motivated while working in a hotel that manage diversity to enhance their engagement, job satisfaction, and intention to stay.

- Hotels are advised to adopt a diversity culture to value and acknowledge all differences between employees in the workplace.

- Hotels should adopt accountability system to evaluate the efficiency and effectiveness of WFDM implementation.

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Exploring the Relationship between the Policies and Objectives of Workforce Diversity Management in Egyptian Hotels

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Abstract

Managing diversity in the workplace is important for employees as diversity shows itself in building a great reputation for the organization, leading to increased profitability and opportunities for employees. Organizations need to manage diversity at their workplace in order to create an inclusive and harmonious climate that enhances their reputation which consequently helps them attract best employees in the market. Employees would feel valued, rewarded and motivated while working in an organization that manage diversity. Managing diversity also is a key driver in employee engagement and commitment. It creates greater employee engagement which at the end leads to enhance intention to stay. Therefore, the purpose of this study is to explain the relationship between the policies and objectives of WFDM in Egyptian hotels. Out of 300 forms distributed, 281 forms were successfully filled out by hotel employees. The study found that there is high significant correlation between the policies and objectives of WFDM.

Key Words: Policies, Objectives, Workforce Diversity Management (WFDM), and Significant Correlation

Introduction

Eddy (2015) stated that a diverse workforce, when effectively managed, can create a competitive advantage in cost savings, resource acquisition, marketing, creativity, and problem solving, and engendering of organizational flexibility.

At the individual level, diversity management can lead to decreased dissatisfaction and turnover from women and other minorities (Gursoy et al., 2008 and Rood, 2010). At the group level, diversity management has the potential to lead increased creativity and problem solving capabilities (Brown, 2008 and Lawsson, 2009). Diversity management represents a human resource intervention and an organizational change process aimed at improving interpersonal and inter-group communication and relationships in the workplace (Eddy, 2015).

Therefore, this study is an attempt to explain the relationship between the policies and objectives of WFDM in Egyptian five-star hotels in order to manage WFD effectively in the workplace. This study is aimed to explain the correlation between the policies and objectives of WFDM. The findings showed that many organizations adopt several policies to achieve the objectives of WFDM. The findings also showed that managing WFD is significantly affected by the relationship between the adopted policies and objectives of WFDM.

Literature Review

Many organizations are facing the challenge of working with different levels of diversity in their workplaces (Tempking, 2009, Vinson, 2014, Allen, 2015). According to Kazi and Zadel (2011) organizations are trying to utilize the potential to increase the efficiency and effectiveness of their workforce through diversity. Pace (2011) and Miller and Tucker (2013) stated that managing diversity effectively in organizations refers to a process of both maintaining and creating a working place free of discrimination, one in which employees feel as if they are being maintained. Through diversity, employees must have the opportunity to achieve their own individual full potential while interacting with a diversified workforce. The benefits of effectively managing diversity include the organization ability to attract, retain, manage, and motivate the most talented employees from diverse cultural backgrounds (Scott, 2011 and Green et al, 2012).

Policies of WFDM

Jackson et al, (2009) confirmed that organizations adopt the policies of diversity management effectively, can increase heterogeneity in socio cultural perspectives, values, norms and communicative behavior in the workplace. These policies are involved homogenization; pluralism; employment equity; integration and learning; diversity enlargement; diversity training; cultural audit and total diversity integration (Kossek et al, 2009; Elizabeth, 2009; Vinson, 2014).

Homogenization

Organizations homogenize their workforce because they do not know how to manage diversity (Ragins et al, 2012). According to this policy, everyone, regardless of their background, is expected to match to the norms and values of the dominant group, where enhancing team work and homogeneity feelings. Jehn et al, (2007) and Robbins (2009) referred that organizations through homogenize their groups can be based on good intentions as enhancing creativity and innovation, improving the ability of problem solving and helping employees to participate in decision making, but it can also result in some unexpected negative consequences, for example, organizational stress to match can lead denying and turning against one's own culture and values, and preventing the potential for creativity and innovation (Simon and Rowland, 2011). According to Vinson (2014) and Chavez (2015), many organizations adopt homogenization to obtain several results which include enhancing job satisfaction, engagement, and intention to stay. It is obvious that homogenization policy is very important for these organizations that seek to manage WFD effectively in their workplaces.

Pluralism

According to Stephen (2009) and Scott (2011) that pluralism refers to a two-way learning and adaptation process in which both dominant and minority groups change to reflect the norms, and values of the other group. Pluralism emphasizes equal and mutual appreciation among members of integrating groups and the importance maintain of minority cultures and viewpoints. Within an organizational context, pluralism suggests that members of minority groups adapted to a limited numbers of behaviors while keeping significant differences. Suckert (2008) and Ohemeng and MacGrandle, (2014) assured that organizations that succeed in creating an atmosphere where minority group members feel

comfortable in expressing their opinions and ideas are better able to look for multiple viewpoints and achieve positive effects as participation of members in decision making . Also Stephen, (2009) and Scott, (2011) confirmed that pluralism approach is a vital tool to help employees to be able to solve problems, enhancing creativity and innovation in the work environment, especially when enhancing cooperation between dominant and minority, more desirable outcomes resulted which include job satisfaction, engagement and intention to stay feeling. It obvious that pluralism policy help organizations to create a harmony between minority and majority in the workplace through allowing employees to participate in decision making.

Employment Equity

Employment equity has been defined in different ways to include concepts of access to employment, equal wage for equal work, right to effective conditions of work. (Agocs, 2013). According to Bouma and Singleton (2011) and Ahlawat et al, (2012) employment equity is a policy to managing diversity aimed at achieving fairness in the workplace through proactive changes in employment practices. Also this policy aims to enhance intention to stay feeling. Christian et al, (2006) and Costa et al, (2008) assumed that employment equity programs include establishing goals and timetables for hiring and promoting demonstrative numbers of groups facing discrimination, identifying and replacing discrimination structures, systems, and practices, and implementing special measures to overcome long-term effects of discrimination and enhancing job satisfaction and engagement. Wambui et al, (2013) clarified that employment equity claims for allowing all individuals an equal opportunity to participate in decision making. According to Ely and Thomas, (2008) and Foldy, (2013), organizations adopted employment equity programs to help their employees to be more creative and innovative, also enhancing their ability to solve problems that can occur in the workplace. These problems included interpersonal conflicts or issues that related to discrimination and prejudice in the workplace between work groups. It is logically that organizations adopted employment equity to achieve fairness in their workplaces.

Integration and Learning

Hoge (2010) agreed with Gong (2008) that the aim of this policy is to form a heterogeneous workforce and to learn from each other how to best achieve the organization's mission, even though this leads to discussions

full of tension due to different experiences. There is a respectful climate where everybody listens to other people's opinions, and human beings, no matter which diversity, are valued and respected by their colleagues. As a result, several results achieved which include job satisfaction, engagement and intention to stay. Through a diverse workforce, the groups can benefit, learn and increase their skills and experience to shape the employee character and personality as well as their knowledge, creativity and innovation and increasing ability to solve problems and participate in decision making (Harrison, 2007; Ely and Thomas, 2007; Ely and Thomas, 2008). It is believed that integration and learning is a vital tool to form a respectful climate where every employee listen and respect their colleagues in the workplace.

Diversity Enlargement

This policy focuses on increasing the representation of individuals of different values and a cultural background in the organization. The aim is to change the organizational culture by changing the demographic composition of the workforce (Williams et al, 2014). The belief is that the new employees will conform to existing practices without any interference. The simple objective of increasing numbers of employees from different backgrounds will result in a culture change that will bring the desired results as problem solving, decision making and increasing creativity (Kossek et al, 2009 and Williams et al, 2014). According to Anderson, (2013) and Wambui et al, (2013), with so many different and diverse minds coming together many more benefits will arise as every individual brings in their way of thinking such as satisfaction, engagement and stay. It is obvious that this policy is very important to change the culture of organization generally and change the composition of workforce specially. According to diversity enlargement policy, many organizations focus on recruiting diverse employees to achieve the benefits and objectives of WFDM.

Diversity Training

This policy acknowledges the potential difficulties introduced by bringing together individuals from diverse backgrounds and cultures in the workplace. It attempts to overcome these difficulties through diversity training that is aimed at sensitizing employees to prejudice and discrimination while also promoting communication and collaboration. Also diversity training positively affects creativity and innovation, problem solving, decision making and other outcomes as job satisfaction,

engagement and intention to stay (Fong et al, 2011 and Wambui et al, 2013). According to Kossek et al (2009) the belief involved in this policy is that increased sensitivity to differences will improve performance and enhancing intention to stay and more engagement. Although this is sometimes the case, in other instances, particularly when the training is not linked to corporate goals and initiatives and not supported by its long-term policies, it can create more harm than good. It is believed that many organizations adopt diversity training programs with the aim to promote communication and integration between their employees.

Cultural Audit

This policy aims at identifying the barriers that limit the development of employees from diverse backgrounds through helping to enhance engagement and enable employees to solve the problems (Williams et al, 2014 and Allen, 2015). The audit is usually performed by external consultants who obtain data from surveys and focus groups and then identify areas in which employees who are different from the dominant group feel that they are blocked from performing to the best of their ability. Zanoni et al, (2010) and Pitcher and Smith, (2011) highlighted that there are several benefits resulted from auditing the cultural background of employees which include effective decision making, engagement, enhancing creativity, intention to stay and enhancing job satisfaction between employees in the workplace. It is obvious that evaluate the cultural background of employees is very important because it helps to increases employee commitment and engagement.

Total Diversity Integration

This policy is a comprehensive framework for human resource management focuses on diversity management. By using this policy, managers have to identify the link between diversity management objectives and desired individual and organizational outcomes (Powell and Graves, 2013). Jehn et al, (2007) and Jackson et al, (2009) stated that total diversity integration involved job satisfaction, employee engagement, helping employees to understand what is meant by managing diversity, and how to recognize that there were organizational performance implications for having and using workforce diversity well in the organizations. Hollowell (2007) and Eddy (2008) mentioned that employees must be educated and understand that diversity emphasizes increasing knowledge of differences and similarities, an analyzing human resource system, recognizing a broader range of group identities, what

diversity is, how it impacts performance, and how to effectively interact with a diverse people. Also Hollowell (2007) and Eddy (2008) pointed out that the best aim of diversity integration is to establish a climate where everyone feels at least accepted, preferably respected, and ideally valued to be able to participate in decision making, more creative and enhancing the ability to solve problems. It is logically that this policy helps employees to understand diversity and respect differences in the workplace.

Objectives of WFDM

Stradinger (2015) agreed with Horwitz (2007) that several competitive advantages of managing diverse employees can increase creativity and innovation, problem solving, and improve decision making. Ricard et al, (2011) used the dimensions of decision making, creativity, and problem solving as performance related measures for assessing diversity management.

Decision Making

Knoop (2015) defined a participating decision making as sharing decisions with others to achieve organizational objectives. On one hand diversity initiatives are necessary for improving the quality of strategic decision making in the workplaces between employees (Pacheco and Webber, 2010). On the other hand, Marshall et al, (2014) stated that many organizations allowing employees to participate in decision making to increase employee motivation, job satisfaction and employee engagement. Bahatti and Qureshi (2015) referred that there is a direct link between employees' involvement in decision making and workplace outcomes such as the increase of job satisfaction and employees engagement.

Creativity and Innovation

Creativity refers to as the generation of new ideas that are useful and entails change and behavior that defies the norms. Creativity in the workplace has aimed to understand the background and causes of creative performance of individual and organization (Wang and Noe, 2010). Carmeli et al (2013) stated that organizations are placing a greater emphasis on promoting creativity and innovation as a way to compete in competition market and adapt to environmental ambiguity. Therefore a diverse workforce often acts as a tool for introducing creativity and innovation in team work. Kalmi and Kauhanen (2009) pointed out that the

outcomes of workplace creativity and innovative are included increased discretion, enhanced job satisfaction and intention to stay.

Problem Solving

Mahal (2012) referred that team member heterogeneity leads to more effective problem solving through widening group scanning abilities and alternative consideration relative to homogeneous teams. Lawsson (2009) indicated that the differences between employees in the workplace can help to create more solutions for any problem can occur between team members. Stradinger (2015) pointed out that problem solving leads to employee commitment, job satisfaction and increasing intention to stay in the workplace.

Research Methodology

Methodology is concerned with how we conceptualize, theorize and make abstractions as it is with the technique or methods in which we use to assemble and analyze information (Dawson, 2002, Bernard, 2006, and Yin, 2009). It is the strategy, plan of action, processor design lying behind the choice and use of particular methods for desirable outcomes. The study adopted quantitative approach that allows the reporting of summary results in numerical terms to be given with a specified degree of confidence. Thus the use of quantitative procedures in analyzing qualitative information can also lend greater credibility to the research findings by providing the means to quantify the degree of confidence in the research results (Burns, 2000 and Saunders et al, 2009). The study aims to explain the relationship between the policies and objectives of WFDM. This study involved hotel employees of five star resort hotels in Egypt. The study adopted a multiple embedded case study to explain, in depth the relationship between the policies and objectives of WFDM in five-star resort hotels in Egypt.

Data Collection

The study's field work was conducted in six five-star resort hotels in Egypt. The researchers believed that those hotels were more convenient for the study due to the adherence of rigorous companies' policies and standard operating procedures, also it is generally understood that these hotels recruit a large number of employees from different backgrounds; therefore these hotels adopted policies for managing WFD. This is believed to be beneficial to serve the purpose of the research. Initially, a total of eight five-star resort hotels were approached through the hotel

employees. Only six five-star resort hotels in the red sea allowed accessibility. The data collected by means of questionnaire forms. Questionnaires refer to a specific tool, for gathering information (Slattery, 2011). Questionnaires consist of a series of questions and are usually self-administered. The questions contain specific concepts of interest or items deemed worthy of investigation and can be disseminated in a variety of ways, including mail, Internet, or even read to participants (Groves, 2009).

A total of 300 survey forms were distributed in six five-star resort hotels in the red sea in Egypt. After distributing a total of 300 surveys; 281 forms were successfully filled out with a response rate of 93.66%. This survey has been self-administrated by the researcher in all hotels of the cases. The targeted respondents were employees of five star resort hotels in red sea. A pilot study was conducted in a 5-star resort hotel which was used to modify and eliminate a number of variables and keep the questionnaire as short and simple as possible; this study involved handing out questionnaire forms to hotels employees. According to the pilot study was conducted in a 5-star resort hotel, the data was valid then the instrument was reliable.

Data Analysis

Statistical Package for Social Sciences (SPSS) version 21 was used to generate particular data including Pearson correlation coefficient. Statistical Package for the Social Sciences software was used because it well suites the analysis primary data in order to assure statistically reliable results. Correlation coefficient was used to find out the significance between the collected data. Because the study focuses on explaining the relationship between the policies and objectives of WFDM in Egyptian hotels, a bivariate correlation test was used to measure correlation between the policies and objectives of WFDM.

Results and Discussion

As explained previously, the study aimed to explain the relationship between the policies and objectives of FDM in Egyptian hotels. This section highlights the results and discussion related to the correlation between policies and objectives of WFDM.

Homogenization

Table No. (1): The correlation between Homogenization and Decision Making.

	Variables		Homogenization	Decision Making
Pearson Correlation	Homogenization	Correlation Sig. N	1.000 281	.583** .000
	Decision Making	Correlation Sig. N	.583** .000	1.000 281
(**) Correlation is significant at the 0.01 level (2-tailed)				

As shown from the previous table clarified that there is a high significant correlation at (0.01) level between homogenization policy and decision making. The Pearson's correlation is positive and moderate (.583). Therefore, the findings were significant; hence, the results mean that homogenization policy enable hotel employees to participate in decision making effectively in the workplace. This is consistent with findings from various other studies that confirmed that adopting homogenization policy helping employees to participate in decision making efficiently as (Jehn et al, 2007 and Robbins, 2009).

Table No. (2): The correlation between Homogenization and Creativity & Innovation.

	Variables		Homogenization	Creativity & Innovation
Pearson Correlation	Homogenization	Correlation Sig. N	1.000 281	.563** .000
	Creativity & Innovation	Correlation Sig. N	.563** .000	1.000 281
(**) Correlation is significant at the 0.01 level (2-tailed)				

The previous table clarified that there is a high significant correlation at (0.01) level between homogenization policy and creativity and innovation. The Pearson's correlation is positive and moderate (.563). Therefore, the findings were significant; hence, the results mean that homogenization policy enable hotel employees to be more creative and

innovative in the workplace. This is consistent with findings from literature review that confirmed that organizations can be based on good intentions as enhancing creativity and innovation as (Jehn et al, 2007 and Robbins, 2009).

Table No. (3): The correlation between Homogenization and Problem solving.

	Variables		Homogenization	Problem Solving
Pearson Correlation	Homogenization	Correlation Sig. N	1.000 281	.552** .000
	Problem Solving	Correlation Sig. N	.552** .000	1.000 281
(**) Correlation is significant at the 0.01 level (2-tailed)				

The previous table clarified that there is a high significant correlation at (0.01) level between homogenization policy and problem solving. The Pearson's correlation is positive and moderate (.552). Therefore, the findings were significant; hence, the results mean that homogenization policy increasing the hotel employees' ability to solve problems can occur in the workplace. This is consistent with findings from literature review that confirmed that organizations can be based on good intentions as increasing the employees' ability to solve problems as (Jehn et al, 2007 and Robbins, 2009).

Pluralism

Table No. (4): The correlation between Pluralism and Decision Making.

	Variables		Pluralism	Decision Making
Pearson Correlation	Pluralism	Correlation Sig. N	1.000 281	.585** .000
	Decision Making	Correlation Sig. N	.585** .000	1.000 281
(**) Correlation is significant at the 0.01 level (2-tailed)				

The previous table clarified that there is a high significant correlation at (0.01) level between pluralism policy and decision making. The Pearson's correlation is positive and moderate (.585). Therefore, the findings were significant; hence, the results mean that pluralism policy enable the hotel employees to participate in decision making. This is consistent with

findings from literature review that confirmed that organizations that succeed in creating an atmosphere where minority group members feel comfortable in expressing their opinions and ideas are better able to participate in decision making as (Suckert, 2008 and MacGrandle, 2014).

Table No. (5): The correlation between Pluralism and Creativity & Innovation.

	Variables		Pluralism	Creativity & Innovation
Pearson Correlation	Pluralism	Correlation Sig. N	1.000 281	.619** .000
	Creativity & Innovation	Correlation Sig. N	.619** .000	1.000 281
(**) Correlation is significant at the 0.01 level (2-tailed)				

The previous table clarified that there is a high significant correlation at (0.01) level between pluralism policy and creativity & innovation. The Pearson's correlation is positive and moderate (.619). Therefore, the findings were significant; hence, the results indicate that pluralism policy helping to enhance employees' creativity and innovation in the workplace. This is consistent with findings from literature review that confirmed that pluralism approach is a vital tool to enhance creativity and innovation as (Stephen, 2009 and Scott et al, 2011).

Table No. (6): The correlation between Pluralism and Problem Solving.

	Variables		Pluralism	Problem Solving
Pearson Correlation	Pluralism	Correlation Sig. N	1.000 281	.606** .000
	Problem Solving	Correlation Sig. N	.606** .000	1.000 281
(**) Correlation is significant at the 0.01 level (2-tailed)				

The previous table clarified that there is a high significant correlation at (0.01) level between pluralism policy and problem solving. The Pearson's correlation is positive and moderate (.606). Therefore, the findings were significant; hence, the results indicate that pluralism policy helping employees to be able to solve problems. This is consistent with findings from literature review that confirmed that pluralism approach is a vital

tool to help employees to be able to solve problems as (Stephen, 2009 and Scott et al, 2011).

Employment Equity

Table No. (7): The correlation between Employment Equity and Decision Making.

	Variables		Employment Equity	Decision Making
Pearson Correlation	Employment Equity	Correlation Sig. N	1.000 281	.568** .000
	Decision Making	Correlation Sig. N	.568** .000	1.000 281
(**) Correlation is significant at the 0.01 level (2-tailed)				

The previous table clarified that there is a high significant correlation at (0.01) level between employment equity policy and decision making. The Pearson's correlation is positive and moderate (.568). Therefore, the findings were significant; hence, the results indicate that employment equity policy enable employees to participate in decision making in the workplace. This is consistent with findings from literature review that confirmed that employment equity claims for allowing all individuals an equal opportunity to participate in decision making as (Costa et al, 2008 and Wambui et al, 2013).

Table No. (8): The correlation between Employment Equity and Creativity & Innovation.

	Variables		Employment Equity	Creativity & Innovation
Pearson Correlation	Employment Equity	Correlation Sig. N	1.000 281	.579** .000
	Creativity & Innovation	Correlation Sig. N	.579** .000	1.000 281
(**) Correlation is significant at the 0.01 level (2-tailed)				

The previous table clarified that there is a high significant correlation at (0.01) level between employment equity policy and creativity & innovation. The Pearson's correlation is positive and moderate (.579). Therefore, the findings were significant; hence, the results mean that employment equity policy helping the hotel employees to be more

creative and innovative. This is consistent with findings from literature review that confirmed that organizations adopted employment equity programs to help their employees to be more creative and innovative as (Ely and Thomas, 2008 and Foldy, 2013).

Table No. (9): The correlation between Employment Equity and Problem Solving.

	Variables		Employment Equity	Problem Solving
Pearson Correlation	Employment Equity	Correlation Sig. N	1.000 281	.538** .000
	Problem Solving	Correlation Sig. N	.538** .000	1.000 281
(**) Correlation is significant at the 0.01 level (2-tailed)				

The previous table clarified that there is a high significant correlation at (0.01) level between employment equity policy and problem solving. The Pearson's correlation is positive and moderate (.538). Therefore, the findings were significant; hence, the results mean that employment equity policy helping the hotel employees to solve problems. This is consistent with findings from literature review that confirmed that organizations adopted employment equity programs enhance their employees' ability to solve problems as (Ely and Thomas, 2008 and Foldy, 2013).

Integration and Learning

Table No. (10): The correlation between Integration and Learning and Decision Making.

	Variables		Integration and Learning	Decision Making
Pearson Correlation	Integration and Learning	Correlation Sig. N	1.000 281	.626** .000
	Decision Making	Correlation Sig. N	.626** .000	1.000 281
(**) Correlation is significant at the 0.01 level (2-tailed)				

The previous table clarified that there is a high significant correlation at (0.01) level between integration and learning policy and decision making. The Pearson's correlation is positive and moderate (.626). Therefore, the findings were significant; hence, the results indicate that integration and learning policy helping the hotel employees to participate in decision

making effectively. This is consistent with findings from literature review that confirmed that through a diverse workforce, the groups can benefit and learn from each other to participate in decision making as (Harrison et al, 2007; Ely and Thomas, 2007; Ely and Thomas, 2008).

Table No. (11): The correlation between Integration and Learning and Creativity and Innovation.

	Variables		Integration and Learning	Creativity and Innovation
Pearson Correlation	Integration and Learning	Correlation Sig. N	1.000 281	.670** .000
	Creativity and Innovation	Correlation Sig. N	.670** .000	1.000 281
(**) Correlation is significant at the 0.01 level (2-tailed)				

The previous table clarified that there is a high significant correlation at (0.01) level between integration and learning policy and creativity and innovation. The Pearson's correlation is positive and moderate (.670). Therefore, the findings were significant; hence, the results indicate that integration and learning policy helping the hotel employees to be more creative and innovative. This is consistent with findings from literature review that confirmed that integration and learning helping to shape the employee character and personality as well as their knowledge and creativity and innovation as (Harrison et al, 2007; Ely and Thomas, 2007; Ely and Thomas, 2008).

Table No. (12): The correlation between Integration and Learning and Problem Solving.

	Variables		Integration and Learning	Problem Solving
Pearson Correlation	Integration and Learning	Correlation Sig. N	1.000 281	.633** .000
	Problem Solving	Correlation Sig. N	.633** .000	1.000 281
(**) Correlation is significant at the 0.01 level (2-tailed)				

The previous table clarified that there is a high significant correlation at (0.01) level between integration and learning policy and problem solving. The Pearson's correlation is positive and moderate (.633). Therefore, the findings were significant; hence, the results indicate that integration and learning policy helping the hotel employees to be able to solve problems. This is consistent with findings from literature review that confirmed that integration and learning helping to increase the ability to solve problems as (Harrison et al, 2007; Ely and Thomas, 2007; Ely and Thomas, 2008).

Diversity Enlargement

Table No. (13): The correlation between Diversity Enlargement and Decision Making.

	Variables		Diversity Enlargement	Decision Making
Pearson Correlation	Diversity Enlargement	Correlation Sig. N	1.000 281	.643** .000
	Decision Making	Correlation Sig. N	.643** .000	1.000 281
(**) Correlation is significant at the 0.01 level (2-tailed)				

The previous table clarified that there is a high significant correlation at (0.01) level between diversity enlargement policy and decision making. The Pearson's correlation is positive and moderate (.643). Therefore, the findings were significant; hence, the results indicate that diversity enlargement policy enable employees to participate in decision making in the workplace. This is consistent with findings from literature review that confirmed that with so many different and diverse minds coming together many more solutions will arise as every individual brings in their way of thinking, operating and decision making as (Anderson, 2013 and Wambui et al, 2013).

Table No. (14): The correlation between Diversity Enlargement and Creativity and Innovation.

	Variables		Diversity Enlargement	Creativity and Innovation
Pearson Correlation	Diversity Enlargement	Correlation Sig. N	1.000 281	.642** .000
	Creativity and Innovation	Correlation Sig. N	.642** .000	1.000 281
(**) Correlation is significant at the 0.01 level (2-tailed)				

The previous table clarified that there is a high significant correlation at (0.01) level between diversity enlargement policy and creativity and innovation. The Pearson's correlation is positive and moderate (.642). Therefore, the findings were significant; hence, the results indicate that diversity enlargement policy helping to increase the creativity and innovation of employees. This is consistent with findings from literature review that confirmed that increasing numbers of employees from different backgrounds will result in a culture change that will bring the desired results as creativity and innovation (Kossek et al, 2009 and Williams et al, 2014).

Table No. (15): The correlation between Diversity Enlargement and Problem Solving.

	Variables		Diversity Enlargement	Problem Solving
Pearson Correlation	Diversity Enlargement	Correlation Sig. N	1.000 281	.625** .000
	Problem Solving	Correlation Sig. N	.625** .000	1.000 281
(**) Correlation is significant at the 0.01 level (2-tailed)				

The previous table clarified that there is a high significant correlation at (0.01) level between diversity enlargement policy and problem solving. The Pearson's correlation is positive and moderate (.625). Therefore, the findings were significant; hence, the results indicate that diversity enlargement policy positively affect problem solving. This is consistent with findings from literature review that confirmed that increasing numbers of employees from different backgrounds will result in a culture change that will bring the desired results as problem solving (Kossek et al, 2009 and Williams et al, 2014).

Diversity Training
Table No. (16): The correlation between Diversity Training and Decision Making.

	Variables		Diversity Training	Decision Making
Pearson Correlation	Diversity Training	Correlation Sig. N	1.000 281	.629** .000
	Decision Making	Correlation Sig. N	.629** .000	1.000 281
(**) Correlation is significant at the 0.01 level (2-tailed)				

The previous table clarified that there is a high significant correlation at (0.01) level between diversity training policy and decision making. The Pearson's correlation is positive and moderate (.629). Therefore, the findings were significant; hence, the results indicate that diversity training policy positively affects decision making. This is consistent with findings from literature review that confirmed diversity training positively affects decision making as (Fong et al, 2011 and Wambui et al, 2013).

Table No. (17): The correlation between Diversity Training and Creativity and Innovation.

	Variables		Diversity Training	Creativity and Innovation
Pearson Correlation	Diversity Training	Correlation Sig. N	1.000 281	.650** .000
	Creativity and Innovation	Correlation Sig. N	.650** .000	1.000 281
(**) Correlation is significant at the 0.01 level (2-tailed)				

The previous table clarified that there is a high significant correlation at (0.01) level between diversity training policy and creativity and innovation. The Pearson's correlation is positive and moderate (.650). Therefore, the findings were significant; hence, the results indicate that diversity training policy positively affects creativity and innovation. This is consistent with findings from literature review that confirmed diversity training positively affects creativity and innovation as (Fong et al, 2011 and Wambui et al, 2013).

Table No. (18): The correlation between Diversity Training and Problem Solving.

	Variables		Diversity Training	Problem Solving
Pearson Correlation	Diversity Training	Correlation Sig. N	1.000 281	.615** .000
	Problem Solving	Correlation Sig. N	.615** .000	1.000 281
(**) Correlation is significant at the 0.01 level (2-tailed)				

The previous table clarified that there is a high significant correlation at (0.01) level between diversity training policy and problem solving. The

Pearson's correlation is positive and moderate (.615). Therefore, the findings were significant; hence, the results indicate that diversity training policy positively affects problem solving. This is consistent with findings from literature review that confirmed diversity training positively affects problem solving as (Fong et al, 2011 and Wambui et al, 2013).

Cultural Audit

Table No. (19): The correlation between Cultural Audit and Decision Making.

	Variables		Cultural Audit	Decision Making
Pearson Correlation	Cultural Audit	Correlation Sig. N	1.000 281	.696** .000
	Decision Making	Correlation Sig. N	.696** .000	1.000 281
(**) Correlation is significant at the 0.01 level (2-tailed)				

The previous table clarified that there is a high significant correlation at (0.01) level between cultural audit policy and decision making. The Pearson's correlation is positive and moderate (.696). Therefore, the findings were significant; hence, the results indicate that cultural audit policy positively affects decision making. This is consistent with findings from literature review that confirmed several benefits resulted from auditing the cultural background of employees which include effective decision making as (Zanoni et al, 2010 and Pitcher and Smith, 2011).

Table No. (20): The correlation between Cultural Audit and Creativity and Innovation.

	Variables		Cultural Audit	Creativity and Innovation
Pearson Correlation	Cultural Audit	Correlation Sig. N	1.000 281	.658** .000
	Creativity and Innovation	Correlation Sig. N	.658** .000	1.000 281
(**) Correlation is significant at the 0.01 level (2-tailed)				

The previous table clarified that there is a high significant correlation at (0.01) level between cultural audit policy and creativity and innovation.

The Pearson's correlation is positive and moderate (.658). Therefore, the findings were significant; hence, the results indicate that cultural audit policy positively affects creativity and innovation. This is consistent with findings from literature review that confirmed several benefits resulted from auditing the cultural background of employees which include enhancing creativity and innovation as (Zanoni et al, 2010 and Pitcher and Smith, 2011).

Table No. (21): The correlation between Cultural Audit and Problem Solving.

	Variables		Cultural Audit	Problem Solving
Pearson Correlation	Cultural Audit	Correlation Sig. N	1.000 281	.645** .000
	Problem Solving	Correlation Sig. N	.645** .000	1.000 281
(**) Correlation is significant at the 0.01 level (2-tailed)				

The previous table clarified that there is a high significant correlation at (0.01) level between cultural audit policy and problem solving. The Pearson's correlation is positive and moderate (.645). Therefore, the findings were significant; hence, the results indicate that cultural audit policy positively affects problem solving. This is consistent with findings from literature review that confirmed this policy aims at identifying the barriers that limit the development of employees from diverse backgrounds through helping to employees to solve the problems (Williams et al, 2014 and Allen, 2015).

Total Diversity Integration

Table No. (22): The correlation between Total Diversity Integration and Decision Making.

	Variables		Total Diversity Integration	Decision Making
Pearson Correlation	Total Diversity Integration	Correlation Sig. N	1.000 281	.759** .000
	Decision Making	Correlation Sig. N	.759** .000	1.000 281
(**) Correlation is significant at the 0.01 level (2-tailed)				

The previous table clarified that there is a high significant correlation at (0.01) level between total diversity integration policy and decision making. The Pearson's correlation is positive and moderate (.759). Therefore, the findings were significant; hence, the results indicate that total diversity integration policy positively affects decision making. This is consistent with findings from literature review that confirmed the best aim of diversity integration is to establish a climate where everyone feels at least accepted, preferably respected, and ideally valued to be able to participate in decision making as (Hollowell, 2007 and Eddy, 2008).

Table No. (23): The correlation between Total Diversity Integration and Creativity and Innovation.

	Variables		Total Diversity Integration	Creativity and Innovation
Pearson Correlation	Total Diversity Integration	Correlation Sig. N	1.000 281	.754** .000
	Creativity and Innovation	Correlation Sig. N	.754** .000	1.000 281
(**) Correlation is significant at the 0.01 level (2-tailed)				

The previous table clarified that there is a high significant correlation at (0.01) level between total diversity integration policy and creativity and innovation. The Pearson's correlation is positive and moderate (.754). Therefore, the findings were significant; hence, the results indicate that total diversity integration policy positively affects creativity and innovation. This is consistent with findings from literature review that confirmed the best aim of diversity integration is to establish a climate where everyone feels at least accepted, preferably respected, and ideally valued to be more creative and innovative as (Hollowell, 2007 and Eddy, 2008).

Table No. (24): The correlation between Total Diversity Integration and Problem Solving.

	Variables		Total Diversity Integration	Problem Solving
Pearson Correlation	Total Diversity Integration	Correlation Sig. N	1.000 281	.718** .000
	Problem Solving	Correlation Sig. N	.718** .000	1.000 281
(**) Correlation is significant at the 0.01 level (2-tailed)				

The previous table clarified that there is a high significant correlation at (0.01) level between total diversity integration policy and problem solving. The Pearson's correlation is positive and moderate (.754). Therefore, the findings were significant; hence, the results indicate that total diversity integration policy positively affects problem solving. This is consistent with findings from literature review that confirmed the best aim of diversity integration is to establish a climate where everyone feels at least accepted, preferably respected, and ideally valued to enhance the ability to solve problems as (Hollowell, 2007 and Eddy, 2008).

Conclusion and Recommendations

The study findings indicate that high significant correlation between the policies and objectives of WFDM. This study aimed to explain the relationship between the policies and objectives of WFDM in Egyptian hotels. The study utilized questionnaire forms to measure the relationship between the policies and objectives of WFDM. The study also found that the objectives of WFDM (decision making, creativity and innovation, problem solving) are significantly correlated by the policies of WFDM (homogenization, pluralism, employment equity, integration and learning, diversity enlargement, diversity training, cultural audit and total diversity integration). This study had several limitations. The study was only conducted in five-star hotels. Therefore, further research may be conducted in four-star hotels. Further research can also focus on the relation between policies and outcomes of WFDM. Further research may focus on explore the relationship between the policies of WFDM and job satisfaction and employee engagement.

 This study reflects a number of recommendations to help hotels to manage WFD effectively and efficiently:

Hotels must adopt several policies of WFDM which include homogenization, pluralism, employment equity, integration and learning, diversity enlargement, diversity training, cultural audit, and total diversity integration.

Managers must promote a safe place for employees to communicate, where every employee must listen and have the chance to speak, are good ways to create dialogues.

Managers must achieve fairness in the workplace through employment equity regarding recruitment, hiring, promotion and payroll is a vital tool for managing a diverse workforce in the hotel workplaces.

Hotels should recruit people from different backgrounds with the aim to change the hotel culture by changing the demographic and cultural composition of the workforce.

Hotels must organize diversity training programs with the aim at building up respect and increasing sensitivity for all of the differences and to reduce conflict and discrimination among employees.

Hotels should organize social events to enhance cohesiveness, social integration, and improve communication between employees in the work environment.

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Corporate Or Independent? The Influence Of Hotel Affiliations On The Associations Between Employees' Job Burnout And Job Involvement: A Study In Egyptian Hotels

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Abstract
Job burnout is predominant in the hospitality industry with increased turnover rates estimated. It has been suggested to be related to several work-related factors including job involvement. Several studies have identified job burnout as a critical factor related to turnover intention among employees. Nevertheless, only a few studies have highlighted the impact of job burnout on job involvement within the hospitality context, among hotel employees. Empirical research is yet to link such a relation with hotel affiliations. This study was designed to explore potential impact of job burnout on job involvement of hotel employees in Egypt; and whether this association is independent of hotel affiliations. The study involved 300 hotel employees in Luxor, Egypt; who completed a survey on job burnout and job involvement. Both variables were measured using the MBI-GS and the JIQ measurement tool respectively. Results suggest that hotel affiliations have a strong influence on the association between job burnout and job involvement. The study demonstrates the key-role of job burnout in the lack of job involvement for hotel employees. The study provides evidence that there is a significant link between the job burnout-involvement relationship and hotel affiliations. Implications and limitations are discussed, and suggestions for future research are offered

Keywords: Job Burnout; Job Involvement; Hotel Affiliation

Introduction
A variety of affiliations can exist in hotels. The affiliations include either being part of a chain, parent company, operations (such as corporation, franchise, or independent), Management Company, owner, asset-management Company, and/or a member of a membership or marketing group. When a hotel belongs to a chain, it is affiliated with a specific hotel brand. A corporate hotel is a chain hotel owned or managed by the chain or parent company. A franchise hotel is a chain hotel run by a third

party, where the chain receives some sort of a franchise fee. An independent hotel is not affiliated with a chain or parent company (Walker, 2017). Depending on the type of affiliation, hotel managers would have different approaches in terms of managing their operations (Haley-Lock and Kruzich, 2008; Hodari and Sturman, 2014; Kruzich, 2005; Singh & Schwab, 1998). There is no evidence in the literature that supports any potential influence of hotel affiliation on work-related factors, particularly employee job burnout and job involvement in Egyptian Hotels.

Therefore, the purpose of the study is to explore the impact of hotel affiliation on the association between employee job burnout and their job involvement. Empirically, the study contributes to the literature of job burnout and job involvement in the hospitality context. The study also provides employers in the hotel industry, both independent and corporate, with some suitable recommendations for avoiding the influence of job burnout on job involvement.

Literature review

Job Burnout

Burnout is a stress-related phenomenon that received widespread attention as an important issue for organization (Chirico, 2016). It is a very common phenomenon in the service industry professions (Rezaei, Naderi, Mahmoudi, Rezaei, & Hashemian, 2015). It was first explored by (Freudenberger, 1974). Burnout can be defined as an expected mediated, job-related, dysfunctional state in an employee (Brill, 1984). It was also referred to as job dissatisfaction caused by work-related stress (Bragard, Dupuis, & Fleet, 2015). It is considered as a syndrome that includes depersonalization, emotional exhaustion, and a low level of personal accomplishment (Maslach & Jackson, 1982; Rezaei et al., 2015). Emotional exhaustion refers to feeling of emotionally power draining. Depersonalization refers to negative reaction without any feelings and with an extreme indifference to the recipients of services. Reduced level of personal accomplishment refers to reducing the sense of merit and success in the career), which occurs among social service professions (Pines, 2000).

Previous studies tried to explore the link between demographic criteria and job burnout. For instance, few studies have found no correlation between age, educational level, occupation, and employment status with job burnout (Boyas & Wind, 2010; Talaee, Mokhber, Mohammadnejad,

& Samari, 2008). On the other hand, some studies identified that gender is significantly correlated with job burnout as female employees were generally found to have more emotional exhaustion than male employees (Rezaei et al., 2015). However, no links between gender and other components of job burnout have been identified.

In a study conducted in the hospitality industry, Lu and Gursoy (2016) examined the relation between job burnout and age by focusing on the relation between job burnout components and employees' generational differences, with an emphasis on the impact on their job satisfaction and intention to leave the organization. It was found that generational differences between Baby Boomers and Millennials have significant effects on the relationship between emotional exhaustion and job satisfaction and turnover intention, and on the relationship between job satisfaction and turnover intention. Millennials were found to have significantly lower levels of job satisfaction and higher levels of turnover intention than Baby Boomers when they are emotionally exhausted. However, they have identified lack of work-life balance as a key indicator of job burnout for Millennials (Lu & Gursoy, 2016). Studies in various fields identified several other antecedents that were significantly correlated to job burnout. These antecedents included ethical culture (Huhtala, Tolvanen, Mauno, & Feldt, 2015), social capital (Farahbod, Chegini, Eramsadati, & Mohtasham-Amiri, 2015; Pavelková & Bužgová, 2015), self-efficacy (Shoji et al., 2016), job recognition, salary and wages (Anbar & Eker, 2008), workplace injustice (Ouyang et al., 2015), poor conditions of workplace (Rezaei et al., 2015), and lack of work-life balance (Laschinger et al., 2015).

In terms of work-related psychological problems for employees, certain antecedents were found to be linked with job burnout. Workplace bullying was found to be mediating the relationship between organizational climate and burnout (Giorgi et al., 2016). Perfectionism was also found to be linked with job burnout (Stoeber & Damian, 2016). Perfectionistic strivings were negatively related to burnout, while perfectionistic concerns were positively related to burnout (Hill & Curran, 2016). Operational stress was also correlated with job burnout (Bragard et al., 2015; Woodhead, Northrop, & Edelstein, 2016). Burnout was found to be related to depression (Hintsa et al., 2016). Burnout and depressive symptoms were correlated with all 3 stress-related factors, stressful life events, job adversity, and workplace support (Schonfeld & Bianchi, 2016). Burnout was also associated with deficits in employees' cognitive

control needed to monitor and update information in working memory (Sokka et al., 2016).

Other studies focused on exploring the major outcomes of job burnout in organizations. Results found that lower job satisfaction (Rezaei et al., 2015), job insecurity, and intention to leave (Aybas, Elmas, & Dundar, 2015; Ismail, 2015; Ouyang, Sang, Li, & Peng, 2015), and organizational commitment (Rittschof & Fortunato, 2016) were all potential outcomes of job burnout. Hence, organizations need to emphasize on reducing job burnout through both individual-focused and structural or organizational strategies (West et al., 2016).

Leadership was also among the concentrations of many studies trying to link it to job burnout (Laschinger, Borgogni, Consiglio, & Read, 2015; Shanafelt et al., 2015). In particular, transformational leadership was found to be negatively correlated with the emotional exhaustion component of job burnout (Rittschof & Fortunato, 2016). No relations with other job burnout components were highlighted.

Job Involvement
Job involvement is the level of psychological identification with a job (Lambert et al., 2016). It is defined as the degree to which one values and identifies with his/her current job (Kanungo, 1982; Lodahl and Kejner, 1965; Riipinen, 1997). Lodahl and Kejner (1965) were the pioneers who first introduced the concept of job involvement in the context of organizational behavior and occupational psychology of employees. With higher degrees of job involvement, individuals would put more time and effort into their jobs (Huang et al. 2016). It is believed that employees with high levels of job involvement are more independent and self-confident as not only they conduct their work in conformance with the job description; but are also more likely to do their work in accordance with their performance perception (Chen and Chiu, 2009).

Previous studies have demonstrated several individual and organizational factors that could significantly affect employee's state of job involvement. For instance, job involvement was identified to be positively related with supervisory support (Lambert et al., 2016); Perceived organizational support (Kurtessis et al., 2015); and employee effectiveness (Mackay et al., 2017). Job involvement was also identified to be negatively related with family/friends support (Lambert et al., 2016). Employee bullying and organizational climate represent the two

main factors that were found to link job involvement and job burnout. It is believed that organizational climate, which is the main antecedent of job involvement, is directly affected by job employee bullying, which is also a major factor of job burnout (Giorgi et al., 2016). Employee well-being, which is related to job burnout, was also found to be directly and negatively related with job involvement (Huang et al. 2016). However, the association between job burnout and job involvement has rarely been studied within the context of the hospitality industry despite the importance of both variables for HR particularly. In addition, literature lacked any empirical evidence that explores any correlation between that association and hotel affiliation.

Throughout the last twenty years, several studies empirically researched job involvement within the hospitality industry parameter. For instance, Namasivayam, and Zhao (2007) have investigated the relationship between organizational commitment and job satisfaction in the hospitality industry in India. Kuruüzüm et al. (2009) identified the impact of job involvement on organizational commitment and job satisfaction in hospitality organizations in Turkey. Kusluvan et al. (2010) explored human resources management issues in Turkish hospitality organizations. Cheng (2011) identified a relationship between perceived organizational support and job involvement in hospitality organizations in Taiwan. Slåtten and Mehmetoglu (2011) studied the links between employee engagement and employees' innovative behavior with an emphasis on job involvement in hospitality organizations in Norway. Kong (2013) identified the positive impact of career competencies on hospitality employees' job involvement and job satisfaction in China. Zopiatis et al. (2014) found positive associations between job involvement, affective and normative organizational commitment, and intrinsic job satisfaction in hospitality organizations in Cyprus. Although these studies have deeply and empirically identified the relationship and the impact of job involvement on other aspects of management in hospitality organizations, none of them tried to explore any potential impact of job burnout on job involvement.

Corporate hotels and independent hotels
As previously highlighted, there is lack of literature that supports any potential influence of hotel affiliation on employee job burnout and job involvement in Egyptian hotels. However, some scholars have explored potential relationships between hotel affiliations and other employee-related variables. For instance, it is believed that independent hotels rely

more on their general managers for strategic decisions, which may consequently allow general managers in these hotels sufficient level of autonomy that can reflect on subordinates (Haley-Lock and Kruzich, 2008; Hodari and Sturman, 2014; Kruzich, 2005; Singh & Schwab, 1998). On the other hand, corporate hotels generally have well-developed infrastructures for supporting operational consistency and service quality, which may contribute to achieving organizational commitment, which includes offering formal development opportunities for professional growth and advancement, implementing performance- based reward and incentive programs, and providing flexible work schedules. Those infrastructures may be minimized or absent in independent hotels. Hence, it is likely that turnover will be lower in corporate hotels than in independent properties (Tracey and Hinkin, 2008). Based on the above claims, it is likely to assume that job involvement may be higher in corporate hotels than in independent properties

Conceptual framework

Based on the literature, researchers propose a theoretical model (see figure 1) as a conceptual framework for the current study. The model summarizes all the factors that related to both job burnout and job involvement. The researchers try to explore the elements that mediate a potential relationship between the two main variables under examination; with the aim to explore the feasibility of that relationship in the context of the hospitality industry. The model shows that job burnout and job involvement can be two opposites of a coin through two different possible connections: organizational commitment and job satisfaction. Hence, the study hypothesizes that both job involvement and job burnout are negatively correlated as the higher the burnout level is, the less involved in the job the employee becomes.

Figure 1: conceptual framework of the study

Methodology

The purpose of the study is to explore the impact of hotel affiliation on the association between employee job burnout and their job involvement. In this section, we will explain the instruments that were utilized in order to achieve the aim of the study. Researchers then rationalized the sample of hotels that were chosen for the study. Researchers then explicated the procedures of data collection process that was conducted and the participants involved. The section clarifies the tests used for data analysis. It then concludes with describing implication of standards of validity and reliability in the study.

Instrumentation
The current study adopted the MBI-GS (Schaufeli et al., 1996). The instrument (see table 1) was our number one choice rather than the original MBI scale (Maslach & Jackson, 1981) due to the fact that MBI-GS assess respondents' job burnout symptoms through a general work perspective, whereas the MBI tool directly refer to other people as the major source of those burnout feelings (Schutte et al., 2010). It was our believe that MBI-GS is a more appropriate measure to evaluate job burnout conditions of Egyptian hotel employees since their burnout symptoms can be generated from a number of different sources. The instrument consists of 16 items which form three subscales: emotional exhaustion (5 items, Cronbach's $\alpha = 0.91$), cynicism (5 items, $\alpha = 0.79$), and lack of Personal Accomplishment (6 reversed items, $\alpha = 0.82$) (Ahola et al., 2006). The tool was utilized using a four-point Likert scale in two parts. The first division measured the intensity of job burnout where 1 indicated "light" and 4 indicated "extreme". The second division measured the frequency of job burnout where 1 indicated "annually" and 4 indicated "daily". Maslach and Jackson's model is considered as the most influential and widely adopted tool that is used to examine job burnout (Hill & Curran, 2016).The Job Involvement Questionnaire (JIQ) adopted by Kanungo (1982) was the instrument used to measure employee job involvement in this study (Huang et al. 2016). The instrument constituted 10 items on a five-point Likert scale where 1 indicated "strongly disagree" and 5 indicated "strongly agree".

Sample and Participants
This study was conducted in corporate and independent hotels in the city of Luxor, Egypt. All hotels in the city were approached for the purpose of achieving the aim of the study. Only twelve hotels responded positively to

participate in the study. Seven hotels were corporate, and five hotels were independent. In each hotel, employees were approached to participate in the study depending on their availability. Human resource managers of each hotel were initially approached for accessibility purposes. They were explained the purpose and details of the study. They were reassured that all data would be kept within the confidentiality context. Research investigators volunteered to distribute self-administrated questionnaire forms to employees of each department in each hotel. The process of filling the questionnaire forms was conducted during regular staff meetings/briefings and training sessions. During the process, investigators were helping employees with explanations on the questions involved. Employees who voluntarily participated returned the completed questionnaire using an attached return envelope. Out of a total of 500 distributed questionnaire forms, 351 usable responses were collected, yielding a 70.2% response rate.

Survey data analysis

A computer software package (SPSS 21) was used to analyze data in the current study. First, a Spearman bivariate correlation test was conducted to measure the correlation between the two main variables of the current study (job burnout and job involvement) in the context of corporate hotels. The test was then repeated between the same variables but in the context of independent hotels. Correlations were initially conducted between variables individually. They were then conducted between job involvement variables individually and job burnout variables collectively as per the three dimensions mentioned previously (Emotional Exhaustion, Cynicism, and Personal Achievement).

Validity and reliability

The implication of standards of validity and reliability is a requirement in quantitative research (Creswell and Plano Clark, 2011).A confirmatory factor analysis was conducted in the study to test the factor structure of the measurement tool. Bartlett's Test of Sphericity resulted .000 significance. Kaiser–Myer–Olkin measure of sampling adequacy resulted .132. Respondents have been given enough time to understand and comprehend the questions in the tools (survey) used; in addition to the time taken to answer them and that also increased the validity of the research. In order to test reliability, a Cronbach's Alpha test was used. The Cronbach's Alpha result was .744; Cronbach's Alpha based on standardized items is .912.

Table 1: Job burnout instrument

DIMENSION	Code	variable
Emotional Exhaustion	BO1	*I feel emotionally drained from my work*
	BO2	*I feel used up at the end of the workday*
	BO3	*I feel fatigued when I get up in the morning and have to face another day on the job*
	BO4	*Working with people all day is really a strain for me*
	BO5	*I feel burned out from my work*
	BO6	*I feel frustrated by my job*
	BO7	*I feel I'm working too hard on my job*
	BO8	*Working with people directly puts too much stress on me*
	BO9	*I feel like I'm at the end of my rope*
Cynicism	BO10	*I can easily understand how my recipients feel about things*
	BO11	*I deal very effectively with the problems of my recipients*
	BO12	*I feel I'm positively influencing other people's lives through my work*
	BO13	*I feel very energetic*
	BO14	*I can easily create a relaxed atmosphere with my recipients*
	BO15	*I feel exhilarated after working closely with my recipients*
	BO16	*I have accomplished many worthwhile things in this job*
	BO17	*In my work, I deal with emotional problems very calmly*
Personal Accomplishment	BO18	*I feel I treat some recipients as if they were impersonal 'objects'*
	BO19	*I've become more callous toward people since I took this job*
	BO20	*I worry that this job is hardening me emotionally*
	BO21	*I don't really care what happens to some recipients*
	BO22	*I feel recipients blame me for some of their problems*

Results

As previously explained, the purpose of the study is to explore the impact of hotel affiliation on the association between employees' job burnout and their job involvement. In this section, results are presented on two main platforms: corporate and independent hotels. In each platform, Spearman Bivariate correlations are conducted between job involvement variables (individually) and Job burnout variables (individually and collectively according to dimension).

Emotional Exhaustion in Corporate hotels
In terms of job burnout frequency, job involvement variables were found be significantly correlated 51 times with Emotional Exhaustion's variables (see table 2).JI1 "*The most important things that happen to me involve my present job*" is found to be significantly correlated with

4*Emotional Exhaustion* variables.JI1 is significantly correlated with BO2F with correlation coefficient .209 (p < .005); with BO5F with correlation coefficient .167 (p < .01); with BO6F with correlation coefficient .227 (p < .005); and with BO7F with correlation coefficient .197 (p < .005).

JI2 "*To me, my job is only a small part of who I am*" is found to be significantly correlated with 6*Emotional Exhaustion* variables. JI2 is significantly correlated with BO2F with correlation coefficient .186 (p < .005); with BO4F with correlation coefficient .197 (p < .005); with BO5F with correlation coefficient .263 (p < .005); with BO6F with correlation coefficient .338 (p < .005); with BO7F with correlation coefficient .251 (p < .005); and with BO9F with correlation coefficient .183 (p < .005).

JI3 "*I am very much involved personally in my job*" is found to be significantly correlated with 6*Emotional Exhaustion* variables. JI3 is significantly correlated with BO2F with correlation coefficient .209 (p < .005); with BO3F with correlation coefficient .219 (p < .005); with BO4F with correlation coefficient .244 (p < .005); with BO5F with correlation coefficient .323 (p < .005); with BO6F with correlation coefficient .260 (p < .005); and with BO7F with correlation coefficient .249 (p < .005).

JI4 "*I live, eat and breathe my job*" is found to be significantly correlated with 7*Emotional Exhaustion* variables. JI4 is significantly correlated with BO2F with correlation coefficient .143 (p < .01); with BO3F with correlation coefficient .261 (p < .005); with BO4F with correlation coefficient .197 (p < .005); with BO5F with correlation coefficient .217 (p < .005); with BO6F with correlation coefficient .188 (p < .005); with BO7F with correlation coefficient .215 (p < .005); and with BO9F with correlation coefficient .196 (p < .005).

JI5 "*Most of my interests are centered on my job*" is found to be significantly correlated with 7 *Emotional Exhaustion* variables. JI5 is found to be significantly correlated with BO1F with correlation coefficient .165 (p < .01); with BO2F with correlation coefficient .140 (p < .01); with BO4F with correlation coefficient .155 (p < .01); with BO5F with correlation coefficient .178 (p < .01); with BO6F with correlation coefficient .241 (p < .005); with BO7F with correlation coefficient .178 (p < .01); and with BO9F with correlation coefficient .216 (p < .005).

JI6 "*I have very strong ties with my present job which would be very difficult to break*" is found to be significantly correlated with 3*Emotional*

Exhaustion variables. JI6 is significantly correlated with BO6F with correlation coefficient .306 (p < .005); with BO7F with correlation coefficient .172 (p < .01); and with BO9F with correlation coefficient .295 (p < .005).

JI7 "*Usually I feel detached from my job*" is found to be significantly correlated with 2*Emotional Exhaustion* variables.JI7 is significantly correlated with BO6F with correlation coefficient .265 (p < .005); and with BO9F with correlation coefficient .246 (p < .005).

JI8 "*Most of my personal life goals are job-oriented*" is found to be significantly correlated with 6*Emotional Exhaustion* variables. JI8 is significantly correlated with BO2F with correlation coefficient .139 (p < .01); with BO3F with correlation coefficient .186 (p < .005); with BO4F with correlation coefficient .176 (p < .01); with BO6F with correlation coefficient .222 (p < .005); with BO7F with correlation coefficient .178 (p < .01); and with BO9F with correlation coefficient .177 (p < .005).

JI9 "*I consider my job to be very central to my life*" is found to be significantly correlated with 5*Emotional Exhaustion* variables. JI9 is significantly correlated with BO4F with correlation coefficient .168 (p < .01); with BO5F with correlation coefficient .157 (p < .01); with BO6F with correlation coefficient .267 (p < .005); with BO7F with correlation coefficient .218 (p < .005); and with BO9F with correlation coefficient .161 (p < .01).

JI10 "*I like to be really involved in my job most of the time*" is found to be significantly correlated with 5*Emotional Exhaustion* variables. JI10 is significantly correlated with BO4F with correlation coefficient .158 (p < .01); with BO5F with correlation coefficient .173 (p < .01); with BO6F with correlation coefficient .248 (p < .005); with BO7F with correlation coefficient .215 (p < .005); and with BO9F with correlation coefficient .199 (p < .005).

Table 2: *Emotional Exhaustion* frequency and Job involvement in corporate hotels

	JI1	JI2	JI3	JI4	JI5	JI6	JI7	JI8	JI9	JI10
BO1	.209				.165					
BO2		.186	.209	.143	.140			.139		
BO3			.219	.261				.186		
BO4		.197	.244	.197	.155			F= .176	.168	.158
BO5	.167	.263	.323	.217	.178				.157	.173
BO6	.227	.338	.260	.188	.241	.306	.302	.222	.267	.247
BO7	.197	.251	.249	.215	.178	.172		.178	.218	.215
BO8										
BO9		.183		.196	.216	.295	.246	.177	.161	.199

In terms of job burnout intensity, job involvement variables were found be significantly correlated 48 times with Emotional Exhaustion's variables (see table 3).JI1 "*The most important things that happen to me involve my present job*" is found to be significantly correlated with 4*Emotional Exhaustion* variables.JI1 is significantly correlated with BO4E with correlation coefficient .163 ($p < .005$); with BO5E with correlation coefficient .160 ($p < .01$); with BO6E with correlation coefficient .214 ($p < .005$); and with BO8E with correlation coefficient .162 ($p < .005$).

JI2 "*To me, my job is only a small part of who I am*" is found to be significantly correlated with 5*Emotional Exhaustion* variables. JI2 is significantly correlated with BO3E with correlation coefficient .156 ($p < .01$); with BO5E with correlation coefficient .174 ($p < .01$); with BO6E with correlation coefficient .364 ($p < .005$); with BO7E with correlation coefficient .151 ($p < .01$);and with BO8E with correlation coefficient .151 ($p < .01$).

JI3 "*I am very much involved personally in my job*" is found to be significantly correlated with 3*Emotional Exhaustion* variables. JI3 is significantly correlated with BO5E with correlation coefficient .205 ($p < .005$); with BO6E with correlation coefficient .236 ($p < .005$); and with BO8E with correlation coefficient .238 ($p < .005$).

JI4 "*I live, eat and breathe my job*" is found to be significantly correlated with 4*Emotional Exhaustion* variables. JI4 is significantly correlated with BO5E with correlation coefficient .165 ($p < .01$); with BO6E with correlation coefficient .173 ($p < .01$); with BO8E with correlation

coefficient .182 (p < .005); and with BO9E with correlation coefficient .192 (p < .005).

JI5 "*Most of my interests are centered on my job*" is found to be significantly correlated with 6*Emotional Exhaustion* variables. JI5 is significantly correlated with BO1E with correlation coefficient .166 (p < .01); with BO4E with correlation coefficient .153 (p < .01); with BO5E with correlation coefficient .207 (p < .005); with BO6E with correlation coefficient .172 (p < .01); with BO8E with correlation coefficient .192 (p < .005); and with BO9E with correlation coefficient .154 (p < .01).

JI6 "*I have very strong ties with my present job which would be very difficult to break*" is found to be significantly correlated with 5*Emotional Exhaustion* variables. JI6 is significantly correlated with BO5E with correlation coefficient .180 (p < .01); with BO6E with correlation coefficient .266 (p < .005); with BO7E with correlation coefficient .186 (p < .005); with BO8E with correlation coefficient .263 (p < .005); and with BO9E with correlation coefficient .324 (p < .005).

JI7 "*Usually I feel detached from my job*" is found to be significantly correlated with 7*Emotional Exhaustion* variables.JI7 is significantly correlated with BO1E with correlation coefficient .140 (p < .01); with BO4E with correlation coefficient .261 (p < .005); with BO5E with correlation coefficient .256 (p < .005); with BO6E with correlation coefficient .302 (p < .005); with BO7E with correlation coefficient .185 (p < .005); with BO8E with correlation coefficient .187 (p < .005); and with BO9E with correlation coefficient .339 (p < .005).

JI8 "*Most of my personal life goals are job-oriented*" is found to be significantly correlated with 3*Emotional Exhaustion* variables. JI8 is significantly correlated with BO5E with correlation coefficient .232 (p < .005); with BO8E with correlation coefficient .251 (p < .005); and with BO9E with correlation coefficient .219 (p < .005).

JI9 "*I consider my job to be very central to my life*" is found to be significantly correlated with 5*Emotional Exhaustion* variables. JI9 is significantly correlated with BO4E with correlation coefficient .140 (p < .01); with BO5E with correlation coefficient .261 (p < .005); with BO6E with correlation coefficient .206 (p < .005); with BO8E with correlation coefficient .279 (p < .005); and with BO9E with correlation coefficient .234 (p < .005).

JI10 "*I like to be really involved in my job most of the time*" is found to be significantly correlated with 6*Emotional Exhaustion* variables. JI10 is significantly correlated with BO4E with correlation coefficient .210 (p < .005); with BO5E with correlation coefficient .287 (p < .005); with BO6E with correlation coefficient .221 (p < .005); with BO7E with correlation coefficient .172 (p < .01); with BO8E with correlation coefficient .246 (p < .005); and with BO9E with correlation coefficient .152 (p < .01).

Table 3: Emotional Exhaustion intensity and Job involvement in corporate hotels

	JI1	JI2	JI3	JI4	JI5	JI6	JI7	JI8	JI9	JI10
BO1					.166		.140			
BO2										
BO3		.156								
BO4	.163				.153		.261		.140	.210
BO5	.160	.174	.205	.165	.207	.180	.256	.232	.261	.287
BO6	.214	.364	.236	.173	.172	.266	.265		.206	.221
BO7		.151				.186	.185			.172
BO8	.162	.151	.238	.182	.192	.263	.187	.251	.279	.246
BO9				.192	.154	.324	.339	.219	.234	.152

Cynicism in Corporate hotels
In terms of job burnout frequency, job involvement variables were found be significantly correlated 65 times with Cynicism's variables (see table 4). JI1 "*The most important things that happen to me involve my present job*" is found to be significantly correlated with 3 *Cynicism* variables. JI1 is significantly correlated with BO14F with correlation coefficient .207 (p < .005); with BO15F with correlation coefficient .203 (p < .005); and with BO16F with correlation coefficient .143 (p < .01).

JI2 "*To me, my job is only a small part of who I am*" is found to be significantly correlated with 8 *Cynicism* variables. JI2 is significantly correlated with BO10F with correlation coefficient .243 (p < .005); with BO11F with correlation coefficient .232 (p < .005); with BO12F with correlation coefficient .170 (p < .01); with BO13F with correlation coefficient .268 (p < .005); with BO14F with correlation coefficient .275 (p < .005); with BO15F with correlation coefficient .249 (p < .005); with BO16F with correlation coefficient .363 (p < .005); and with BO17F with correlation coefficient .252 (p < .005).

JI3 "*I am very much involved personally in my job*" is found to be significantly correlated with 4 *Cynicism* variables. JI3 is significantly

correlated with BO10F with correlation coefficient .147 ($p < .01$); with BO11F with correlation coefficient .150 ($p < .005$); with BO16F with correlation coefficient .192 ($p < .005$); and with BO17F with correlation coefficient .213 ($p < .005$).

JI4 "*I live, eat and breathe my job*" is found to be significantly correlated with 7 *Cynicism* variables. JI4 is significantly correlated with BO10F with correlation coefficient .175 ($p < .01$); with BO11F with correlation coefficient .197 ($p < .005$); with BO13F with correlation coefficient .175 ($p < .01$); with BO14F with correlation coefficient .179 ($p < .01$); with BO15F with correlation coefficient .248 ($p < .005$); with BO16F with correlation coefficient .230 ($p < .005$); and with BO17F with correlation coefficient .273 ($p < .005$).

JI5 "*Most of my interests are centered around my job*" is found to be significantly correlated with 7 *Cynicism* variables. JI5 is significantly correlated with BO10F with correlation coefficient .176 ($p < .01$); with BO11F with correlation coefficient .233 ($p < .005$); with BO15F with correlation coefficient .183 ($p < .005$); with BO16F with correlation coefficient .184 ($p < .005$); and with BO17F with correlation coefficient .323 ($p < .005$).

JI6 "*I have very strong ties with my present job which would be very difficult to break*" is found to be significantly correlated with 9 *Cynicism* variables. JI6 is significantly correlated with BO10F with correlation coefficient .325 ($p < .005$); with BO10E with correlation coefficient .355 ($p < .005$); with BO11F with correlation coefficient .314 ($p < .005$); with BO12F with correlation coefficient .236 ($p < .005$); with BO13F with correlation coefficient .255 ($p < .005$); with BO14F with correlation coefficient .212 ($p < .005$); with BO15F with correlation coefficient .276 ($p < .005$); with BO16F with correlation coefficient .269 ($p < .005$); and with BO17F with correlation coefficient .269 ($p < .005$).

JI7 "*Usually I feel detached from my job*" is found to be significantly correlated with 8 *Cynicism* variables. JI7 is significantly correlated with BO10F with correlation coefficient .318 ($p < .005$); with BO11F with correlation coefficient .321 ($p < .005$); with BO12F with correlation coefficient .239 ($p < .005$); with BO13F with correlation coefficient .300 ($p < .005$); with BO14F with correlation coefficient .339 ($p < .005$); with BO15F with correlation coefficient .371 ($p < .005$); with BO16F with

correlation coefficient .392 (p < .005); and with BO17F with correlation coefficient .394 (p < .005).

JI8 "*Most of my personal life goals are job-oriented*" is found to be significantly correlated with 7 *Cynicism* variables. JI8 is significantly correlated with BO10F with correlation coefficient .204 (p < .005); with BO11F with correlation coefficient .249 (p < .005); with BO13F with correlation coefficient .198 (p < .005); with BO14F with correlation coefficient .166 (p < .01); with BO15F with correlation coefficient .188 (p < .005); with BO16F with correlation coefficient .192 (p < .005); and with BO17F with correlation coefficient .297 (p < .005).

JI9 "*I consider my job to be very central to my life*" is found to be significantly correlated with 5 *Cynicism* variables. JI9 is significantly correlated with BO10F with correlation coefficient .240 (p < .005); with BO11F with correlation coefficient .228 (p < .005); with BO13F with correlation coefficient .233 (p < .005); with BO14F with correlation coefficient .206 (p < .005); with BO15F with correlation coefficient .251 (p < .005); with BO16F with correlation coefficient .281 (p < .005); and with BO17F with correlation coefficient .283 (p < .005).

JI10 "*I like to be really involved in my job most of the time*" is found to be significantly correlated with 8 *Cynicism* variables. JI10 is significantly correlated with BO10F with correlation coefficient .334 (p < .005); with BO11F with correlation coefficient .336 (p < .005); with BO12F with correlation coefficient .157 (p < .01); with BO13F with correlation coefficient .266 (p < .005); with BO14F with correlation coefficient .229 (p < .005); with BO15F with correlation coefficient .271 (p < .005); with BO16F with correlation coefficient .347 (p < .005); and with BO17F with correlation coefficient .375 (p < .005).

Table 4: *Cynicism* frequency and Job involvement in corporate hotels

	JI1	JI2	JI3	JI4	JI5	JI6	JI7	JI8	JI9	JI10
BO10		.243	.147	.175	.176	.325	.318	.204	.240	.334
BO11		.232	.150	.197	.233	.314	.321	.249	.228	.336
BO12		.170				.236	.239			.157
BO13		.268		.175		.255	.300	.198	.233	.266
BO14	.207	.275		.179		.212	.339	.166	.206	.229
BO15	.203	.249		.248	.183	.276	.371	.188	.251	.271
BO16	.143	.363	.192	.230	.184	.269	.392	.192	.281	.347
BO17		.252	.213	.273	.323	.269	.394	.297	.283	.375

In terms of job burnout intensity, job involvement variables were found be significantly correlated 59 times with Cynicism's variables (see table 5). JI1 "*The most important things that happen to me involve my present job*" is found to be significantly correlated with 2 *Cynicism* variables. JI1 is significantly correlated with BO14E with correlation coefficient .171 (p < .01); and with BO16E with correlation coefficient .143 (p < .01).

JI2 "*To me, my job is only a small part of who I am*" is found to be significantly correlated with 2 *Cynicism* variables. JI2 is significantly correlated with BO10E with correlation coefficient .181 (p < .01); and with BO13E with correlation coefficient .179 (p < .01).

JI3 "*I am very much involved personally in my job*" is found to be significantly correlated with 4 *Cynicism* variables. JI3 is significantly correlated with BO10E with correlation coefficient .191 (p < .005); with BO13E with correlation coefficient .163 (p < .005); with BO15E with correlation coefficient .145 (p < .01); and with BO16E with correlation coefficient .206 (p < .005).

JI4 "*I live, eat and breathe my job*" is found to be significantly correlated with 8 *Cynicism* variables. JI4 is significantly correlated with BO10E with correlation coefficient .207 (p < .005); with BO11E with correlation coefficient .152 (p < .01); with BO12E with correlation coefficient .226 (p < .005); with BO13E with correlation coefficient .225 (p < .005); with BO14E with correlation coefficient .189 (p < .005); with BO15E with correlation coefficient .238 (p < .005); with BO16E with correlation coefficient .213 (p < .005); and with BO17E with correlation coefficient .181 (p < .01).

JI5 "*Most of my interests are centered around my job*" is found to be significantly correlated with 7 *Cynicism* variables. JI5 is significantly correlated with BO10E with correlation coefficient .206 (p < .005); with BO12E with correlation coefficient .186 (p < .005); with BO13E with correlation coefficient .177 (p < .01); with BO14E with correlation coefficient .152 (p < .01); with BO15E with correlation coefficient .158 (p < .01); with BO16E with correlation coefficient .187 (p < .005); and with BO17E with correlation coefficient .213 (p < .005).

JI6 "*I have very strong ties with my present job which would be very difficult to break*" is found to be significantly correlated with 8 *Cynicism*

variables. JI6 is significantly correlated with BO10E with correlation coefficient .355 (p < .005); with BO11E with correlation coefficient .240 (p < .005); with BO12E with correlation coefficient .292 (p < .005); with BO13E with correlation coefficient .374 (p < .005); with BO14E with correlation coefficient .332 (p < .005); with BO15E with correlation coefficient .279 (p < .005); with BO16E with correlation coefficient .319 (p < .005); and with BO17E with correlation coefficient .248 (p < .005).

JI7 "*Usually I feel detached from my job*" is found to be significantly correlated with 8 *Cynicism* variables. JI7 is significantly correlated with BO10E with correlation coefficient .296 (p < .005);
with BO11E with correlation coefficient .303 (p < .005); with BO12E with correlation coefficient .318 (p < .005); with BO13E with correlation coefficient .405 (p < .005); with BO14E with correlation coefficient .370 (p < .005); with BO15E with correlation coefficient .253 (p < .005); with BO16E with correlation coefficient .312 (p < .005); and with BO17E with correlation coefficient .246 (p < .005).

JI8 "*Most of my personal life goals are job-oriented*" is found to be significantly correlated with 6 *Cynicism* variables. JI8 is significantly correlated with BO10E with correlation coefficient .156 (p < .005); with BO11E with correlation coefficient .164 (p < .005); with BO13E with correlation coefficient .160 (p < .01); with BO14E with correlation coefficient .225 (p < .005); with BO16E with correlation coefficient .187 (p < .005); and with BO17E with correlation coefficient .165 (p < .01).
JI9 "*I consider my job to be very central to my life*" is found to be significantly correlated with 7 *Cynicism* variables. JI9 is significantly correlated with BO10E with correlation coefficient .201 (p < .005); with BO11E with correlation coefficient .211 (p < .005); with BO12E with correlation coefficient .215 (p < .005); with BO13E with correlation coefficient .238 (p < .005); with BO14E with correlation coefficient .245 (p < .005); with BO16E with correlation coefficient .165 (p < .01); and with BO17E with correlation coefficient .205 (p < .005).

JI10 "*I like to be really involved in my job most of the time*" is found to be significantly correlated with 6 *Cynicism* variables. JI10 is significantly correlated with BO10E with correlation coefficient .190 (p < .005); with BO11E with correlation coefficient .240 (p < .005); with BO12E with correlation coefficient .218 (p < .005); with BO13E with correlation coefficient .280 (p < .005); with BO14E with correlation coefficient .283 (p < .005); and with BO17E with correlation coefficient .229 (p < .005).

Table 5: *Cynicism* intensity and Job involvement in Corporate hotels

	JI1	JI2	JI3	JI4	JI5	JI6	JI7	JI8	JI9	JI10
BO10		.181	.191	.207	.206	.355	.296	.156	.201	.190
BO11				.152		.240	.303	.164	.211	.240
BO12				.226	.186	.292	.318		.215	.218
BO13		.179	.163	.225	.177	.374	.405	.160	.238	.280
BO14	.171			.189	.152	.332	.370	.225	.245	.283
BO15			.145	.238	.158	.279	.253			
BO16	.143	.196	.206	.213	.187	.319	.312	.187	.165	
BO17				.181	.213	.248	.246	.165	.205	.229

Personal Accomplishment in Corporate hotels
In terms of job burnout frequency, job involvement variables were found be significantly correlated 40 times with *Personal Accomplishment* variables (see table 6). JI1 "*The most important things that happen to me involve my present job*" is found to be significantly correlated with 3 *Personal Accomplishment* variables. JI1 is significantly correlated with BO18F with correlation coefficient .149 (p < .01); with BO19F with correlation coefficient .141 (p < .01); and with BO20F with correlation coefficient .149 (p < .01).

JI2 "To me, my job is only a small part of who I am" is found to be significantly correlated with 5 *Personal Accomplishment* variables. JI2 is significantly correlated with BO18F with correlation coefficient .306 (p < .005); with BO19F with correlation coefficient .357 (p < .005); with BO20F with correlation coefficient .323 (p < .005); with BO21F with correlation coefficient .266 (p < .005); and with BO22F with correlation coefficient .279 (p < .005).

JI3 "*I am very much involved personally in my job*" is found to be significantly correlated with 3 *Personal Accomplishment* variables. JI3 is significantly correlated with BO19F with correlation coefficient .211 (p < .005); with BO21F with correlation coefficient .170 (p < .01); and with BO22F with correlation coefficient .182 (p < .01).

JI4 "*I live, eat and breathe my job*" is found to be significantly correlated with 5 Personal Accomplishment variables. JI4 is significantly correlated with BO18F with correlation coefficient .253 (p < .005); with BO19F with correlation coefficient .273 (p < .005); with BO20F with correlation coefficient .227 (p < .005); with BO21F with correlation coefficient .170 (p < .01); and with BO22F with correlation coefficient .212 (p < .005).

JI5 "*Most of my interests are centered around my job*" is found to be significantly correlated with 3 *Personal Accomplishment* variables. JI5 is significantly correlated with BO18F with correlation coefficient .245 ($p <$ .005); with BO19F with correlation coefficient .241 ($p <$ .005); and with BO22F with correlation coefficient .145 ($p <$ .01).

JI6 "*I have very strong ties with my present job which would be very difficult to break*" is found to be significantly correlated with 5 *Personal Accomplishment* variables. JI6 is significantly correlated with BO18F with correlation coefficient .230 ($p <$ .005); with BO19F with correlation coefficient .368 ($p <$ .005); with BO20F with correlation coefficient .268 ($p <$ .005); with BO21F with correlation coefficient .231 ($p <$ .005); and with BO22F with correlation coefficient .215 ($p <$ .005).

JI7 "*Usually I feel detached from my job*" is found to be significantly correlated with 4 *Personal Accomplishment* variables. JI7 is significantly correlated with BO18F with correlation coefficient .292 ($p <$ .005); with BO19F with correlation coefficient .374 ($p <$ .005); with BO20F with correlation coefficient .284 ($p <$ .005); and with BO21F with correlation coefficient .195 ($p <$ .005).

JI8 "*Most of my personal life goals are job-oriented*" is found to be significantly correlated with 4 *Personal Accomplishment* variables. JI8 is significantly correlated with BO18F with correlation coefficient .216 ($p <$ .005); with BO19F with correlation coefficient .324 ($p <$ .005); with BO20F with correlation coefficient .179 ($p <$ .01); and with BO21F with correlation coefficient .217 ($p <$ .005).

JI9 "*I consider my job to be very central to my life*" is found to be significantly correlated with 3 *Personal Accomplishment* variables. JI9 is significantly correlated with BO18F with correlation coefficient .208 ($p <$ .005); with BO19F with correlation coefficient .252 ($p <$ .005); and with BO20F with correlation coefficient .145 ($p <$ .01).

JI10 "*I like to be really involved in my job most of the time*" is found to be significantly correlated with 4 *Personal Accomplishment* variables. JI10 is significantly correlated with BO18F with correlation coefficient .296 ($p <$ .005); with BO19F with correlation coefficient .231 ($p <$ .005); with BO20F with correlation coefficient .175 ($p <$ .01); and with BO22F with correlation coefficient .217 ($p <$ .005);

Table 6: *Personal Accomplishment* frequency & Job involvement in corporate hotels

	JI1	JI2	JI3	JI4	JI5	JI6	JI7	JI8	JI9	JI10
BO18	.149	.306		.253	.245	.230	.292	.216	.208	.296
BO19	.141	.357	.211	.273	.241	.368	.374	.324	252	.231
BO20	.149	.323		.227		.268	.284	.179	.145	.175
BO21		.266	.170	.170		.231	.195	.217		
BO22		.279	.182	.212	.145	.215				.217

In terms of job burnout intensity, job involvement variables were found be significantly correlated 21 times with *Personal Accomplishment* variables (see table 7). JI1 "*The most important things that happen to me involve my present job*" is found to be significantly correlated with 1 *Personal Accomplishment* variable. JI1 is significantly correlated with BO18E with correlation coefficient .152 (p < .01).

JI2 "*To me, my job is only a small part of who I am*" is found to be significantly correlated with 1 *Personal Accomplishment* variable. JI2 is significantly correlated with BO18E with correlation coefficient .202 (p < .005).

JI4 "*I live, eat and breathe my job*" is found to be significantly correlated with 2 *Personal Accomplishment* variables. JI4 is significantly correlated with BO18E with correlation coefficient .261 (p < .005); and with BO21E with correlation coefficient .151 (p < .01).

JI5 "*Most of my interests are centered around my job*" is found to be significantly correlated with 1 *Personal Accomplishment* variables. JI5 is significantly correlated with BO18E with correlation coefficient .214 (p < .005).

JI6 "*I have very strong ties with my present job which would be very difficult to break*" is found to be significantly correlated with 4 *Personal Accomplishment* variables. JI6 is significantly correlated with BO18E with correlation coefficient .365 (p < .005); with BO19E with correlation coefficient .283 (p < .005); with BO20E with correlation coefficient .213 (p < .005); and with BO21E with correlation coefficient .228 (p < .005).

JI7 "*Usually I feel detached from my job*" is found to be significantly correlated with 4 *Personal Accomplishment* variables. JI7 is significantly correlated with BO18E with correlation coefficient .393 (p < .005); with BO19E with correlation coefficient .251 (p < .005); with BO20E with

correlation coefficient .219 (p < .005); and with BO21E with correlation coefficient .289 (p < .005).

JI8 "*Most of my personal life goals are job-oriented*" is found to be significantly correlated with 2 *Personal Accomplishment* variables. JI8 is significantly correlated with BO18E with correlation coefficient .233 (p < .005); and with BO21E with correlation coefficient .182 (p < .005).

JI9 "*I consider my job to be very central to my life*" is found to be significantly correlated with 4 *Personal Accomplishment* variables. JI9 is significantly correlated with BO18E with correlation coefficient .244 (p < .005); with BO19E with correlation coefficient .215 (p < .005); with BO21E with correlation coefficient .250 (p < .005); and with BO22E with correlation coefficient .143 (p < .01).

JI10 "*I like to be really involved in my job most of the time*" is found to be significantly correlated with 2 *Personal Accomplishment* variables. JI9 is significantly correlated with BO18E with correlation coefficient .320 (p < .005); and with BO22E with correlation coefficient .194 (p < .005).

Table 7: *Personal Accomplishment* intensity & Job involvement in Corporate hotels

	JI1	JI2	JI3	JI4	JI5	JI6	JI7	JI8	JI9	JI10
BO18	.152	.202		.261	.214	.365	.393	.233	.244	.320
BO19						.283	.251		.215	
BO20						.213	.219			
BO21				.151		.228	.289	.182	.250	
BO22									.143	.194

Emotional Exhaustion in Independent hotels
In terms of job burnout frequency, job involvement variables were found be significantly correlated 59 times with Emotional Exhaustion's variables (see table 8). JI1 "*The most important things that happen to me involve my present job*" is found to be significantly correlated with 5 *Emotional Exhaustion* variables. JI1 is significantly correlated with BO2F with correlation coefficient .366 (p < .005); with BO3F with correlation coefficient .428 (p < .005); with BO5F with correlation coefficient .361 (p < .005); with BO7F with correlation coefficient .241 (p < .010); and with BO9F with correlation coefficient .240 (p < .010).

JI2 "*To me, my job is only a small part of who I am*" is found to be significantly correlated with 4 *Emotional Exhaustion* variables. JI2 is significantly correlated with BO1F with correlation coefficient .248 (p < .010); with BO7F with correlation coefficient .390 (p < .005); with BO8F with correlation coefficient .316 (p < .005); and with BO9F with correlation coefficient .546 (p < .005).

JI3 "*I am very much involved personally in my job*" is found to be significantly correlated with 5 *Emotional Exhaustion* variables. JI3 is significantly correlated with BO1F with correlation coefficient .473 (p < .005); with BO2F with correlation coefficient .391 (p < .005); with BO3F with correlation coefficient .501 (p < .005); with BO5F with correlation coefficient .655 (p < .005); and with BO7F with correlation coefficient .282 (p < .005).

JI4 "*I live, eat and breathe my job*" is found to be significantly correlated with 7 *Emotional Exhaustion* variables. JI4 is significantly correlated with BO2F with correlation coefficient .608 (p < .005); with BO3F with correlation coefficient .354 (p < .005); with BO4F with correlation coefficient .309 (p < .005); with BO5F with correlation coefficient .544 (p < .005); with BO6F with correlation coefficient .620 (p < .005); with BO7F with correlation coefficient .366 (p < .005); and with BO9F with correlation coefficient .254 (p < .010).

JI5 "*Most of my interests are centered around my job*" is found to be significantly correlated with 6 *Emotional Exhaustion* variables. JI5 is found to be significantly correlated with BO2F with correlation coefficient .605 (p < .005); with BO3F with correlation coefficient .613 (p < .005); with BO4F with correlation coefficient .304 (p < .005); with BO5F with correlation coefficient .739 (p < .005); with BO6F with correlation coefficient .551 (p < .005); and with BO7F with correlation coefficient .278 (p < .005).

JI6 "*I have very strong ties with my present job which would be very difficult to break*" is found to be significantly correlated with 6 *Emotional Exhaustion* variables. JI6 is significantly correlated with BO2F with correlation coefficient .200 (p < .01); with BO4F with correlation coefficient .286 (p < .005); with BO6F with correlation coefficient .319 (p < .005); with BO7F with correlation coefficient .330 (p < .005); with BO8F with correlation coefficient .625 (p < .005); and with BO9F with correlation coefficient .734 (p < .005).

JI7 "*Usually I feel detached from my job*" is found to be significantly correlated with 6 *Emotional Exhaustion* variables. JI7 is significantly correlated with BO1F with correlation coefficient .303 (p < .005); with BO4F with correlation coefficient .237 (p < .010); with BO6F with correlation coefficient .246 (p < .010); with BO7F with correlation coefficient .560 (p < .005); with BO8F with correlation coefficient .397 (p < .005); and with BO9F with correlation coefficient .560 (p < .005).

JI8 "*Most of my personal life goals are job-oriented*" is found to be significantly correlated with 6 *Emotional Exhaustion* variables. JI8 is significantly correlated with BO1F with correlation coefficient .370 (p < .005); with BO2F with correlation coefficient .390 (p < .005); with BO4F with correlation coefficient .359 (p < .005); with BO6F with correlation coefficient .359 (p < .005); with BO8F with correlation coefficient .478 (p < .005); and with BO9F with correlation coefficient .569 (p < .005).

JI9 "*I consider my job to be very central to my life*" is found to be significantly correlated with 8 *Emotional Exhaustion* variables. JI9 is significantly correlated with BO2F with correlation coefficient .680 (p < .005); with BO3F with correlation coefficient .346 (p < .005); with BO4F with correlation coefficient .358 (p < .005); with BO5F with correlation coefficient .569 (p < .005); with BO6F with correlation coefficient .721 (p < .005); with BO7F with correlation coefficient .495 (p < .005); with BO8F with correlation coefficient .219 (p < .01); and with BO9F with correlation coefficient .242 (p < .01).

JI10 "*I like to be really involved in my job most of the time*" is found to be significantly correlated with 6 *Emotional Exhaustion* variables. JI10 is significantly correlated with BO2F with correlation coefficient .667 (p < .005); with BO3F with correlation coefficient .456 (p < .005); with BO5F with correlation coefficient .626 (p < .005); with BO6F with correlation coefficient .301 (p < .005); with BO7F with correlation coefficient .321 (p < .005); and with BO9F with correlation coefficient .234 (p < .010).

Table 8: *Emotional Exhaustion* frequency and Job involvement in
Independent hotels

	JI1	JI2	JI3	JI4	JI5	JI6	JI7	JI8	JI9	JI10
BO1		.248	.473				.303	.370		
BO2	.366		.391	.608	.605	.200		.390	.680	.667
BO3	.428		.501	.354	.613				.346	.456
BO4				.309	.304	.286	.237	.359	.358	
BO5	.361		.655	.544	.739				.569	.626
BO6				.620	.551	.319	.246	.359	.721	.301
BO7	.241	.390	.282	.366	.278	.330	.560		.495	.321
BO8		.316				.625	.397	.478	.219	
BO9	.240	.546		.254		.734	.560	.569	.242	.234
	5	4	5	7	6	6	6	6	8	6

In terms of job burnout intensity, job involvement variables were found
be significantly correlated 46 times with Emotional Exhaustion's
variables (see table 9). JI1 "*The most important things that happen to me
involve my present job*" is found to be significantly correlated with 2
Emotional Exhaustion variables. JI1 is significantly correlated with BO3E
with correlation coefficient .249 (p < .010); and with BO6E with
correlation coefficient .463 (p < .005).

JI2 "*To me, my job is only a small part of who I am*" is found to be
significantly correlated with 1 *Emotional Exhaustion* variable. JI2 is
significantly correlated with BO9E with correlation coefficient .520 (p <
.005).

JI3 "*I am very much involved personally in my job*" is found to be
significantly correlated with 4 *Emotional Exhaustion* variables. JI3 is
significantly correlated with BO3E with correlation coefficient .784 (p <
.005); with BO4E with correlation coefficient .198 (p < .010); with BO5E
with correlation coefficient .818 (p < .005); and with BO9E with
correlation coefficient .202 (p < .010).

JI4 "*I live, eat and breathe my job*" is found to be significantly correlated
with 5 *Emotional Exhaustion* variables. JI4 is significantly correlated with
BO1E with correlation coefficient .351 (p < .005); with BO2E with
correlation coefficient .396 (p < .005); with BO5E with correlation
coefficient .339 (p < .005); with BO7E with correlation coefficient .256
(p < .010); and with BO8E with correlation coefficient .255 (p < .010).

JI5 "*Most of my interests are centered around my job*" is found to be significantly correlated with 5 *Emotional Exhaustion* variables. JI5 is significantly correlated with BO1E with correlation coefficient .564 ($p < .005$); with BO2E with correlation coefficient .426 ($p < .005$); with BO3E with correlation coefficient .308 ($p < .005$); with BO5E with correlation coefficient .324 ($p < .005$); and with BO8E with correlation coefficient .423 ($p < .005$).

JI6 "*I have very strong ties with my present job which would be very difficult to break*" is found to be significantly correlated with 7 *Emotional Exhaustion* variables. JI6 is significantly correlated with BO1E with correlation coefficient .203 ($p < .010$); with BO4E with correlation coefficient .457 ($p < .005$); with BO5E with correlation coefficient .362 ($p < .005$); with BO6E with correlation coefficient .244 ($p < .010$); with BO7E with correlation coefficient .404 ($p < .005$); with BO8E with correlation coefficient .362 ($p < .005$); and with BO9E with correlation coefficient .771 ($p < .005$).

JI7 "*Usually I feel detached from my job*" is found to be significantly correlated with 8 *Emotional Exhaustion* variables. JI7 is significantly correlated with BO1E with correlation coefficient .426 ($p < .005$); with BO2E with correlation coefficient .458 ($p < .005$); with BO4E with correlation coefficient .532 ($p < .005$); with BO5E with correlation coefficient .639 ($p < .005$); with BO6E with correlation coefficient .225 ($p < .010$); with BO7E with correlation coefficient .238 ($p < .010$); with BO8E with correlation coefficient .473 ($p < .005$); and with BO9E with correlation coefficient .623 ($p < .005$).

JI8 "*Most of my personal life goals are job-oriented*" is found to be significantly correlated with 5 *Emotional Exhaustion* variables. JI8 is significantly correlated with BO1E with correlation coefficient .217 ($p < .010$); with BO4E with correlation coefficient .200 ($p < .010$); with BO7E with correlation coefficient .711 ($p < .005$); with BO8E with correlation coefficient .403 ($p < .005$); and with BO9E with correlation coefficient .553 ($p < .005$).

JI9 "*I consider my job to be very central to my life*" is found to be significantly correlated with 5 *Emotional Exhaustion* variables. JI9 is significantly correlated with BO1E with correlation coefficient .221 ($p < .010$); with BO2E with correlation coefficient .497 ($p < .005$); with BO5E with correlation coefficient .431 ($p < .005$); with BO6E with correlation

coefficient .262 (p < .005); and with BO7E with correlation coefficient .400 (p < .005).

JI10 "*I like to be really involved in my job most of the time*" is found to be significantly correlated with 4 *Emotional Exhaustion* variables. JI10 is significantly correlated with BO2E with correlation coefficient .269 (p < .005); with BO3E with correlation coefficient .445 (p < .005); with BO5E with correlation coefficient .613 (p < .005); and with BO7E with correlation coefficient .373 (p < .01).

Table 9: *Emotional Exhaustion* intensity and Job involvement in Independent hotels

	JI1	JI2	JI3	JI4	JI5	JI6	JI7	JI8	JI9	JI10
BO1				.351	.564	.203	.426	.217	.221	
BO2				.396	.426		.458		.497	.269
BO3	.249		.784		.308					.445
BO4			.198			.457	.532	.200		
BO5			.818	.339	.324	.362	.639		.431	.613
BO6	.463					.244	.225		.262	
BO7				.256		.404	.238	.711	.400	.373
BO8				.255	.423	.362	.473	.403		
BO9		.520	.202			.771	.623	.553		

Cynicism in Independent hotels
In terms of job burnout frequency, job involvement variables were found be significantly correlated 45 times with Cynicism's variables (see table 10). JI1 "*The most important things that happen to me involve my present job*" is found to be significantly correlated with 4 *Cynicism* variables. JI1 is significantly correlated with BO11F with correlation coefficient .302 (p < .005); with BO12F with correlation coefficient .199 (p < .010); with BO15F with correlation coefficient .304 (p < .005); and with BO16F with correlation coefficient .314 (p < .005).

JI2 "*To me, my job is only a small part of who I am*" is found to be significantly correlated with 2 *Cynicism* variables. JI2 is significantly correlated with BO10F with correlation coefficient .355 (p < .005); and with BO17F with correlation coefficient .324 (p < .005).

JI3 "*I am very much involved personally in my job*" is found to be significantly correlated with 6 *Cynicism* variables. JI3 is significantly correlated with BO10F with correlation coefficient .588 (p < .005); with BO11F with correlation coefficient .727 (p < .005); with BO12F with

correlation coefficient .744 (p < .005); with BO13F with correlation coefficient .370 (p < .005); with BO14F with correlation coefficient .294 (p < .005); and with BO15F with correlation coefficient .551 (p < .005).

JI4 "*I live, eat and breathe my job*" is found to be significantly correlated with 4 *Cynicism* variables. JI4 is significantly correlated with BO10F with correlation coefficient .707 (p < .005); with BO11F with correlation coefficient .598 (p < .005); with BO12F with correlation coefficient .249 (p < .010); and with BO14F with correlation coefficient .511 (p < .005).

JI5 "*Most of my interests are centered around my job*" is found to be significantly correlated with 5 *Cynicism* variables. JI5 is significantly correlated with BO10F with correlation coefficient .624 (p < .005); with BO11F with correlation coefficient .640 (p < .005); with BO12F with correlation coefficient .438 (p < .005); with BO13F with correlation coefficient .285 (p < .005); and with BO14F with correlation coefficient .291 (p < .005).

JI6 "*I have very strong ties with my present job which would be very difficult to break*" is found to be significantly correlated with 3 *Cynicism* variables. JI6 is significantly correlated with BO10F with correlation coefficient .584 (p < .005); with BO13F with correlation coefficient .312 (p < .005); and with BO17F with correlation coefficient .348 (p < .005).

JI7 "*Usually I feel detached from my job*" is found to be significantly correlated with 5 *Cynicism* variables. JI7 is significantly correlated with BO10F with correlation coefficient .271 (p < .005); with BO13F with correlation coefficient .324 (p < .005); with BO14F with correlation coefficient .327 (p < .005); with BO15F with correlation coefficient .466 (p < .005); and with BO17F with correlation coefficient .718 (p < .005).

JI8 "*Most of my personal life goals are job-oriented*" is found to be significantly correlated with 4 *Cynicism* variables. JI8 is significantly correlated with BO10F with correlation coefficient .334 (p < .005); with BO12F with correlation coefficient .218 (p < .010); with BO13F with correlation coefficient .343 (p < .005); and with BO14F with correlation coefficient .368 (p < .01).

JI9 "*I consider my job to be very central to my life*" is found to be significantly correlated with 5 *Cynicism* variables. JI9 is significantly

correlated with BO10F with correlation coefficient .784 (p < .005); with BO11F with correlation coefficient .626 (p < .005); with BO12F with correlation coefficient .294 (p < .005); with BO13F with correlation coefficient .271 (p < .005); and with BO14F with correlation coefficient .687 (p < .005).

JI10 "*I like to be really involved in my job most of the time*" is found to be significantly correlated with 7 *Cynicism* variables. JI10 is significantly correlated with BO10F with correlation coefficient .481 (p < .005); with BO11F with correlation coefficient .604 (p < .005); with BO12F with correlation coefficient .446 (p < .01); with BO13F with correlation coefficient .250 (p < .010); with BO14F with correlation coefficient .424 (p < .005); with BO15F with correlation coefficient .446 (p < .005); and with BO16F with correlation coefficient .226 (p < .010).

Table 10: *Cynicism* frequency & Job involvement in Independent hotels

	JI1	JI2	JI3	JI4	JI5	JI6	JI7	JI8	JI9	JI10
BO10		.355	.588	.707	.624	.584	.271	.334	.784	.481
BO11	.302		.727	.598	.640				.626	.604
BO12	.199		.744	.249	.438			.218	.294	.446
BO13			.370		.285	.312	.324	.343	.271	.250
BO14			.294	.511	.291		.327	.368	.687	.424
BO15	.304		.551				.466			.446
BO16	.314									.226
BO17		.324				.348	.718			

In terms of job burnout intensity, job involvement varibales were found be significantly correlated 52 times with Cynicism's variables (see table 11). JI1 "*The most important things that happen to me involve my present job*" is found to be significantly correlated with 5 *Cynicism* variables. JI1 is significantly correlated with BO11E with correlation coefficient .216 (p < .01); with BO12E with correlation coefficient .401 (p < .005); with BO14E with correlation coefficient .395 (p < .005); with BO15E with correlation coefficient .420 (p < .005); and with BO17E with correlation coefficient .198 (p < .01).

JI2 "*To me, my job is only a small part of who I am*" is found to be significanly correlated with 4 *Cynicism* variables. JI2 is significantly correlated with BO11E with correlation coefficient .228 (p < .01); with BO14E with correlation coefficient .333 (p < .005); with BO10E with

correlation coefficient .214 ($p < .01$); and with BO13E with correlation coefficient .379 ($p < .005$).

JI3 "*I am very much involved personally in my job*" is found to be significantly correlated with 7 *Cynicism* variables. JI3 is significantly correlated with BO10E with correlation coefficient .337 ($p < .005$); with BO11E with correlation coefficient .255 ($p < .010$); with BO12E with correlation coefficient .719 ($p < .005$); with BO13E with correlation coefficient .482 ($p < .005$); with BO14E with correlation coefficient .340 ($p < .005$); with BO15E with correlation coefficient .592 ($p < .005$); and with BO16E with correlation coefficient .290 ($p < .005$).

JI4 "*I live, eat and breathe my job*" is found to be significantly correlated with 6 *Cynicism* variables. JI4 is significantly correlated with BO10E with correlation coefficient .270 ($p < .005$); with BO11E with correlation coefficient .675 ($p < .005$); with BO13E with correlation coefficient .219 ($p < .010$); with BO14E with correlation coefficient .791 ($p < .005$); with BO15E with correlation coefficient .226 ($p < .010$); and with BO16E with correlation coefficient .318 ($p < .005$).

JI5 "*Most of my interests are centered around my job*" is found to be significantly correlated with 4 *Cynicism* variables. JI5 is significantly correlated with BO10E with correlation coefficient .235 ($p < .010$); with BO11E with correlation coefficient .542 ($p < .005$); with BO14E with correlation coefficient .690 ($p < .005$); with BO15E with correlation coefficient .383 ($p < .005$); and with BO16E with correlation coefficient .533 ($p < .005$).

JI6 "*I have very strong ties with my present job which would be very difficult to break*" is found to be significantly correlated with 6 *Cynicism* variables. JI6 is significantly correlated with BO10E with correlation coefficient .423 ($p < .005$); with BO11E with correlation coefficient .249 ($p < .010$); with BO12E with correlation coefficient .242 ($p < .010$); with BO13E with correlation coefficient .417 ($p < .005$); with BO15E with correlation coefficient .206 ($p < .010$); and with BO17E with correlation coefficient .608 ($p < .005$).

JI7 "*Usually I feel detached from my job*" is found to be significantly correlated with 3 *Cynicism* variables. JI7 is significantly correlated with BO12E with correlation coefficient .696 ($p < .005$); with BO13E with

correlation coefficient .448 ($p < .005$); and with BO17E with correlation coefficient .596 ($p < .005$).

JI8 "*Most of my personal life goals are job-oriented*" is found to be significantly correlated with 5 *Cynicism* variables. JI8 is significantly correlated with BO10E with correlation coefficient .517 ($p < .005$); with BO11E with correlation coefficient .436 ($p < .005$); with BO14E with correlation coefficient .328 ($p < .005$); with BO16E with correlation coefficient .200 ($p < .010$); and with BO17E with correlation coefficient .500 ($p < .005$).

JI9 "*I consider my job to be very central to my life*" is found to be significantly correlated with 5 *Cynicism* variables. JI9 is significantly correlated with BO10E with correlation coefficient .493 ($p < .005$); with BO11E with correlation coefficient .729 ($p < .005$); with BO13E with correlation coefficient .397 ($p < .005$); with BO14E with correlation coefficient .726 ($p < .005$); and with BO15E with correlation coefficient .212 ($p < .01$).

JI10 "*I like to be really involved in my job most of the time*" is found to be significantly correlated with 6 *Cynicism* variables. JI10 is significantly correlated with BO10E with correlation coefficient .291 ($p < .005$); with BO11E with correlation coefficient .420 ($p < .005$); with BO12E with correlation coefficient .574 ($p < .005$); with BO13E with correlation coefficient .354 ($p < .005$); with BO14E with correlation coefficient .543 ($p < .005$); and with BO15E with correlation coefficient .489 ($p < .005$).

Table 11: *Cynicism* intensity& Job involvement in Independent hotels

	JI1	JI2	JI3	JI4	JI5	JI6	JI7	JI8	JI9	JI10
BO10			.337	.270	.235	.423		.517	.493	.291
BO11	.216	.228	.255	.675	.542	.249		.436	.729	.420
BO12	.401		.719			.242	.696			.574
BO13			.482	.219		.417	.448		.397	.354
BO14	.395	.333	.340	.791	.690			.328	.726	.543
BO15	.420		.592	.226	.383	.206			.212	.489
BO16		.214	.290	.318	.533			.200		
BO17	.198	.379				.608	.596	.500		

Personal Accomplishment in Independent hotels

In terms of job burnout frequency, job involvement varibales were found be significantly correlated 21 times with *Personal Accomplishment*

variables (see table 12). JI1 "*The most important things that happen to me involve my present job*" is found to be significantly correlated with 2 *Personal Accomplishment* variables. JI1 is significantly correlated with BO19F with correlation coefficient .421 (p < .005); and with BO20F with correlation coefficient .313 (p < .005).

JI2 "To me, my job is only a small part of who I am" is found to be significantly correlated with 3 *Personal Accomplishment* variables. JI2 is significantly correlated with BO18F with correlation coefficient .414 (p < .005); with BO19F with correlation coefficient .580 (p < .005); and with BO20F with correlation coefficient .417 (p < .005).

JI3 "*I am very much involved personally in my job*" is found to be significantly correlated with 2 *Personal Accomplishment* variables. JI3 is significantly correlated with BO20F with correlation coefficient .279 (p < .005); and with BO22F with correlation coefficient .231 (p < .01).

JI4 "*I live, eat and breathe my job*" is found to be significantly correlated with 3 Personal Accomplishment variables. JI4 is significantly correlated with BO19F with correlation coefficient .352 (p < .005); with BO21F with correlation coefficient .199 (p < .01); and with BO22F with correlation coefficient .254 (p < .010).

JI5 "*Most of my interests are centered around my job*" is found to be significantly correlated with 2 *Personal Accomplishment* variables. JI5 is significantly correlated with BO19F with correlation coefficient .611 (p < .005); and with BO21F with correlation coefficient .198 (p < .01).

JI6 "*I have very strong ties with my present job which would be very difficult to break*" is found to be significantly correlated with 2 *Personal Accomplishment* variables. JI6 is significantly correlated with BO18F with correlation coefficient .602 (p < .005); and with BO21F with correlation coefficient .366 (p < .005).

JI7 "*Usually I feel detached from my job*" is found to be significantly correlated with 2*Personal Accomplishment* variables. JI7 is significantly correlated with BO18F with correlation coefficient .556 (p < .005); and with BO21F with correlation coefficient .403 (p < .005).

JI8 "*Most of my personal life goals are job-oriented*" is found to be significantly correlated with 2*Personal Accomplishment* variables. JI8 is

significantly correlated with BO18F with correlation coefficient .468 (p < .005); and with BO20F with correlation coefficient .495 (p < .005).

JI9 "*I consider my job to be very central to my life*" is found to be significantly correlated with 2*Personal Accomplishment* variables. JI9 is significantly correlated with BO20F with correlation coefficient .219 (p < .010); and with BO22F with correlation coefficient .375 (p < .005).

JI10 "*I like to be really involved in my job most of the time*" is found to be significantly correlated with 1 *Personal Accomplishment* variables. JI10 is significantly correlated with BO22F with correlation coefficient .363 (p < .005).

Table 12: *Personal Accomplishment* frequency& Job involvement in Independent hotels

	JI1	JI2	JI3	JI4	JI5	JI6	JI7	JI8	JI9	JI10
BO18		.414				.602	.556	.468		
BO19	.421	.580		.352	.611					
BO20	.313	.417	.279			.366		.495	.219	
BO21				.199	.198		.403			
BO22			.231	.254					.375	.363

In terms of job burnout intensity, job involvement variables were found be significantly correlated 15 times with *Personal Accomplishment* variables (see table 13). JI2 "*To me, my job is only a small part of who I am*" is found to be significantly correlated with 3 *Personal Accomplishment* variable. JI2 is significantly correlated with BO18E with correlation coefficient .379 (p < .005); with BO19E with correlation coefficient .564 (p < .005); and with BO20E with correlation coefficient .231 (p < .010).

JI3 "*I am very much involved personally in my job*" is found to be significantly correlated with 2 *Personal Accomplishment* variables. JI3 is significantly correlated with BO20E with correlation coefficient .587 (p < .005); and with BO22E with correlation coefficient .246 (p < .01).

JI4 "*I live, eat and breathe my job*" is found to be significantly correlated with 1 *Personal Accomplishment* variables. JI4 is significantly correlated with BO18E with correlation coefficient .419 (p < .005).

JI5 "*Most of my interests are centered around my job*" is found to be significantly correlated with 1 *Personal Accomplishment* variables. JI5 is significantly correlated with BO19E with correlation coefficient .344 (p < .005).

JI6 "*I have very strong ties with my present job which would be very difficult to break*" is found to be significantly correlated with 2 *Personal Accomplishment* variables. JI6 is significantly correlated with BO18E with correlation coefficient .513 (p < .005); and with BO19E with correlation coefficient .500 (p < .005).

JI7 "*Usually I feel detached from my job*" is found to be significantly correlated with 2 *Personal Accomplishment* variables. JI7 is significantly correlated with BO18E with correlation coefficient .490 (p < .005); and with BO20E with correlation coefficient .306 (p < .005).

JI8 "*Most of my personal life goals are job-oriented*" is found to be significantly correlated with 1 *Personal Accomplishment* variables. JI8 is significantly correlated with BO19E with correlation coefficient .215 (p < .010).

JI10 "*I like to be really involved in my job most of the time*" is found to be significantly correlated with 3 *Personal Accomplishment* variables. JI9 is significantly correlated with BO19E with correlation coefficient .217 (p < .010); with BO20E with correlation coefficient .224 (p < .010); and with BO22E with correlation coefficient .229 (p < .010).

Table 13: *Personal Accomplishment* intensity& Job involvement in Independent hotels

	JI1	JI2	JI3	JI4	JI5	JI6	JI7	JI8	JI9	JI10
BO18		.379				.513	.490			
BO19		.564		.419	.344	.500		.215		.217
BO20		.231	.587				.306			.224
BO21										
BO22			.246							.229

Job burnout and job involvement dimensions
Collectively, job involvement variables were found to be significantly correlated with job burnout dimensions in several cases. In corporate hotels, JI2 is significantly correlated with all Cynicism variables with

correlation coefficient .233 (p < .005); and with all Personal Accomplishment variables with correlation coefficient .289 (p < .005). JI3 is significantly correlated with all Cynicism variables with correlation coefficient .176 (p < .01); and with all Personal Accomplishment with correlation coefficient .164 (p < .01).JI4 is significantly correlated with all Cynicism variables with correlation coefficient .260 (p < .005); and with all Personal Accomplishment variables with correlation coefficient .268 (p < .005).JI5 is significantly correlated with all Cynicism variables with correlation coefficient .245 (p < .005); and with all Personal Accomplishment variables with correlation coefficient .198 (p < .005).JI6 is significantly correlated with all cynicism variables with correlation coefficient .370 (p < .005); and with all Personal Accomplishment variables with correlation coefficient .325 (p < .005). JI7 is significantly correlated with all Cynicism variables with correlation coefficient .405 (p < .005); and with all Personal Accomplishment variables with correlation coefficient .344 (p < .005).JI8 is significantly correlated with all Cynicism variables with correlation coefficient .236 (p < .005); and with all Personal Accomplishment variables with correlation coefficient .230 (p < .005).JI9 is significantly correlated with all Cynicism variables with correlation coefficient .267 (p < .005); and with all Personal Accomplishment variables with correlation coefficient .215 (p < .005).JI10 is significantly correlated with all Cynicism variables with correlation coefficient .168 (p < .005); with all Personal Accomplishment variables with correlation coefficient .168 (p < .005).

In independent hotels, JI2 is significantly correlated with all Cynicism variables with correlation coefficient .233 (p < .005); and with all Personal Accomplishment variables with correlation coefficient .289 (p < .005). JI3 is significantly correlated with all Cynicism variables with correlation coefficient .176 (p < .01); and with all Personal Accomplishment with correlation coefficient .164 (p < .01).JI4 is significantly correlated with all Cynicism variables with correlation coefficient .260 (p < .005); and with all Personal Accomplishment variables with correlation coefficient .268 (p < .005).JI5 is significantly correlated with all Cynicism variables with correlation coefficient .245 (p < .005); and with all Personal Accomplishment variables with correlation coefficient .198 (p < .005).JI6 is significantly correlated with all cynicism variables with correlation coefficient .370 (p < .005); and with all Personal Accomplishment variables with correlation coefficient .325 (p < .005). JI7 is significantly correlated with all Cynicism variables with correlation coefficient .405 (p < .005); and with all Personal Accomplishment variables with correlation coefficient .344

(p < .005).JI8 is significantly correlated with all Cynicism variables with correlation coefficient .236 (p < .005); and with all Personal Accomplishment variables with correlation coefficient .230 (p < .005).JI9 is significantly correlated with all Cynicism variables with correlation coefficient .267 (p < .005); and with all Personal Accomplishment variables with correlation coefficient .215 (p < .005).JI10 is significantly correlated with all Cynicism variables with correlation coefficient .168 (p < .005); with all Personal Accomplishment variables with correlation coefficient .168 (p < .005).

Discussion and conclusion

Both job burnout and job involvement were minimally examined in their relation with hotel affiliation. However, it is believed that employee well-being is directly and negatively related to job involvement (Huang et al., 2016). In addition, previous studies found that it is likely that turnover rates among employees will be lower in corporate hotels than in independent properties (Tracey and Hinkin, 2008). Other studies indicated that general managers in independent hotels may have much larger latitude of autonomy than those working in corporate hotels, which may have some influence on their subordinates (Haley-Lock and Kruzich, 2008; Hodari and Sturman, 2014; Kruzich, 2005; Singh & Schwab, 1998). Consequently, it was likely to assume that job involvement may be higher in corporate hotels than in independent properties.

The current study has approached the relationship between job involvement and job burnout from one side, and hotel affiliation from another side in a more in-depth approach. Consequently, findings revealed that job involvement is more significant to job burnout in corporate hotels than it is in independent hotels. This shows that burnout employees in independent hotels are more likely to be affected by job burnout than their counterparts in corporate hotels. A significant finding shows that there is a link between *Emotional Exhaustion* and job involvement only in independent hotels; which does not exist in corporate hotels. This reflects the fact that *Emotional Exhaustion* is a barrier to job involvement for employees in independent hotels. Both Cynicism and Personal Accomplishment were obvious and common barriers for job involvement, both in corporate and independent hotels. However, they were more effective in corporate hotels than they were in independent hotels. The only job involvement variable that was more significant to job burnout in independent hotels than it was in corporate hotels, was related to the importance of the job to the employee. Despite the fact that the difference between the two affiliations is narrow, this finding shows that

employees in independent hotels are more keen on overcoming their burnout and being involved in their jobs because of its importance to them.

The fifth variable of job involvement indicated a significant finding. Although job burnout of employees in both hotel affiliations (corporate and independent) was found to be significantly correlated with that variable; however, the massive difference between both affiliations shows that employees in corporate hotels have more interests in their jobs than their counterparts in independent hotels. This finding reveal that Human Resources function in corporate hotels are leading the way in terms of recruiting the right candidates for their hotels. The fact that the employee is more interested in his/her job shows that the process of recruiting the employee in corporate hotels are much more effective than it is in independent hotels

Findings also reveal that *Emotional Exhaustion* was more frequent to employees in independent hotels than it was for their counterparts in corporate hotels. However, *Emotional Exhaustion* intensity in corporate hotels was higher than it was in independent hotels. However, considering the fact that *Emotional Exhaustion* is more significant to job involvement in independent hotels than it is in corporate hotels, reveals that employees in corporate hotels are more trained in handling their emotional exhaustion than those working in independent hotels. Corporate hotel employees are more emotionally exhausted; yet, they still can manage their job burnout without any negative influence on their job involvement.

Findings also reveal that both *Cynicism* and *Personal Accomplishment* are more frequent and more intense in corporate hotels than they are in independent hotels. This is also supported by the results that show that both *Cynicism* and *Personal Accomplishment* are more significant to job involvement of employees in corporate hotels than they are for employees in independent hotels. This indicates employees in independent hotels are more concerned with the job burnout dimension of emotional exhaustion than the other two dimensions; which is the opposite case for employees in corporate hotels.

Based on these findings, an empricial framework is developed in the current study (see figures 2 and 3). The framework invloves models that represent the association between job burnout and job involvement both in corporate and independent hotels. The models reflect the findings which indicate that emotional exhaustion is not a significant factor in the

association between job burnout and job involvement in corporate hotels; while it plays an important role in this association in independent hotels.

Managerial implications
Developing strategies for to reduce job burnout for hotel employees is highly critical for hoteliers in Egypt. Particularly, in relation with enhancing employee well-being, sustaining organizational climate, and preventing workplace bullying. Hoteliers should also aim to reduce the frequency and intensity of job burnout by seeking the reduction of job burnout antecedents such as depression perfectionism, operational stress. Hoteliers should also target more practices that boost their employees' job involvement such as employee effectiveness, supervisory and organizational support.

Limitations
There are a few limitations associated with this study. First, this study utilized data that were collected from employees of hotels in Egypt, which may limit the generalizability of the findings reported. Another limitation is that the sample of employees involved in the examination of this study included significantly more male respondents than female respondents. When interpreting the results, readers should consider the possibility of gender bias in responses, although gender was not examined as a variable in the study.

Suggestions for future research
The researchers suggest that future studies should be conducted on a larger sample of hospitality employees, preferably a national sample including several large chains. A comparison between Job burnout and Job involvement may yield interesting findings if a study would involve a comparison between hotel chains. Additional research is needed to clarify categories of job burnout and their relation with other variables such as job level, type, and workloads within the hotel context. Other businesses in the hospitality industry such as restaurant, resorts, and clubs may yield different findings.

Figure 2: the association between job burnout and job involvement in corporate hotels

Figure 3: the association between job burnout and job involvement in independent hotels

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Studying Customer Satisfaction with Timeshare System in Egypt

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Abstract

This study was conducted to investigate guest satisfaction with timeshare. The timeshare industry is one of the significant sectors of tourism accommodation. Despite its significant growth in the last years, little academic research exists concerning the timeshare industry. This research was accomplished using a quantitative approach by applying questionnaire survey with respondents who were amongst the timeshare owners. The sample consisted of 350 timeshare owners. The analysis of the findings of this research showed that main issues that caused the termination of the timeshare contract were misleading information and incredible source. Other reasons included, such as; customer did not trust the timeshare companies, timeshare was expensive and charged high annual fees. None of the problems that faced customers were dealt with reached a negative feedback of 73% of participates this explains the decline in the percentage of continuing customers to 58.9% and refused to recommend the timeshare system to others with a percentage of 67.6%. In order to improve the level of customer satisfaction, it is recommended that resort management should directly market and sell timeshare contracts and the governmental bodies that are in charge of supervising the timeshare system must monitor the publicity and advertising methods through accuracy of data presented to the customers.

Keywords: Timeshare, Customer Satisfaction, Hotels, Egypt.

1. Introduction

The timeshare typically indicates to share ownership in a resort where a purchaser buys the right to use accommodations for a particular time period (usually one week) each year (Upcherch & Lashely, 2006). This prepaid vacation product assurances accommodations for future vacation at today's price (Upchurch, 2002). The first timeshare resorts were created in the 1960s. The timeshare idea initially began in Europe as a fixed-week, fixed-unit

product which was ideal in meeting the needs of consumers (Upchurch & Gruber, 2002). With the development of travel and evolving vacation destinations coupled with the increasing consumer acceptance of timeshare and with the entry of branded hotel companies such as Marriott and Hilton, consumers have readily accepted the products and services made available by the developers. Since then, the idea of vacation timeshare has spread everywhere the world (Kaufman et al., 2011).

2. Problem of the study

Despite the fact that the idea of timeshare system is attractive and exciting, it does not prevent the existence of problems of a higher level which include but not limited to negative information on the timeshare system that reach people via means of communications, the lack of information regarding to timeshare system and the high cost of annual maintenance, misleading information from sales representatives and the lack of proper research about timeshare (Schreier, 2005; Woods, 2011). Furthermore, a lot of complaints were filed by customers regarding the timeshare system which variety from misleading information about the timeshare system, the huge increase in the maintenance fees per year and reservation problems (Schreier, 2005; Rye & Bowers, 2008; Kaufman et al., 2011).

2.1 Significance of the study

The importance of the study is lies in knowing the reasons for the bad reputation that links to the timeshare system which represents an important sector of tourism in Egypt. It could also be used to increase the national income for both domestic and foreign tourism.

2.2 Aim of the study

The study aims to evaluate the guest satisfaction of time share system applied in Egypt. The study also aims the problems face implementation in Egypt.

3. Literature Review

3.1 Timeshare Industry

The timeshare idea created in Europe during the 1960s. Paul Doumier Development Company created the concept for his firm's Superdevoluy ski resort in the French Alps in the mid-1960s. (Upchurch and Lashley, 2006). During the 1980s and 1990s, large brand names in the hospitality and tourism industry pursued the timeshare industry. In 1984, Marriott

was the first brand-lodging company to enter the timeshare industry, followed by Disney and Hilton (Upchurch, 2002; Schreier, 2005). It has improved into many possibilities from cruise vacations to weekend getaway for the timeshare owner, and has made vacation ownership more attractive. The agreement between timeshare management and the exchange company is known as an affiliation agreement (Pizam & Holcomb, 2008). Many researchers (Schreier, 2005; Kaufman et al., 2009; Pizam, 2010) agreed that the two principal exchange companies were Interval International (II) and Resort Condominiums International (RCI), both of which history back to the 1970s. Both RCI and II were used in more than 6,000 resorts worldwide and both companies gain revenues by charging their members an annual membership fee and an exchange fee each time the member makes a timeshare trade (Schreier, 2005; Kaufmanet al., 2009; Pizam, 2010). Customers can also commerce their timeshare units not just for other worldwide timeshare locations, but as well for name-brand cruises, airline tickets, rental of sailboats and yachts, ski chalets, castles, villas (Schreier, 2005; Kaufman et al., 2009; Pizam, 2010). Since its creation in 1974, RCI has been the instructor in the timeshare exchange business. The future of RCI will rely on the strategy pursued by its root company and how the picture and the reputation of timeshare developments in the worldwide (Horner & Swarbrooke, 2004; Kaufman et al., 2009; Thomas, 2010). Timeshare appeared in the Middle East, specifically Egypt in 1986 through el Montzha Company in Marakia village in the North Coast, but this enterprise did not share International Resort Condominiums International (RCI). In September 1987, the first resort that used timeshare system by RCI was Morgan in El Ismalliya. Since then timeshare system has become an important component of the tourism industry in Egypt (Abd el kader, 1998)(*) .

3.2 Types of Timeshare

There are three major types of timeshare: a fixed week (the mainly timeshare ownership model started in Europe) the floating week and timeshare points, which can enable consumers to purchase the type

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* In Arabic

of timeshare that best matches their needs and wants (Upchurch, 2002; Schreier, 2005; Kaufman et al., 2009):

3.2.1 Fixed Timeshare

This being the most classic form of timeshare, owners would buy one or more specific week(s), in a specific apartment at a specific resort for the length of contract and must pay an annual fee to cover their share of maintenance of the property (Schreier, 2005; Pizam & Holcomb, 2008). For example, when customers prefer a particular resort somewhere in the south of France, and are more than happy to back at the same time every year, which is known as fixed week timeshare (Kaufman et al., 2009). Many researchers (Schreier, 2005; Pizam, 2010; Holden, 2014) agreed that fixed timeshare there is no requests to use a complex reservation system, if someone needed vacation, since the time of use is already specific. That reason is convenient for most consumers. However, if the customer prefers to try somewhere new one year, customer could still hire out week at home resort and go somewhere different (Schreier, 2005; Pizam, 2010; Holden, 2014).

For example, the customer will purchase week 33 which falls in August each year or week 2 which falls in January. If customer decides to go with a fixed week, customer should make sure that it falls within the month that routinely take vacations (Schreier, 2005).

3.2.2 Floating Timeshare

It is also called flex week. When the week is named floating, customers have more flexibility to what time of year they can holiday but this is looking for availability (Pizam, 2010). Customers will have additional selection than the classic fixed week, but be careful about seasonal occupancy. Customer needs to book early to get the accurate time. Customer could be more of a challenge when other resort owners want the same prime periods (Clarke & Chen, 2007; Pizam & Holcomb, 2008; Kaufman et al., 2009). The floating week choice is good, when customers are worried about sudden work or scheduling disagreement connected with a fixed week. A floating week also gives more chance to travel during the requested time (Schreier, 2005; Upcherch & Lashely, 2006).

3.2.3 Points or Vacation Clubs

Sometimes referred to as vacation club, points completely change the idea of timeshare. Point-based programs are prepared to provide flexibility than traditional unit-week timesharing (Pizam, 2010; American Resort Development Association, 2014). Owning any set week, in various seasons at various luxury levels, which relying on the point's ownership value (Pizam & Holcomb, 2008; Kaufman et al., 2009). Lacy (2011) declared that the choices are numerous and if the customer has never really been to the same place, same week, then points will be convenient. If customer wants to use them across Dubai safari one year, a cruise in two years' time or to special family reunion in France for Christmas. However, one of the disadvantages of points is the cost of buying or converting into points from fixed or floating timeshare.

3.3 Basic Legal Forms of Timeshare

From a legal standpoint, it is important to realize the legal commitments of timeshare purchase (Hovey, 2002; Schreier, 2005). Due to the special nature of the timeshare unit buyer and the resort owner, a number of models for dealing the legal relationship have appeared. There are three most popular types of conveyance are (a) deed interests, (b) right to use, and (c) leasehold agreements. Every ownership type has its own advantage and disadvantage (Hovey, 2002; Schreier, 2005; Upcherch & Lashley, 2006; Kaufman et al., 2009; Lacy, 2011):

3.3.1 Deed Ownership

It is also called fee simple (Schreier, 2005; Powanga & Powanga, 2008; Pizam, 2010). Deed ownership is a written contract that supplies the legal title after the contract price has been paid in full after the procedure of the contract. Many researchers (Schreier, 2005; Upcherch & Lashley, 2006; Pizam & Holcomb, 2008; Kaufman et al., 2009) agreed that the purchaser owns the property at one week a year forever, which means customer should have the obligations to use, rent, lend, will, and sell share of the property as suitable, once it is recorded by the court in the place where purchased, it can be left to others as part of the estate when the owner died. According to Schreier (2005) the purchaser should ask before signing whether will get all rights to heirs and assigns. Some deed timeshare is deeded for only 99 years (Schreier, 2005). Around 70 percent

of the timeshare market is deed ownership. Deed ownership can be sold as a fixed week, floating week, or points (Schreier, 2005; Lacy, 2011).

3.3.2 Right to Use

It is also known timeshare license (Pizam & Holcomb, 2008). Schreier (2005) declared that it gives the purchaser based on the contractual arrangement to occupy a unit at a resort property for one week a year for a specific term of 20 to 40 years, without actual property interest. Many researchers (Upcherch & Lashley, 2006; Kaufman et al., 2009; Jacobus, 2009) agreed that the expense for the complete time is paid in advance at last the contract term all of the buyer's possessory rights terminate unless the contract includes a renewal passage or a right to buy. The owner resorts establish contracts by either buying or leasing a resort property and then selling 50 one week a year right to use contracts on every unit (another two weeks of the year are reserved for maintenance) (Upcherch & Lashley, 2006; Kaufman et al.,2009; Jacobus, 2009). Holden (2014) stated that most of timeshare projects worldwide are sold as right to use and around 30 % of the timeshare market is that way.

3.3.3 Leasehold Agreements

A leasehold timeshare, a type of non-deed timeshare property is similar to a right-to-use contract (Schreier, 2005). This type of timeshare is owned not in perpetuity, but only for a specific number of years. Upon a specified expiration date term right to use will usually finish and back to the resort. Typically, the time period of leasehold is shorter than with a right to use agreement (Schreier, 2005; Upcherch & Lashley, 2006; Kaufman et al., 2009). Holden (2014) argued that this type is common on native Indians lands and other countries that do not permit for foreign ownership of land. This is a particular number of years, right to use the product. Customer may, sell, rent, or will usage just as would deed timeshare, but remember that any usages expire at the specified time (Schreier, 2005).

3.4 Timeshare Issues and Challenge

Timeshare is a major sector in the accommodation stock in many countries and phenomenon economies in many developed countries (Timothy & Teye, 2009). However, it is a part of the tourism that has incurred most of criticism, especially in terms of unethical marketing practices (Timothy & Teye, 2009). Researchers (Horner & Swarbrooke, 2004; Rider et al., 2005) agreed that during the history of the timeshare, the industry has been attacked by ethical issues and a bad reputation for the marketing uses of some organizations in the market. Actually, such as this reputation of timeshare is that some organizations try to use other expressions like vacation ownership to cancel or avoid the stigma of being seen as timeshare (Woods, 2001; Timothy & Teye, 2009). Most researchers (Woods, 2001; Horner & Swarbrooke, 2004; Rider et al., 2005; Schreier, 2005; Upcherch & Lashley, 2006; Mill, 2007; Timothy & Teye, 2009) argued that the main challenges facing the timeshare industry includes; industry reputation, company reputation, employee training, employee shortage, ethics, cost of marketing, resale, marketing practices, capitalization costs and new financing. Timeshare costs are very expensive because customers are wanted to buy their vacations in advanced together with the maintenance fees. In addition to, there will also be additional fees for certain exchanged resorts. Hovey (2002) emphasized three sides which are the cost of sales, maintenance costs and exit costs that will give to the costs of ownership of timeshare that are considered as elements that could be handled to make timeshare ownership more suitable.

3.5 Customer Satisfaction

The concept of satisfying customers is deep seated in the philosophy of marketing and is a key part in most marketing definitions. Academics and practitioners agreed that customer satisfaction is a pivotal concept (Bowie & Buttle, 2004; Anglova & Zeikri, 2011). Customer satisfaction is a judge of how organizations overall product performs in connection to a group customer requirement (Hill et al., 2004; Hill & Alexander, 2006). Many researchers (Hudson, 2008; Hoffman & Bateson, 2010; Grigoroudis & Siskos, 2010; Cheristine, 2011; Nyaguthii, 2013) agreed

that the most popular definition about customer satisfaction is a comparison between customer expectations to perceptions has been met. If the customer's expectations are met, then he is contented, if the expectations are exceeded, then he is pleased, but in the case that they are not met, the customer is discontented.

3.6 Importance of Customer Satisfaction

Customer satisfaction is very important to the success of hospitality businesses. Few hotels can pass to continue in market if they systematically deliver satisfactory experiences (Davis, 2003; Hill et al., 2007; Mill, 2011). Many researchers (Davis, 2003; Bowie & Buttle, 2004; Kukoyi & Iwuagwu, 2015) agreed that when customers have alternative suppliers, they may select to reduce the amount of business done, or even not to back every time (Davis, 2003; Bowie & Buttle, 2004; Kukoyi & Iwuagwu, 2015). They may also complete negative word-of-mouth, discouraging chance customers from visiting (Davis, 2003; Bowie & Buttle, 2004; Kukoyi & Iwuagwu, 2015). Research into a number of cases helps this commonsense notion – the cost of earning new customers; the benefits of repeat purchases by satisfied customers and the impact of positive word-of-mouth recommendations (Davis, 2003; Bowie & Buttle, 2004; Kukoyi & Iwuagwu, 2015). Hoffman and Bateson (2010) declared that the importance of customer satisfaction cannot be exaggerated. Without customers, the service company has no logic to survive (Hoffman & Bateson, 2010). Waiting for customers to complain in order to recognize problems in the service delivery system or measuring the companies forward in customer satisfaction relied on the number of complaints received is naïve (Hoffman & Bateson, 2010).

3.7 Customer satisfaction with timeshare product

According to research done by the American Resort Development Association (ARDA, 2014) overall timeshare owners are satisfied with the timeshare products they purchased. Around 85% of owners would rate their experience as; excellent, very good, or good around 64% of owners would encourage timeshare ownership to their family and friends. The findings were convenient in any case of ownership tenure (ARDA, 2014; Kaufman et al., 2009). By recognizing vacation behaviors and preferences, resorts are more knowledgeable about what their owners

enjoy. Over 80% of recent purchasers and current owners stated that the exchange opportunity was a significant motivating element in their purchasing decision (Crotts & Ragatz, 2002). Kaufman et al., (2009) found that the timeshare organizations expend to report and educate their owners of the several components and facilities presented by the organization, the higher the owners' satisfaction levels. This explained that communication about the timeshare property and system is serious for owner satisfaction (Kaufman et al., 2009). In this research timeshare owners were asked to indicate their experience with their timeshare. 29.8% very dissatisfied with timeshare experience. Around 23.9% of respondents were satisfied with their timeshare experience. 22% respondents were dissatisfied on timeshare experience. 15.6% of respondents were satisfied on timeshare experience. Just of respondents were very satisfied on their timeshare experience 8.7%.

4. Methodology

This research was accomplished using a quantitative approach using questionnaire survey with respondents who were amongst the timeshare owners from Egypt.

4.1 Population and sampling

The target population of this study was included Egyptian timeshare owners and their age are between 45 - 64 ages. In addition, timeshare owners are more likely to be from the professional and managerial socio-economic groups such as; Professors, Doctors, senior managers, judges, Teachers, Accountants, Engineers, Police Officers) (Kaufman, Lashley, & Schreier, 2009). As of 2016, there was approximately 97 timeshare management working in Egypt at resorts (Ministry of Tourism, 2017). In the timeshare industry, official report of timeshare owners does not exist. Peer reviewed journals and newspapers were used to gather information on the using of timeshare ownership. According to Ministry of Tourism (2017) and head of Egyptian Tourism Federation estimated 157,000 owners of the timeshare in Egypt. This permitted the study to have significant result for the study. The sample consists of 350 owner timeshare in Egypt which 185 web-based questionnaires were completed by Google drive, 165 by telephone.

4.2 Date collection tool

The study was conducted as a survey research which is the most popular research design in the social science. Survey research designs are flexible and may therefore appear in a variety of forms but all are characterized by the collection of data using questionnaire forms administered by telephone or face to face, by postal or using web-based and e-mail forms (Saunders et al., 2007). An online questionnaire form was designed with containing multiple choice questions and including an open question used in the questionnaire, distributed by e-mail, followed by a phone call to encourage the owners to participate in this study.

4.3 Data Analysis

Data analysis was conducted by using the Statistical Package for Social Sciences (SPSS) version 16. Appropriate statistical analyses such as Descriptive Statistics, Chi square were used according to the aims of the research.

4.4 Validity and Reliability

In the table, it was noted that the Cronbach`s Alpha coefficients of benefits of timeshare ownership and reasons for terminating a timeshare contract are .961, and .930 respectively. They were >0.60. It means that the reliability of the research is very high.

Dimension	Cronbach`s alpha
Benefits of timeshare ownership	.961
Reasons for terminating a timeshare contract	.930

5. Results and Discussion

A total of 375 forms of questionnaire are distributed. Only 350 forms were answered and turned back and 25 of them were excluded because they were not completed, so 350 forms were valid, completed and included in the analysis.

5.1 Background information

5.1.1 Gender

The data summarized in the Table 1 shows that gender percentage of respondents was 62.9% males and 37.1% females.

Table No. 1. Respondents' Gender

Gender	Frequency	Percent
Male	220	62.9
Female	130	37.1
Total	350	100

5.1.2 Age Categories

The majority of the respondents 70.3% were in the age group of 40-49 years which agreed with (Kaufman et al., 2009) what was concluded and referred to in the study. The following most represented age group was those of 30-39 years 17.1%, while the age groups from 20 – 29 years and 51-60 years represented the lowest percentage of the sample.

Table No. 2. Age categories

Age	Frequency	Percent
From 20 – 29	3	0.9
From 30-39	60	17.1
From 40-49	246	70.3
50 and above	41	11.7
Total	350	100

5.1.3 Marital Status

The results obtained in Table 3 indicate that 97.4% of the respondents were married, while 1.1% were single, 1.1% were divorced and .3% other.

Table No. 3. Marital Status

Marital Status	Frequency	Percent
Single	4	1.1
Divorced	4	1.1
Married	340	97.4
Other	1	0.3
Total	350	100.0

5.1.4 The average monthly income (Egyptian pound)

The monthly income for the sample has an income ranging from 5001 to 7000 L.E. per month, which indicated the highest percentage, 35.4%. About 31.4% of respondents with an income ranging of have more than 9001 L.E. per month. Around 26.9% of respondents have an income ranging from 7001 to 9000 L.E. per month and 6.3% of the sample has a monthly income between 3000 to 5000 L.E.

Table No. 4. Respondents' monthly Income

Average monthly	Frequency	Percent
From 3000 to 5000	22	6.3
From 5001-7000	124	35.4
From 7001- 9000	94	26.9
More than 9001	110	31.4
Total	350	100

5.2 Benefits of timeshare ownership

The data revealed in the Table 1 represents the benefits of timeshare ownership. It is revealed that respondents have responses ranging from "neutral" to "agree" where the grand mean = 3.75.

First reason got high mark between respondents which is the ability to take vacation bequeath to others after death. The second and third reasons are that respondents consider it a small investment that can be purchased, sold later and rent to anyone if the respondents are not using frequently. The fourth reason is that the respondents prefer to stay in their favorite resort and make sure that they come back on the same date every year. The fifth reason is that the respondents enjoy the amenities that many timeshare resorts offer such as Maid Service and Restaurants. The sixth reason is that the respondents prefer exchanging vacation ownership at other resorts around the world. The seventh and eighth reasons are the ability to stay in a safe place and good decoration. The ninth reason is providing desired services to the respondents. The tenth and eleventh reasons are that the desired unit is clean and offering desirable food and beverage services. Other reasons included; handling questions and request properly, Offering the expected service that was agreed on beforehand, and paying the due fees as per the earlier contract.

Table 5: Benefits of timeshare ownership

Benefits of timeshare ownership	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean*	SD	Rank
	F	%	F	%	F	%	F	%	F	%			
Unit ownership can be inherited	7	3.2	13	6.0	18	8.3	97	44.7	82	37.8	44.08	.995	1
Re-sell my ownership	9	4.1	20	9.2	19	8.7	92	42.2	78	35.8	33.96	.090	3
Rent my ownership	8	3.7	20	9.3	25	11.6	80	37.0	83	38.4	33.97	.099	2
Stay at a resort of my preference	6	2.8	20	9.3	29	13.4	84	38.9	77	35.6	33.95	.056	4
Experience another resort by exchanging through the company or externally through an exchange company	9	4.2	25	11.6	38	17.6	68	31.5	76	35.2	33.82	.157	6
Handling my requests/questions promptly	23	10.6	35	16.1	35	16.1	59	27.1	66	30.3	33.50	.348	12
Providing services as anticipated	27	12.4	33	15.1	30	13.8	60	27.5	68	31.2	33.50	.389	13

Benefits of timeshare ownership	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean[*]	SD	Rank
	F	%	F	%	F	%	F	%	F	%			
Due fees as agreed	29	13.3	34	15.6	28	12.8	58	26.6	69	31.7	33.48	.415	14
Desirable food and beverage choices	24	11.0	25	11.5	34	15.6	76	34.9	59	27.1	33.56	.298	11
Desirable services during vacations	14	6.5	27	12.5	35	16.2	67	31.0	73	33.8	33.73	.232	9
Clean and well maintained unit	20	9.2	32	14.7	31	14.2	59	27.1	76	34.9	33.64	.334	10
Furnished unit and decorated with appropriate items	13	6.0	32	14.8	30	13.9	67	30.6	75	34.7	33.73	.247	8
Safe and secure resort / destinations	14	6.4	25	11.5	30	13.8	68	31.2	81	37.2	33.81	.232	7
Providing amenities and appliances during vacation	9	4.2	26	12.1	26	12.1	75	34.9	79	36.7	33.88	.158	5

[*]**Mean of agreeing, where 1=Strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree**

5.3 Chi-Square test between demographics and benefits of timeshare ownership

The result of the Chi-Square test in Table 2 indicated that there was no significant correlation between "gender" and "benefits of timeshare ownership" among the respondents. The results suggest that gender had no effects on benefits of timeshare ownership which is the contrary of some of the literature review (Kaufman & Upchurch, 2007).

The chi-square test gave in Table 2 a result (21.550) p= .04 which was significant at the α = .05 level between "age" and "handling requests/questions promptly". The chi-square test gave in Table 2 a result (27.769) p= .00 which was significant at the α = .05 level between "age" and "providing services as anticipated". The result of the Chi-Square test in Table 2 indicated that there was no significant correlation between "martial statues" and "benefits of timeshare ownership" among the respondents. The result of the Chi-Square test in Table 2 indicated that there was significant correlation between "average monthly income" and "re-sell ownership" where, $X^2= 24.801$ and $P < 0.05$, "rent ownership" $X^2= 25.594$ and $P < 0.05$, "handling requests/questions promptly" $X^2= 21.718$ and $P < 0.05$, "providing services as anticipated" $X^2= 21.925$ and $P < 0.05$, "desirable food and beverage choices" $X^2= 25.212$ and $P < 0.05$.

Item	Gender		Age		Martial statues		Average monthly income	
	X^2	P- value	X^2	P- value	X^2	P- value	X^2	P-value
Unit ownership can be inherited	2.323	.677	7.682	.809	6.734	.566	16.177	.183
Re-sell my ownership	4.134	.388	9.275	.679	13.756	.088	24.801	**.016***
Rent my ownership	2.819	.589	5.114	.954	7.267	.058	25.594	**.012***
Stay at a resort of my preference	.773	.942	11.161	.515	5.432	.711	9.960	.619
Experience another resort by exchanging through the company or externally through an exchange company	3.098	.542	8.753	.724	5.913	.657	10.287	.591
Handling my requests/questions promptly	3.172	.529	21.550	**.043***	4.455	.814	21.718	**.041***
Providing services as anticipated	3.903	.419	27.769	**.006***	4.963	.762	21.925	**.038***
Due fees as agreed	4.932	.356	19.550	.076	5.250	.731	17.308	.135
Desirable food and beverage choices	2.766	.598	20.666	.055	12.993	.112	25.212	**.014***
Desirable services during vacations	.619	.961	6.869	.866	6.246	.620	16.110	.166
Clean and well maintained unit	2.512	.643	13.557	.330	6.455	.596	16.305	.178
Furnished unit and decorated with appropriate items	7.591	.108	9.484	.661	13.580	.088	19.358	.080
Safe and secure resort / destinations	3.325	.505	11.934	.451	6.356	.607	12.008	.445
Providing amenities and appliances during vacation	1.593	.810	4.090	.982	5.409	.713	10.089	.608

***Statistically is significant at level 0.05**

5.4 Reasons for terminating a timeshare contract

The data demonstrated in the next table represents reasons for terminating a timeshare contract dimensions. It is revealed that respondents have responses ranging from "agree" to "strongly agree" where the grand mean = 4.71.

Mistrust timeshare companies and the expensive annual fees are the first and second reasons for terminating timeshare consequently. Item three got high mark and this is means that there is a problem in presenting timeshare system from salespersons, which means customers are delivering bad information with others. The results supported those of Spark et al., (2007) that negative timeshare image was the detractor to value of owning timeshare product. The results also supported the research conducted by Woods (2001) that the negative reputation of the timeshare industry was ranked as one of the biggest challenges that face the timeshare system. Then, equally in the rank is the fourth reason which is the value of timeshare reduces after purchase, so timeshare owners are unlikely to regain their money. In addition to, respondents are concerned with making or changing the dates of reservations. Fifth reason is that respondents are suffering from the exchange program will be able to extend the timeshare owner with other accommodations that are available at the time the owner wishes to change. The results agreed with Leong's study (2001) that half of respondents in Singapore pointed the hardness of exchanging to other resorts at any time and location; inability to go back to the same resort annually (Leong, 2001). The sixth reason is that respondents are concerned with the quality of the offered accommodation. Some respondents are suffering from misleading, immoral and aggressive business from some of salespersons, which is the seventh reason. Eighth reason is that some respondents prefer changing various hotels. Reasons number nine and ten are worrying about changing the dates of stay in addition to some respondents who do not care about timeshare system.

Table 6: Reasons for terminating a timeshare contract

Item	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean[*]	SD	Rank
	F	%	F	%	F	%	F	%	F	%			
Do not trust the timeshare companies	1	.8	2	1.5	1	.8	15	11.4	113	85.6	4.80	.602	1
Timeshare is expensive and charge high annual fees	1	.8	2	1.5	-	-	18	13.7	110	84.0	4.79	.595	2
Had heard or read something negative about timeshare	1	.8	1	.8	3	2.3	18	3.7	108	82.4	4.76	.606	3
No interest in timeshare	-	-	3	2.3	10	7.6	22	16.7	97	73.5	4.61	.727	10
Feel pressure from sales presentations or promotion tactics	-	-	2	1.5	4	3.0	26	19.7	100	75.8	4.70	.605	7
Concerns with flexibility issues	-	-	3	2.3	4	3.0	33	25.0	92	69.7	4.62	.660	9
Concerns about the difficulties of exchange to another property	-	-	3	2.3	3	2.3	20	15.2	106	80.3	4.73	.616	5

Item	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean*	SD	Rank
	F	%	F	%	F	%	F	%	F	%			
at the time and location desired													
Desire of changing vacation venue every year	-	-	2	1.5	5	3.8	25	18.9	100	75.8	4.69	.619	8
Risky investment	-	-	2	1.5	4	3.0	20	15.2	106	80.3	4.74	.588	4
Concerns about the quality of the facilities and services	-	-	2	1.5	5	3.8	21	15.9	104	78.8	4.72	.609	6
Concerns about the reservation issues	-	-	2	1.5	5	3.8	17	12.9	108	81.8	4.74	.597	4

*Mean of agreeing, which 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

5.5 Chi-Square test between demographics and reasons for terminating a timeshare contract

The result of the Chi-Square test in Table 4 indicated that there was no significant correlation between "gender" and "reasons for terminating a timeshare contract". This result was in contrast to findings in the USA (Ragatz, 2006) which indicated the main reasons for this negative perception between Egyptians respondents included feel pressure from sales presentations or promotion tactics of timeshare companies in Egypt. The result of the Chi-Square test in Table 4 showed that there was significant correlation between "age" and "heard or read something negative about timeshare" where, $X^2 = 27.711$ and $P < 0.05$, "no interest in timeshare", $X^2 = 24.405$ and $P < 0.05$, "feel pressure from sales presentations or promotion tactics", $X^2 = 68.154$ and $P < 0.05$, "concerns about the difficulties of exchange to another property at the time and location desired", $X^2 = 32.840$ and $P < 0.05$, "desire of changing vacation venue every year", $X^2 = 20.015$ and $P < 0.05$, "risky investment" $X^2 = 21.440$ and $P < 0.05$. The result of the Chi-Square test in Table 4 showed that there was significant correlation between "martial statues" and "heard or read something negative about timeshare", X^2 30.171= and $P < 0.05$, "no interest in timeshare", where $X^2 = 33.344$ and $P < 0.05$, "feel pressure from sales presentations or promotion tactics" $X^2 = 68.817$ and $P < 0.05$., "concerns about the difficulties of exchange to another property at the time and location desired", which $X^2 = 23.251$ and $P < 0.05$, "risky investment" which $X^2 = 21.019$ and $P < 0.05$, "concerns about the reservation issues", $X^2 = 28.069$ and $P < 0.05$. The Chi-square test in Table 4 indicated that there was a relationship between "average monthly income" and "did not trust the timeshare companies", $X^2 = 25.502$ and $P < 0.05$.

Table 7: Chi square test between demographics and reasons for terminating a timeshare contract

Item	Gender		Age		Martial statues		Average monthly income	
	X^2	P- value	X^2	P- value	X^2	P- value	X^2	P- value
Do not trust the timeshare companies	4.695	.320	8.645	.733	11.040	.525	25.502	**.013***
Timeshare is expensive and charge high annual fees	2.670	.445	2.983	.965	.795	1.000	8.186	.515
Had heard or read something negative about timeshare	3.785	.436	27.711	**.006***	30.171	**.003***	7.818	.799
No interest in timeshare	.671	.880	24.405	**.004***	33.344	**.000***	11.276	.257
Feel pressure from sales presentations or promotion tactics	1.521	.677	68.154	**.000***	68.817	**.000***	7.848	.550
Concerns with flexibility issues	2.355	.502	9.979	.352	4.158	.901	6.738	.664
Concerns about the difficulties of exchange to another property at the time and location desired	2.027	.567	32.840	**.000***	21.259	**.012***	9.235	.416

Desire of changing vacation venue every year	2.123	.547	20.015	**.018***	14.530	.105	6.675	.671
Risky investment	4.691	.196	21.440	**.011***	21.019	**.013***	12.263	.199
Concerns about the quality of the facilities and services	5.147	.161	11.308	.255	7.375	.598	10.173	.337
Concerns about the reservation issues	3.182	.364	13.664	.135	28.069	**.001***	9.636	.381

[*]**Statistically is significant at level 0.05**

5.6 Satisfaction with timeshare experience

Table number 5 showed the majority of respondents 29.8% were very dissatisfied with timeshare experience. Around 23.9% of respondents were satisfied with their timeshare experience. About 22% respondents were dissatisfied on timeshare experience. Around 15.6% respondents were satisfied on timeshare experience. Few of respondents were very satisfied on their timeshare experience 8.7%.

Table 8: Satisfaction with timeshare experience

Item	Very Dissatisfied		Dissatisfied		Neutral		Satisfied		Very Satisfied		Mean	Standard deviation
	F	%	F	%	F	%	F	%	F	%		
Overall, how satisfied are you with your timeshare experience?	65	29.8	48	22.0	34	15.6	52	23.9	19	8.7	2.60	1.358

5.7 Chi-Square test between demographics and satisfaction with timeshare experience:

The Chi-square test in Table 6 showed that there was significant correlation between "average monthly income" and "satisfaction with timeshare experience" which, $X^2 = 28.316$ and $P < 0.05$.

Table 9: Chi square test between demographics and satisfaction with timeshare experience

Item	Gender		Age		Martial statues		Average monthly income	
	X^2	P- value	X^2	P- value	X^2	P- value	X^2	P- value
Overall, how satisfied are you with your timeshare experience?	1.841	.765	24.200	.019	13.897	.085	28.316	**.005***

*Statistically is significant at level 0.05

7. Conclusion

The timeshare industry is a new but fast increasing business activity across the world. However, the number of choices could complicate a timeshare buy for the consumer and also present chances for devious sellers and party dealers in the industry to abuse the system and prey on the unsuspecting consumers. Timeshare Act, and other similar legislations, provides the potential timeshare owner and current timeshare owners with a powerful tool against abuses in the industry. However, in the end, the best guard a consumer is his or her own common sense and knowledge.

8. Recommendations
8.1 Recommendations for hotel mangers

1- Resort management should directly market and sell timeshare contracts.

2- The hotel should create a customer complaint desk where customers can register their complaints and a systematic procedure to handle customer complaints.

3- Employee motivation should be improved by hotels administrators to avoid cases of neglecting and little attention provided by some workers to some of the customers at the hotel.

4- Management should consult the customers while designing customer care service policies so that a wide number of customer complaints and areas of interests are considered.

8.2 Recommendations for timeshare customers:

1- Before contracting, customers should inquire about the companies that submit the timeshare contracts through the Ministry of Tourism.

2- Customer should understand all the implications of timeshare contracts.

3- Customers will have to pay maintenance fees every year for the length of the agreement. Customers should think about whether they will still be able do this annually.

4- Timeshare presentations could put customer in a very high pressure situation. Customers should be on guard against being talked into signing up for something that they would later regret.

8.3 Recommendations for official bodies

1- The official bodies need to supervise the timeshare system and the publicity and advertising methods through accuracy of data presented to the customers.

2- An association should be established to handle complaints regarding timeshare and lobby official bodies.

3- The official bodies should monitor the companies that use the timeshare system as there should be strong penalties for practices misleading.

4- Advice and guidance should be provided by authorities that are responsible for public awareness and correcting wrong concepts and bad image of timeshare system.

9. Limitation of the study and future research

There were many limitations that faced the researcher during this study. The researcher had major difficulties contacting the sample of the study. When the questionnaires were distributed to the respondents, it was difficult to collect the data in time. Some customers refused to participate in this survey. The sample for the present study consisted of 350

respondents using timeshare system in Egypt. This sample is only a very small proportion of the entire population of user's timeshare in Egypt. Some difficulties included lack of specialized references in the subject of the timeshare industry in the field of tourism and the lack of old Arabic references, as well as the difficulty of obtaining information from the official bodies and resorts.

Future research could compare between successful countries in timeshare system and choose the appropriate practice be applied in Egypt. Future research could check the correlation customers have with the brand and the possible impact might have on the experience. Also, future research may evaluate the effect of issues experienced during the vacation experience and the method used to handle problems on this experience.

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المراجع العربيه

● عبد القادر, نيرمان (١٩٩٨): التشريعات الفندقيه والسياحيه: الشركات السياحيه التتنظيم القانونى للارشاد السياحي نظام اقتسام الوقت في مصر , دار النهضه العربيه ,القاهره.

<u>الملخص</u>

قد تواصلت الدراسة الحاليه الى العديد من النتائج الهامة وكانت كالاتى:

كان الذكور أكثر اقبالا في التعاقد واستخدام نظام المشاركة الزمنية وتراوحت اعمار المستخدمين من ٤٠ الى ٤٩ سنة. نسبة المستمرين في استخدام النظام بلغت ٦٢% ومعظمهم من المتزوجين ويتراوح متوسط الدخل من ٥٠٠١– ٧٠٠٠. جاءت نسبة الحضور الفعلى للمعارض الترويجية ٨١% من العينة واعتبر بعضهم أن المصدر الرئيسي لمعرفة والتعاقد مع نظام المشاركة الزمنية كان حضور المعارض الترويجية. والعامل الذي شجع العملاء على التعاقد مع نظام المشاركة الزمنية كان توفير المال للانفاق على الاجازات في المستقبل وامكانية الاستثمار حيث يمكن تأجير الوحده والاستفاده منها ماليا.

كما أشارت النتائج الى ان أبرز المشاكل التى تسبب فسخ التعاقد هو التضليل والخداع وكذلك عدم الثقه في شركات المشاركة الزمنية وارتفاع التكلفة ورسوم الصيانة الدورية. أشارت النتائج أن نسبة العملاء الغير راضيين جدا كانت ٢٩,٨% وكانوا غير راضين جدا عن أداء خدمة العملاء في المنتجعات بنسبة ٣٣,٥% وهذا انعكس على تقييم نظام المشاركة الزمنية في مصر أنه سئ للغاية بنسبة ٤١,٣% لذا كانت نسبة المشاكل التى واجهه العملاء حوالى ٧٥% وتنوعت المشاكل حيث مشاكل متعلقة بالرسوم الدورية والصيانة ومشاكل متعلقة بالخدمات. ولم يتم التعامل مع مشاكلهم ومشاكل العملاء حيث جاءت النسبة سلبية ٧٣% وهذا يفسر انخفاض نسبة استمرار العملاء الى ٥٨,٩% كما عزفوا عن التوصية للاخرين بنسبة ٦٧,٦%.

An Archaeologist in a Different Society: Blackman and the Nubian Community in the Early Twentieth Century

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Abstract Blackman was an archaeologist who joined the Reisner party directly for working in Nubia in the early twentieth century. Egypt was under the British occupation since 1882 and there were Egyptian hostility feelings against the British existence in Egypt. How were the relationships between Blackman and the local community under such circumstances? What did he think about local people? What was his relationship with colleagues in the party? What was the influence of the local community on Blackman? As a Christian man working in a Muslim society, were there mutual respect and appreciation between him and the local people? The study tried to answer these questions using the historical research method.
Keywords Aylward Manley Blackman. Reisner party. Nubia. The archaeological survey of Nubia. Nubian society.

Introduction

Aylward Manley Blackman was an archaeologist, professor of Egyptology at the University of Liverpool; he was appointed professor of Egyptology at the University of Liverpool in 1934 until his retirement in 1948 and he worked also part-time as a lecturer in Egyptology at University of Manchester from 1936-48[1]. He joined the Reisner party directly after his graduation to work in Nubia in the early twentieth century. His archaeological contributions are well known to those who are interested in archaeology or Egyptology but there are some questions we can ask about him in the field in Nubia. Egypt was under the British occupation since 1882 and there were Egyptian hostility feelings against the British existence in Egypt, there were many violence events between the Egyptians and the British soldiers. The larger point of this article is how were the relationships between a British archaeologist and the local community under such circumstances? What did he think about local people? What was his relationship with colleagues in the party? What was

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[1] *Abergele Visitor*, "Death of Professor A. M. Blackman," *Abergele Visitor*, March 17, 1956.

the influence of the local community toward Blackman? As a Christian man working in a Muslim society, were there mutual respect and appreciation between him and the local people? This paper tries to get answers on these questions using the historical research method by relying on primary sources; the personal papers of Blackman himself which are archived at Sydney Jones Library in Liverpool, the United Kingdom; these documents give us information that we cannot get from the official reports of the expedition as the official reports of the expedition focus on the excavation works while the personal papers of the archaeologist Blackman deal with his personal impressions and feelings toward the workmen, his colleagues in the expedition and the local community as well.

While Blackman's personal papers do not have any new archaeological value relating to the work in Nubia which had been already published, they reveal a lot about Blackman himself and about his opinions about local people and his contemporaries. He was eager to show his feelings towards Nubia, the natives, and the other party members to his family, "*I am giving you all the news*", said Blackman[2].

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[2] A. M. Blackman, A letter to his mother on February 20, 1909, D84/1/22a, No. 18, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

Fendur. Marwaw
Nubia.
Jan 10th 1909.
Sunday.

My own precious Mother.

The last letter I rec'd before this one dated Dec. 30th was the one containing the mistletoe I think. I wonder if there are others that have gone astray. Today I got yr letter about tobogganing etc. I am so delighted to hear that Father is so much better & I hope he keeps so until over do it. How did Vinnie get on with the solo at the men's service? By the way I think I got some letters too at the Museum, but it is very hard the men to as I have been so terribly rushed & had worked. Here I am settled now & have started work. It promises to be very interesting. I have here Moh. Ramadan, Haw Murai Abd er-Rahim, Nina & Hussein, also a small boy to draw water & 3 Berberines (Nubians) for the boat. I keep the last fairly well worked. They have already started to complain. It has been quite hot today exceptionally so for the time of year. James is thoroughly enjoying himself. I don't know what you'd say to Luxor, Karnac & the temples & tombs on the West Bank. They are really wonderful. We have a very large tent here. There is a very narrow strip of cultivation, just a few yards & then rocks & desert. It has been very difficult pitching our tents as the ground is all rock & what is not rock is under cultivation. We have had use large stones in many cases in lieu of pegs. & to support the central pole of the cook's tent. H. Ramadan is most devoted now & let me a rough sight, & the others seem quite pleased to be with me. I do hope you are taking care of yr self & do make Vinnie clothe herself & not go about half naked! I hope my poor little thing & the rest are all well. What fun they seem to be having. You won't forget to send me a fountain pen will you? I need it badly. It costs 2/6 at Boots. I wish stylographic pen. How did the men's service go off?

An example of Blackman's letters to his mother[3]

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[3] A. M. Blackman, A Letter to his mother on January 10, 1909, D84/1/25, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

Blackman; The Early Years

Blackman was born on the 30th of January in 1883[4]. He was the oldest son of James Henry Blackman, Vicar of St. Paul's, Norwich in the east of England who married Blackman's mother in 1871[5]; she was Ann Mary Jacob whose father was George Andrew Jacob, the headmaster of Christ's Hospital[6].

He joined St Paul's School when he was sixteen years old after being educated privately for many years and then had a scholarship at Queen's College in Oxford where he studied courses in Oriental Studies; he was Francis Llewellyn Griffith's student[7].

Blackman was well educated and competitive when he was at school; he was outstanding and good-mannered student. When he was twelve years old his teacher said: "*he is getting to do Algebra very nicely…….., his unseen was generally done the best - and his verse making was very fair,………., he was third in marks, the second boy being nine above him….I need hardly say his conduct was all I could wish*"[8].

During his studying at Queen's College in Oxford he attended many public lectures of Egyptology addressed by F. Ll. Griffiths. He read also some Egyptian texts with him and Griffiths was pleased with Blackman and gave him a certificate: "*Mr. A. M. Blackman during the past term has regularly attended my public lectures on Egyptology and has also read Egyptian texts with me privately. He shows particular interest in his work,…….., I consider him a very promising pupil*"[9].

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[4] Blackman's mother. A congratulatory letter to Blackman's mother on February 5, 1883, D84/1/12, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[5] (1871). Different greeting cards to the couple Mr. and Mrs. Blackman in 1871, D84/1/3, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[6] *Abergele Visitor*, "Death of Professor A. M. Blackman," 8.

[7] H. W. Fairman, "Aylward Manley Blackman," *The Journal of Egyptian Archaeology* 42 (December, 1956): 102.

[8] Blackman's teacher. A report from Blackman's teacher for Easter term Jacob to Blackman's father on April 22, 1895, D84/1/12, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[9] A. M. Blackman, A Letter of Blackman to his mother on December 5, 1902, D84/l/l8, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

The Archaeological Survey of Nubia

Blackman started his career as an archaeologist in Nubia; when he joined the Reisner party in the expedition of the Archaeological Survey of Nubia in 1907-8[10]. He participated in the University of Pennsylvania excavations in Buhen where he was fully responsible for editing and publishing the inscriptions. In May 1910, he completed his task of recording the temples of Dendur, Derr, and Bigeh which were published in 1911, 1913 and 1915[11].

The Archaeological Survey of Nubia began in September 1907 based on the decision of the Egyptian Government to survey the Nubian part which would be submerged by the Aswan Reservoir when the Dam was raised to the level of 113 metres above sea-level. The Survey was led by George Andrew Reisner (1867 - 1942) who was in charge of the archaeological survey and the excavations, assisted by Cecil Mallaby Firth (1878-1931) and A. M. Blackman (1883 - 1956) while the anthropological material was studied by Elliot Smith (1871- 1937) and, to finish the work as quickly as possible given that there were abundance of anthropological materials in the digging sites at Shellal, Reisner was assisted by Wood Jones (1879 - 1954) and the topographical work was done by T. D. Scott who was an Inspector of the Survey Department[12].

The main purposes for the Survey were to discover and record the antiquities in the district which would be submerged by raising the new Aswan Reservoir[13] and to copy the inscriptions from them[14]. It was also aimed for finding out the historical value of the material buried under the

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[10] *Abergele Visitor*, "Death of Professor A. M. Blackman," 8.

[11] A. M. Blackman, *The Temple of Dendûr* (Le Caire: Imprimerie de l'InstitutFrancaisd'Archeologie Orientale, 1911).

----------------------, *The Temple of Derr*, (Le Caire: Imprimerie de l'InstitutFrancaisd'Archeologie Orientale, 1913).

----------------------,*The Temple of Bîgeh*, (Le Caire: Imprimerie de l'InstitutFrancaisd'Archeologie Orientale, 1915).

[12] *The Archaeological Survey of Nubia*, Bulletin No.1: Dealing with the work up to November 30, 1907 (Cairo: Survey Department, Ministry of Finance), 1908, 7.

[13] T. Säve-söderbergh, *Temples and tombs of Ancient Nubia*: *The International Rescue Campaign at Abu Simbel, Philae and Other Sites* (London: Thames and Hudson, 1987), 49.

[14] G. Maspero, A Letter to Griffith on July 20, 1907, D84/l/23, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

soil and to make it available for the reconstruction of the Nubian history, for studying races and ethnic mixtures as well as the economic situation of the population in that area[15].

The Nubian land with its antique landscape was a place which should have been preserved. Why did the Egyptian Government destroy this land and displace its people? The answer was simply the upsurge of population in Egypt[16]. In order to provide food for all those people, the Aswan Dam was built to conserve the Nile flood and to increase the area of the irrigated land for cultivation. The Egyptian Government approved a plan to build a large irrigation structure in 1895 which would result in a lake. The construction of the Aswan Dam began in 1898 by Sir John Aird & Co., and it was completed in 1902[17].

The Egyptian Government added 5 m of wall above its peak for thickening the profile for resisting the extra water pressure in 1907. This raising was accomplished in 1912 when it was unveiled on 23 December[18].

The Egyptian Government was well aware of the negative impacts of heightening the Dam on the antiquities of these sites and did what it could to lessen the losses. The Government formed the Archaeological Survey of Nubia to examine and to record the potential submerged antiquities. The Survey examined the stretch above the dam to determine which areas would be affected by the proposed rise of water. The Survey members found that the potentially affected area would begin at Shellal Station southwards to Dakka[19]. The Survey explored in detail both river banks from Shellal opposite Philae at Aswan to Wadi Sebua, for a distance of about 160 kms. The work continued for four seasons from 1907 to 1911; it was headed by Reisner in the first season and then by Firth[20]. The significance of this Survey was boundless as their work could never be done again.

Although his work as a member of the Archaeological Survey of Nubia was based on the Aswan Dam heightening project, Blackman was not satisfied with the idea of the Dam enlargement as they were blasting the

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[15] *The Archaeological Survey of Nubia,* Bulletin No. 1, 9.

[16] R. Keating, *Nubian Rescue* (London: Robert Hale & Company, 1975), 1.

[17] N. A. Fisher,*The Centenary of the Aswan Dam 1902-2002* (London: Thomas Telford, 2002), 19.

[18] Fisher, *The Centenary of the Aswan Dam 1902-2002*, 43.

[19] *The Archaeological Survey of Nubia,* Bulletin No. 1, 10.

[20] Säve-söderbergh, *Temples and Tombs of Ancient Nubia*, 49.

impressive cliffs to build such a dam; he was fond of the splendid scenery of this area[21].

In March 1908 Blackman was just opposite Philae which would be drowned in water when the Aswan Dam enlargement was completed; he wished the construction of the dam would not be completed: "*it is wicked that it sh<u>d</u>* [should] *go under water*", Blackman said[22].

He saw that the Aswan Dam enlargement cost dozens of lives of local people and it would not greatly benefit the Egyptian peasants: "*more individuals than it will ever benefit*". In November 1907, there was an accident at the Dam when an explosion occurred near the workmen who were eating their lunch; two of them were killed and others were wounded. Moreover, this dam would ruin several fine temples and above all Philae[23].

Blackman's Fondness for Egypt

Blackman fell in love with Egypt. He said that he could not ever give up coming to Egypt and the more he stayed in Egypt the more he liked it: "*How I love Egypt. I like it more every year*"[24]. He had an adventure in April 1908 when he went to the top of the third Pyramid and also inside: "*It is wonderful inside*". He described a room which is lined with granite slabs with painted roof refined and fitting brilliantly. He looked sad when he saw the poor status of the Sphinx, "*The Sphinx is I think disappointing*"[25]. He was impressed by the environment, the scenery, and the antiquities of Nubia. He used to send personal photographs, photos of native men working with him, of the lovely scenery in Nubia, of the

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[21] A. M. Blackman, A letter to his father on October 29, 1907, D84/1/23, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[22] A. M. Blackman, A letter to his mother on March 31, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[23] A. M. Blackman, A letter to his mother on November 16, 1907, D84/1/23, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[24] A. M. Blackman, A letter to his mother on December 22, 1908, D84/1/25, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[25] A. M. Blackman, A letter to his mother on April 5, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

Nubian villages scenes[26] and of some discovered objects, even the mummies to his family[27]: "*I hope she* (his sister Flora) *got the photo & also you have recd* [received] *the photo of the mummy? Isn't it a fine one?*" [28].

He admired the River Nile in Upper Egypt; he liked to sail in the Nubian river at night to enjoy the moonlight: "*It was glorious*"[29]. He liked sitting outdoors while the sky was full of stars at Dendur and across the river came the thud of a *Darabukka*; it was a Nubian musical instrument[30]. When he left Shellal to visit the temple of Kalabsha and to examine a cemetery there in October 1907, he expressed his admiration for the splendid scenery most of the way to Kalabsha; the Nile and the granite cliffs in some places come down to the water's edge[31]. On Bigeh Island in November 1907, where this part of the Nile River is broken up by islands, he said that if one got on a high part of this island in the evening he would see the impressive effects of the sunset on the rocks and water[32].

Nubia was a charming place for Blackman, he really felt that he was in Africa. The Nile boats with large triangular sails were lovely specially when sailing. He drew one of them in one of his letters to his mother. He

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[26] A. M. Blackman, A letter to his mother on December 29, 1907, D84/1/23, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[27] A. M. Blackman, A Letter to his sisters on January 27, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[28] A. M. Blackman, A Letter to his mother on February 2, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[29] A. M. Blackman, A letter to his mother on December 18, 1907, D84/1/23, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[30] A. M. Blackman, A Letter to his mother on February 13, 1909, D84/1/25, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[31] A. M. Blackman, A letter to his mother on October 14, 1907, D84/1/23, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[32] A. M. Blackman, A letter to his mother on November 26, 1907, D84/1/23, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

was captivated by the Nile and he could not explain this appeal: "*There is inexplicable   about the Nile*"[33].

Blackman's Field Work in Nubia

Blackman used to sleep in a large boat called "*The Dahabiyeh*"; it was a large boat with cabins, saloons and decks. It had nice divans with cushions; it was a comfortable and enjoyable place to live in[34], but he slept in tent many times when "*The Dahabiyeh*" was not near the site or in the case of hot weather. He faced the tent door east so that no wind and sand could enter, and it could be warm and comfortable[35].

The party members who worked in Nubia suffered from what the local people suffered from during that time; Blackman was exposed to a disease which was epidemic during that time among the natives like typhoid. Reisner thought that Blackman had typhoid in March 1908 but he recovered so well: "perhaps it was paratyphoid"[36]. One of the party members - his name is not clear in the letter - was sick with Dysentery at Derr - Nubia in February 1908; such a disease which was caused by an infection that was spread by dirty water or food[37].

Many of the digging sites were in desert areas as the Pharaohs used to build their tombs in isolated areas "you might walk to Morocco without seeing a tree. Only you would die on the way"[38], or rarely in a cultivated land which made it difficult to set up the tents and this happened in

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33 A. M. Blackman, A Letter to his mother on January 1, 1908, D84/l/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[34] A. M. Blackman, A letter to his mother on October 23, 1907, D84/l/23, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[35] A. M. Blackman, A letter to his mother on January 9, 1908, D84/l/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

36 A. M. Blackman, A Letter to his mother on March 12, 1908, D84/l/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[37] A. M. Blackman, A letter to his mother on February 2, 1908, D84/l/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[38] A. M. Blackman, A letter to his mother on January 9, 1908, D84/l/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

Marwaw- Nubia: "It has been very difficult pitching our tents as the ground is all rock and what is not rock is under cultivation"[39].

As Blackman and his colleagues worked in some hot and dry areas in Nubia where insects like scorpion live, he was stung on his hand by a scorpion when he sat down on a wall near the temple of Dendur. In order to mitigate the pain, he drank a quarter of a tumbler full of brandy neat and put permanganate of potash on the sting. Potash is one of the components which compresses if applied after a sting or bite; the green potash is listed among the components of the dressing placed over the area of a scorpion sting and it is a component in an external medication for relieving pains of scorpion stings[40]. It was the right hand so the heart was not affected. Blackman tried to reassure his family: "*However I shan't* [shall not] *sit on a wall again in the dark………I woke up perfectly well this morning*"[41], "*I hope mother was not dreadfully worried about the scorpion, I was perfectly well in an hour*"[42].

Although he faced many difficulties in Nubia, and was longing for his family, he enjoyed his work considering himself a lucky man as it was an interesting task and an opportunity to have a great experience seeing all those discoveries and people[43].

Blackman's Relations with the Nubian Workers

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[39] A. M. Blackman, A Letter to his mother on January 10, 1909, D84/1/25, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[40] E. Lev, Z. Amar, *Practical Material Medica of the Medieval Eastern Mediterranean According to the Cairo Genizah*, (Leiden: BRILL, 2008), 252.

[41] A. M. Blackman, A Letter to his mother on February 13, 1909, D84/1/25, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[42] A. M. Blackman, A Letter to his mother on February 18, 1909, D84/1/25, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[43] A. M. Blackman, A letter to his mother on December 29, 1907, D84/1/23, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

A. M. Blackman, A letter to his sisters Elsie and Flora on February 29, 1908, D84/1/23, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

Blackman had the opportunity to be involved in the Nubian community whether through the native workmen who assisted him in the excavations or the other natives whom he saw at the Nubian villages close to the digging sites. For example, there were a number of Egyptian workers who helped Blackman during his digging at Dendur; three men worked with him in the field, a small boy to draw water, and three Nubians for the boat[44].

A large number of native people were involved in the excavation works which began on the 20th September in 1907 when eleven cemeteries were discovered with the assistance of twenty-five native men. On the twenty fifth of the same month the work continued with a force of 150 men who joined for excavation of Cemetery No. 2 which was in Akhor at the north-east of El Hesa; the recording of this cemetery and the others were done rapidly by Firth and Blackman[45].

Blackman attended Arabic language lessons at Queen's College in Oxford[46]. His ability to speak Arabic language enabled him to have conversations with the native workmen not only during work but also at night after they finished the day work. Blackman and the other party members spent some time with those local men to improve their Arabic[47]. He was very comfortable settled in Nubia at the beginning of 1909 with his local team including Mohamed Ramadan, Hassan Morsi, Hussein Hassan the waiter who also made the beds and brought their baths and the camera boy Abd El-Rahim Nemr. His *Felucca* had a headman and two boys in addition to a boy who took care about water and doing the household tasks at *Felucca* (boat)[48]. He admired the skills of the Nubian people in sailing the river[49].

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[44] A. M. Blackman, A Letter to his mother on January 10, 1909, D84/1/25, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[45] *The Archaeological Survey of Nubia,* Bulletin No. 1. 10.

[46] Fairman, "Aylward Manley Blackman," 102.

[47] A. M. Blackman, A letter to his mother on January 12, 1909, D84/1/25, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[48] A. M. Blackman, A letter to his mother on January 13, 1909, D84/1/25, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[49] A. M. Blackman, A letter to his mother on November 26, 1907, D84/1/23, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

Nubian workmen helped him with learning of some of their local languages which were spoken in the villages and even not all of them spoke it. Some of the workmen were very surprised that he knew these native terminologies[50].

He liked most of the Egyptian workmen who worked with him and gave them long lectures of Christian religious practices. Their good behaviour made him proud of them and he reckoned they were endearing people with many excellent qualities: *"& I believe you cd [could] trust on English woman to the care of some of these men without a question"* [51], *"there are several Arabs here whom I like"* [52].

Why did Blackman give those people lectures of Christian religious practices? Were they Christian people or Muslims? Was Blackman a missionary? There is no evidence in his personal papers indicating that whether his audience were Christians or Muslims but most of the local people names which were mentioned in his papers were Muslim names. Most of the native people he met and worked with and who he liked were Muslims according to his letters to his family. According to this his audience were most probably Muslims.

During his working period in Nubia there was an active Christian faith mission aimed to preach the Gospel where Christianity was not introduced. It was called the Pionier Sudan Mission. Some of the archaeologists like H. Schäfer, H. Junker and G. Roeder were working in Egyptological expeditions in Nubia and also working with the idea of that Mission.

Christianity reached the Nile Valley as early as the first century while the spread of Islam began to accelerate in the 1300s. Christianity started to disappear in this region while Islam became more widespread among the inhabitants of Nile Valley. The defeat of the Islamic Mahdi regime in 1898 by the Anglo-Egyptian forces let some western Christians to enter Aswan for beginning the one of the most famous faith missions in early twentieth century; the Sudan Pioneer Mission in 1899/1900. The plan of

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[50] A. M. Blackman, A Letter to his sisters Elsie and Flora on January 6, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[51] A. M. Blackman, A letter to his mother on April 9, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[52] A. M. Blackman, A letter to his mother on April 5, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

this mission was to move from Aswan southwards to the Eastern Sudan to talk with the animistic groups of people. Their work spread in and around Aswan and targeted Muslims, especially the Nubians. The Mission considered the Nubians as unreached people group. One of the famous Nubian converts was Samuel Ali Hiseen who worked for the Mission from 1900 until his death in 1927[53].

The archaeologists H. Schäfer and H. Junker were members of the Berlin Egyptological expeditions in Nubia in 1908/09 and 1909/10. The Berlin Expedition aimed to document the ancient Egyptian inscriptions. Schäfer and Junker were also interested in the Kunuuzi Nubians and their native language. Schäfer discovered old Nubian manuscripts containing the New Testament references. He tried to translate those Testament passages into modern Nubian through contacting with the Sudan Pioneer Mission. G. Roeder, who was working in the Egyptian Antiquities Service in Nubia helped Schäfer to get contact with Samuel Ali Hiseen who translated those texts. The translation process took place in Samuel house and sometimes with Schäfer and H. Junker in the Temple area of Philae on the Dahabiya (a large boat)[54].

There was a connection between that faith mission and the archaeologists who worked in Nubia during that time. Work meetings which included members of the faith mission were held on the house boat of the archaeologists. There is no indication that Blackman worked with such a mission but he may have worked as a private missionary given that his father was a vicar and Blackman himself was a Christian devout man.

There was a special relationship between Blackman and a native man called Saeyd Ahmad who used to go with him to Cairo or to Quft to do some works for the Survey. It seems that Blackman was fond of him: "*I*

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[53] G. Lauche, "The Development of the Sudan Pionier Mission into a Mission Among the Nile Nubians (1900-1966)" (Ph.D diss., University of South Africa; Pretoria, 2007), 27.

[54] Lauche, "The Development of the Sudan, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[54] G. Lauche, "The Development of the Sudan Pionier Mission into a Mission Among the Nile Nubians (1900-1966)" (Ph.D diss., University of South Africa; Pretoria, 2007), 27.

[54] Lauche, "The Development of the Sud Pionier Mission," 214, 286-287.

am much enjoying myself a lot with Seyd Ahmad, a man I much like from the start"[55].

He praised some of the Egyptian workers who worked with him like his assistant Abdel-Rahim Nimr for whom Blackman bought two wool vests when he had a cough because he thought the wearing of some wool on his chest will make him feel better: "*He's a very nice boy indeed…..*"[56].

When he talked about the difficulty of pitching the tents in the sites he acclaimed one of his workers Mohammed Ramadan who was the most enthusiastic: "*M. Ramadan is most devoted and won't let me out of his sight…*"[57]. M. Ramadan and another Egyptian worker called Hassan Morsi were all helpful and too respectable in camel work and field-tiling[58].

An Egyptian man called Hideyit Abd El Shafi from the Department of Antiquities in Cairo who worked with Blackman wished to send a letter to the lady Maryam; Blackman's mother. He and others like Mohamed Ramadan had good relationship to Blackman: "*are really charming*" and they were very sincere among them. He could not read or write English but he wrote her a letter in English with the assistance of Blackman: "*I guiding his hand like a child's*" to salute the family members; three Blackman's sisters, his grandfather Jacob and his brother Barham. He wished to see them in Egypt or even in England. The lady Maryam was pleased to get such letter from Hideyit and sent him many greetings[59].

He did not like the Hussein Hassan's attitude, he was "*the Suffragi*" the waiter. He described this waiter like: "… *a gloomy and pessimistic*

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[55] A. M. Blackman, A letter to his mother on April 17, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[56] A. M. Blackman, A Letter to his mother on February 20, 1909, D84/1/22a, No. 18, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[57] A. M. Blackman, A Letter to his mother on January 10, 1909, D84/1/25, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[58] A. M. Blackman, A Letter to his mother on February 2, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[59] Hideyit Abd el Shafi, A letter to Blackman's mother on December 22, 1908 and her reply to him, a letter of Blackman to his mother on December 22, 1908, D84/1/25, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

nature". He had this bad impression because this man used to say that nothing occurs without the permission of the God and that even the breaking of a plate was written and decreed before all worlds. Blackman said: "*If I say I shall do so and so tomorrow, he say if God wills, but who knows, perhaps we shall be dead and he shakes his head and sighs deeply over the mystery of human death and fate*"[60].

When one of the workmen had inconvenience, Blackman's sense of humanity appeared through consoling him and standing by his side. One of his workers died of fever on the 4th of March 1908 in Nubia. Firth and Blackman left the cemetery to see him and were eager to attend the funeral. They also tried to quiet his only brother, but it was impossible: "*poor boy has sorry one brother seemed mad*", the brother of dying person was rolling in the ground, tried to threw himself into the river. Blackman reckoned that the best thing to do was to let him exhaust himself[61].

It should be noted that a fever disease like that one and other illnesses were cured by some kind of rites by *Sheikh*. Most of the villagers did not go to doctors; they went to Sheikh. This Sheikh used to cure the fever by writing certain words in four pieces of papers such as "Hell is hot", "Hell is cold", "Hell is thirsty", and in the fourth piece of paper was written "Hell is hungry". Seven seeds of black cumin were put on each piece of paper with a piece of leather and a piece of candle. These four papers were then rolled up and tied with spider's web. When somebody got a fever, he took the first roll of paper and dip it into olive oil then he put this paper inside a fire in a pottery bowl to burn it; the patient should let the fumes go up his clothes. The next roll of paper should be burnt if the patient was not cured after burning the first one[62].

Blackman mentioned an extraordinary thing in that incident; he lent the dead man's family who were Muslims a copy of the Holy Quran to read the rites appertaining to the dead. The Christian devout man, Blackman

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[60] A. M. Blackman, A Letter to his mother on February 18, 1909, D84/1/25, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[61] A. M. Blackman, A Letter to his mother on March 4, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[62] W. S. Blackman, *The Fellāhīn of Upper Egypt: Their Religious, Social and Industrial Life to-day, with Special Reference to Survivals from Ancient Times* (London: George G. Harrap & Company Ltd., 1927), 206-207.

gave the Muslim family a copy of their sacred book! The question is why did Blackman keep such a copy of the Quran? It is very clear through his papers that he was very devout man who loved his own religion; he was eager to go to the Church while he was in Britain and used to advise his young sisters to worship every Sunday.

While he was in Nubia in 1908 he hoped to be in Cairo for Easter where he could worship as there was a chapel near his accommodation place in Mena House Hotel at Giza: "*It will be pleasant to get to church again*"[63]. He asked his father to arrange a processional hymn on his first Sunday after arriving home: "*Remember I have been cut off from all the externals of worship and all the sacraments for 4 months !*"[64]. Most probably this copy of the Holy Quran was brought by Blackman himself and it was his own copy which he used during learning Arabic at Queen's College in Oxford as the Quran was the primary source for learning Arabic, especially the Arabic grammar.

The Involvement in the Nubian Society

It seems that he admired the Ancient Egyptian culture and the contemporary Nubian culture of making amulets and wearing them. He got some amulets in February 1908 during his work at Shellal - Nubia; there were charms enclosed in leather cases and he liked them: "*Quite interesting & worn by everybody*"[65]. He brought a number of pendants from Egypt to his sister Winifred S. Blackman as a gift; they were replicas of ancient Egyptian amulets in the shape of gods, goddesses, scarabs and sacred animals. When Winifred was studying a collection of charms and amulets at the Pit-Rivers Museum in Oxford, it occurred to her that those pendants which were brought by her brother might have some magical powers. She showed them to an Egyptian *Sheikh* who told her that they were women charms and were worn by women in Upper Egypt who hoped to get pregnant[66].

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[63] A. M. Blackman, A Letter to his mother on February 2, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[64] A. M. Blackman, A Letter to his mother on May 6, 1909, D84/1/25, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[65] A. M. Blackman, A Letter to his mother on February 15th, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[66] Blackman, *The Fellāhīn of Upper Egypt*, 97.

Blackman got a fine collection of Nubian objects; pots, necklaces, earrings, and beads brass rings: "*you then will say I have brought all Nubia house!*"[67]. He got a lovely necklace from a native bazaar on the January 17th 1908 which was made out of carnelian and white crystal beads alternating and three green glazed crystal beads at equal intervals: "*it must have looked lovely on a nice yellow brown skin*"[68].

He bought a souvenir for his sister Flora from a native bazaar in Nubia in January 1908; it was a Muslim rosary called a *sibheh* which was and still is used by Muslims to pray the God by passing the beads between his fingers and thumb. It was not supposed to be used by Flora to pray her God; it would be converted into: "*a v [very] pretty necklace*"!![69].

He was fond of the Nubian hand-made objects like baskets and pottery. He wanted to bring some of these objects home from Nubia. He got decorative baskets and some pottery in the shape of gourds which were made into cups and bottles ornamented by animal figures: "*I am sure you will be delighted with these things when I bring them home*"[70].

The Nubian music was attractive to Blackman; he got native lute called a *Tambur*; a long-necked small bodied lute with six brass strings[71] which had a good tone he liked[72], a native drum and flute[73]. He brought all those objects home as they would be very striking[74].

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[67] A. M. Blackman, A Letter to his brother Barham on February 10, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[68] A. M. Blackman, A letter to his mother on January 17, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[69] A. M. Blackman, A letter to his mother on January 17, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[70] A. M. Blackman, A letter to his mother on December 29, 1907, D84/1/23, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[71] W. H. Worrell, "Notes on the Arabic Names of Certain Musical Instruments," *Journal of the American Oriental Society* 68 (Jan. - Mar., 1948), 66.

[72] A. M. Blackman, A letter to his sisters Elsie and Flora on February 29, 1908, D84/1/23, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

There was a Nubian village close to the cemeteries where they were digging in Shellal. He had the opportunity to watch some of their daily activities. He saw a Nubian lady doing another lady's hair - most probably her daughter or her sister - in long thin plates like the ancient Egyptians of Eighteenth Dynasty. This tradition is still occurring until nowadays in the Egyptian villages. Reisner wanted to take a photograph of them but they refused as it was out of their traditions: "*We shall do it later when we know them*", said Blackman[75].

He wanted to take some photographs of the villages where he worked to give his family a fair idea of the scenery. He had a photograph of some Nubian women while doing different activities like making butter through shaking gourd bottle so fast which was and still is an Egyptian tradition of making butter in the rural areas[76].

One of the main Blackman's tasks was drawing the bodies which were buried in Nubian discovered cemeteries. He enjoyed this task and it seems that he forgot how repellent it was. Digging up the ancient graves in Nubia was a dreadful work as some of those cemeteries were still used by the Nubians. When he dug up a large grave in ancient cemetery at the village of Gudi which contained a native old woman's grandmother and a native old men's mother remains they were annoyed and came with their relatives; it was a dreadful situation for the Survey party[77].

During the first half of the twentieth century, there were sorcerers in almost every village. Some of them were well known only among their village inhabitants and some others were famous over many regions. The sorcerers were greatly feared and respected by the villagers because those

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73 A. M. Blackman, A letter to his mother at Shallal without date, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

74 A. M. Blackman, A letter to his mother on January 17, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

75 A. M. Blackman, A letter to his mother on October 5, 1907, D84/1/23, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

76 A. M. Blackman, A letter to his mother on December 9, 1907, D84/1/23, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

77 A. M. Blackman, A letter to his mother on December 29, 1907, D84/1/23, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

villagers believed that they had certain knowledge of spells and charms which could hurt them. In order to avoid their jinx, the villagers used to offer them presents[78]. Blackman heard about the Nubian sorcerers and had hoped to meet one of them. He actually did. One of the two he had met put two hides and two bricks apart and then they met together sticking one another. He did not believe their tricks, but it was credulous and he wanted to face this man and made him burn his curious books[79].

He spent most of his free time in Nubia doing activities with the local workmen such as playing dominoes and cards, having fun and improving his knowledge of Arabic language[80]. He tried to learn Nubian as well. Many funny activities were practiced by workmen at the digging site; Blackman joined some of these activities like running, jumping and swimming: "*which were great fun*"[81].

Also, some of the Nubian night fun activities attracted Blackman; he attended some pleasure activities like dancing, singing and acting. Musicians played flute and drums; they were professional musicians from Quft and these fun activities were amusing and interesting for Blackman: "*and the dancer unwearied*"[82].

He spent some of his time teaching English one of the Nubian boys; he described the boy's progress as: "*slow and serious*", but it was amusing time for Blackman: "*when he* (the boy) *grasps a thing, he sticks to it*"[83].

In his free time in Nubia he read some Arabic stories and these books may have helped him to learn Arabic language in a funny and memorable way; he was very interested in "The Arabian nights". It was a collection

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[78] Blackman, *The Fellāhīn of Upper Egypt*, 183-184.

[79] A. M. Blackman, A letter to his sister Winifred on February 23, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[80] A. M. Blackman, A letter to his mother on April 9, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

81 A. M. Blackman, A letter to his mother on January 17, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[82] A. M. Blackman, A letter to his mother in 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[83] A. M. Blackman, A letter to his mother on March 7, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

of Middle Eastern stories and folk tales called Alf Layla Wa-Layla and known in English as "The Thousand and One Nights" or "The Arabian Nights" which were annotated and illustrated by Edward William Lane in 1838[84] in addition to "Sindbad the Sailor"[85].

During studying the Blackman's relationships with the local community in Nubia in the early Twentieth Century, we have to consider that Egypt had been under the British occupation since 1882. The Egyptian feelings against the British were hostile during that period because of the British occupation in Egypt especially after Denshawai Incident in June 1906, when some of the Egyptian villagers were blamed for a British officer's death who was caught with his colleagues firing at pigeons at the village of Denshwai; this officer died by sun stroke while escaping from the villagers. This show trial represented a severe justice breakdown; four of the villagers were sentenced to death, two received life sentences, six emerged with six years imprisonment, others were lashed, and the village dwellers were forced to watch the execution of sentences[86].

Such occupation and incident affected badly on the behaviour of some Egyptian people towards the British in Egypt including Blackman in Nubia. On the 2nd of February in 1908, a four years old Arabian child saw Blackman, who was out in his *Felucca*, and shouted out from the river bank: "*Blood fool, Blood fool*". Blackman wondered where this young child learnt such words. He was very annoyed by child's attitude ignoring that Egypt was occupied by his country with some severe and unfair events like Denshwai. Blackman thought that this child would be ashamed to think that such language came out of his lips and said: "*That what you would have said to us!*"[87].

However, Blackman had special relationships with the local workmen in Nubia but he disliked the Egyptian officials; the employees of the Egyptian Passports and Immigration were very hard with Blackman when

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[84] J. Schacker-Mill, "Otherness and Otherworldliness: Edward W. Lane's Ethnographic Treatment of The Arabian Nights," *The Journal of American Folklore* 113 (Spring, 2000), 164.

[85] A. M. Blackman, A letter to his mother on November 27, 1907, D84/I/23, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[86] L. Mark, *The British in Egypt: Community, Crime and Crisis 1882-1922,* (London: I.B. Tauris, 2012), 281-282.

[87] A. M. Blackman, A letter to his mother on February 2, 1908, D84/I/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

he wanted to get the passports for the men who would go to Syria with Reisner in 1908. He thought those employees were very rude, but he was being polite until he got the passports, then when he turned around he described one of them as: "*son of a dog*"[88]. He complained many times on Egyptian officials in Cairo who gave him wrong information about authorized procedures "*the officials being so stupid & pig-headed*"[89].

Blackman's Relations with his colleagues

Although he had good relationships with the local workmen and did different activities with them in Nubia, sometimes he felt lonely given that he worked in a non-urbanized place with no art, no many available books, no music and a society of cultured people. He said: "*I feel I am quite losing the art of talking*"[90]. Of course, the Archaeological Survey of Nubia had a number of cultured people like Reisner, Elliot Smith, Firth and others. To understand these feelings of Blackman's being lonely, the nature of relationship with his companions in the party should be discussed. Fortunately, his personal correspondences contain many of his opinions about other party members.

When Blackman arrived in Nubia on the 3rd of October 1907, Reisner was already there while Firth, Mrs. Reisner, and the lady who did the typewriting would join them in the large boat called Dahabiya after three weeks. For this reason, they had to sleep in tents the first three working weeks[91].

It seems that Blackman had many hard times during his work in the Archaeological Survey of Nubia and there were many tensions in the personal relationships with the Survey members; Reisner behaved

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[88] A. M. Blackman, A letter to his mother on April 21, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[89] A. M. Blackman, A letter to his mother on January 2, 1909, D84/1/25, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[90] A. M. Blackman, A letter to his mother on January 11, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[91] A. M. Blackman, A letter to his mother on October 3, 1907, D84/1/23, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

brusquely with the party members from Blackman's point of view, but Blackman still liked him anyway[92].

He usually liked Reisner although Reisner considered him a conceited man and rather looked down on him[93]. At the beginning of January 1908, there were some tensions in the relationship between Reisner and Blackman; Reisner was very offensive towards Blackman and did not talk to him at all for a period – not stated. Reisner wanted more socialized man who spent more free time with other party members, but Blackman preferred to stay at his accommodation on the steamer reading Arabic or communicating with the local workmen: "*I can see I am v* [very] *unpopular and considered stand offish*"[94].

It seems that Reisner was honest and not keen to hide his opinion about Blackman: "...*he was very straightforward with me & very kind.*", he was not diplomatic from the Blackman's point of view although he had outstanding intentions: "*Unfortunately with all his excellent intentions, isn't tactful*"[95].

Reisner seemed satisfied with Blackman's work in 1908 in Nubia; Blackman himself specified that Reisner was very pleased with his work. He thought that he worked harder than anyone in the party and wanted to give them no chance of accusing him of slacking[96], however they failed to agree personally: "*We have nothing in common*" and both of them had different opinions even in the archaeological matters. Although Blackman said that Reisner liked and trusted him, he appointed that Reisner felt he could depend on nobody in the party thinking that there was some

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[92] A. M. Blackman, A Letter to his sisters Elsie and Flora on January 6, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[93] A. M. Blackman, A letter to his sister Winnifred on December 21, 1907, D84/1/23, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[94] A. M. Blackman, A Letter to his sisters Elsie and Flora on January 6, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[95] A. M. Blackman, A Letter to his sisters on January 27, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK

[96] A. M. Blackman, A Letter to his mother on February 2, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

rudeness going on: "*He seems t* [to] *feel he can rely on no one & there is all sorts of mischief going on behind his back*"[97].

Blackman thought that Reisner did not want him to continue being the part of the party because Reisner did not talk much to him and usually addressed all his conversations to Firth if he was present in the field: "*or to the survey people whom he is very conciliatory to*", and Reisner would prefer someone who would socialize more with the survey party[98].

He felt that his relationship with party members was strained and reckoned that Firth was close to Reisner rather than him. Reisner had a good opinion about Firth and greatly overestimated his work. Blackman considered that Firth was less accurate person who could not speak foreign languages; his Arabic was very bad, and he could not understand men he worked with in the digging sites. Blackman used to assist him with the native people: "*R.* [Reisner] *thinks a lot of Firth. F* [Firth] *has no sign for languages whatever. His Arabic is hopeless & he sees nothing of the men. I think R.* [Reisner] *greatly overestimates his work*"[99].

He felt that Firth tried to find a way to make him leave: "*I shd* [should] *get on. He has no fault t* [to] *find with my work*". He thought that Firth wanted to move him out of his way: "*F.* [Firth] *is dreadfully jealous…& I shdn't* [should not] *be surprised if he gets R.* [Reisner] *out of the way too!. Not a bit*". They were different in many aspects; Blackman used to object to Firth very sharply in many ways and saw that Firth abused of people and spoke behind their backs as well as he was dictatorial and always tried to pick in Blackman's work. Blackman believed that everything would be all right, he had self-confidence: "*I have served R.* [Reisner] *well & have worked my hardest…… I have done my very best whatever other people may say*"[100].

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[97] A. M. Blackman, A Letter to his sisters on January 27, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[98] A. M. Blackman, A letter to his mother on January 11, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[99] A. M. Blackman, A Letter to his sisters on January 27, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[100] A. M. Blackman, A Letter to his mother on February 16, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

Blackman saw that Firth was very experienced and used to speak to him and behave with him like if he was not important person[101]. Blackman called him "*happy uncle*" who used to say witty words unceasingly[102].

Firth was Reisner's senior assistant. Blackman mentioned some of Firth's skills which made him distinctive in the party and close to Reisner; Firth was a likable adventurer, a very funny man who liked to entertain and everyone laughed at his jests. He used to talk a lot, joke a lot and make Blackman seem ridiculous. He was very popular and all party members fancied him but Blackman: "*I hate funny people*"[103]. It seems that Blackman had a different personality. He was considered a very serious man by other party members, "*I get sick of it*"[104].

Blackman considered Firth inferior thinking that he did not have as waste knowledge he did. He was furious when he expected in 1909 that Firth would get Reisner's work in Nubia the year after and he claimed that Firth could not read a single hieroglyph and neither kings' names[105]. Although there were many struggles and disagreements between Firth and Blackman, Blackman said that he did not dislike Firth[106].

One of the other party members was Elliot Smith who was responsible for studying the anthropological material. At first, Blackman liked Smith ; in October 1907, he was impressed by his hard work in measuring and

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[101] A. M. Blackman, A letter to his mother on January 11, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[102] A. M. Blackman, A Letter to his sisters on January 27, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[103] A. M. Blackman, A letter to his sister Winnifred on December 21, 1907, D84/1/23, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[104] A. M. Blackman, A letter to his mother on December 12, 1907, D84/1/23, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[105] A. M. Blackman, A letter to his mother on January 4, 1909, D84/1/25, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[106] A. M. Blackman, A letter to his mother on January 11, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

dissecting and considered him as one of the greatest living scientists[107]. He felt very differently after December 1907 because he realized Smith was a gossiper when heard him say unkind things about other colleagues in Cairo: "*I don't much like his face*", but he was seeing him as a brilliant man[108].

The relationship with Elliot Smith had not been good for a while in 1908 and then Smith completely changed after visiting Blackman at Shallal in March 1908. He promised Blackman to teach him small measurements in Cairo so that he could do anthropological work among the natives next year. He was excited about doing something different during next year expedition: "*I hope to get a native man to do my photographic work in order to give me plenty of time to do other things*"[109].

Blackman believed that Wood Jones, Elliot Smith's assistant was insolent and turned Elliot Smith against him. He felt that Jones did not like him as well; he had nothing in common with him. The bright side was that he learnt a lot and got a fine training and a lot of experience[110].

Conclusion

As the larger point of this article is how did Blackman as a British and Christian archaeologist work for many years in a country which was occupied by his home country? And based on the discussion above, it would appear that there were good relations between Blackman as a British archaeologist and the local community. There were certain religious mutual respect and tolerance between the Christian British archaeologist Blackman and the local Nubian society with its Muslim majority. There were no clashes between two cultures; the British and the Nubian. The local people respected a Christian from a different religious

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[107] A. M. Blackman, A letter to his mother on October 14, 1907, D84/1/23, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[108] A. M. Blackman, A letter to his sister Winnifred on December 21, 1907, D84/1/23, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[109] A. M. Blackman, A Letter to his mother on March 12, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

[110] A. M. Blackman, A Letter to his sisters Elsie and Flora on January 6, 1908, D84/1/24, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

and cultural background and he appreciated their religion and traditions. He shared with them many local joyful activities like native singing and dancing and sorrow events like funeral procession of one of his workers when he tried to console his family; the local people allowed to a Christian man, Blackman, to attend the funeral of their son which is considered an Islamic ritual containing Quranic recitations and praying to God.

Blackman's skills in speaking Arabic enabled him to break the ice when he arrived at a new community and to be close to the native people in Nubia. Nubian people appreciated the fact that he could speak Arabic language.

He got involved with many local people during his excavations in Nubia. His relationships with the local workmen were not only business relationships but they were also humanitarian and personal interactions. He had personal conversations with those workmen after finishing their work at night and he talked to them about his family and his religion too. He gave them some lectures about the Christian religious practices. These night talks improved his skills in speaking Arabic.

The existence of some Nubian villages close to the digging sites enabled him to discern some of their daily life activities and to understand the Nubian popular culture during that time. He tried to connect some of these activities with those which were practiced by the Ancient Egyptians. He wanted to record his observations; he attempted to photograph the Nubian woman who was doing another woman's hair like those women of the Eighteenth Dynasty.

A very important factor which pushed Blackman to be closer to the local people in Nubia is that he had many tensions in his relationships with his colleagues in the party. He did not like to spend his free time with the other archaeologists and scientists in the Survey which enhanced his opportunity to be more involved in the local community and to attend some Nubian activities which included native music, dance and singing. It is necessary to mention that he confessed to his mother in one of his letters that he might be wrong in dealing with other party members: "*I don't think my manner is liked or my conversation,....., also, I think I am considered rather dull*"[111].

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[111] A letter of Blackman to his mother on January 11, 1908, D84/124, Special Collections and Archive, Sydney Jones Library - University of Liverpool, UK.

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The Stela of Henyt at the Egyptian Museum of Cairo

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Abstract

This stela was listed by Borchardt (1964) but he drew the texts without translating them or making comments. Moreover, photos were taken to this stela neither by Borchardt nor by any other scholar. Furthermore, the dating of the stela was not mentioned although the description of the scene is identified. Despite the information he had given, this stela was not among the archaeological pieces coded in Porter and Moss (PM).

The current study aims to study the stela of Henyt in the Egyptian Museum of Cairo; after studying the iconography of the stela; deciphering the hieroglyphic inscriptions; analyzing the iconography of Henyt stela through comparative study; as well as analyzing the hierologic inscription; and finally giving an academic analysis explaining the dating of the stela.

The study came to conclusion that this stela dates back to the end of First Intermediate period or beginning of the Middle Kingdom according to the titles and calligraphy of writing.

Key Words: Stela, Offering, El Salmiya, Henyt, Egyptian Museum.

Introduction

Stela was derived from a Latin word Stele which means a pillar or vertical tablet. It has different shapes and usually bears inscriptions, reliefs and partings. In earlier times, it marks the royal tombs especially at Abydos, and then it was an element of the tombs (Holzl, 2001).

The stela of Henyt (JE 29640, CG 1626) was discovered at El Salmiya near Aramant in the fourth Nome of Upper Egypt in 1885 (Porter and Moss, 1962). It is made out of Limestone. It is 61 cm. heights and 91 cm width. It is now exhibited at the Egyptian Museum in Room 42- Corridor W.7 –b. It takes number 29640 in JE, and 1626 in CG **(Fig. 1).**

Description of the scenes

The woman is represented sitting on a low back chair. The chair legs have a lion panther shape as a sign of protection. The deceased directs her left hand to an offering table heaped with vertical loaves of bread and gifts. The right hand is opened in an extending attitude towards the man

depicted in front of her. A representation of a basin is depicted under the chair. Moreover, five jars housing the sacred oils were represented behind the offering table.

She is cladding a tight fitting dress with broad shoulder straps which reaches her ankles. In addition, she wears a broad collar with different layers around her neck. It can be noticed that she wears bracelets around her hands and anklets around her ankles. She wears a long hair wig that reaches her shoulders and her ears are exposed.

A man was depicted in front of Henyt **(Fig. 2).** He is shown standing with his left legs advanced holding a duck from its neck with the right hand while the other hand holds the wings. He wears a short hair wig, false beard, and a triangular white kilt. Traces of white, brown, reddish, and black colors on the stela can still be seen.

Texts and Translation

The stela is inscribed with six lines of hieroglyphic inscriptions: two horizontal lines and four vertical columns. In addition, it has the name of the owner in front of her face and the title of the man who is represented in front of her. Borchardt designed a diagram for the texts **(Fig. 3)** while the researcher made another one **(Fig. 4)** to identify the texts. The direction of texts of the two horizontal lines is from right to left, while the vertical columns are taking the same direction.

On the top of the stela:

1-


```
Htp di nsw  inpw tpy Dw.f prt-xrw t Hnkt nt iAmt
nswt Hmt nTr Hwt Hr Hniw.t (Ranke, 1935).
```

A boon given (by) the king to Anubis (who) is upon his mountain, offerings in the form of bread and beer to the royal favorite, priestess of goddess Hathor, Henywt.

2-

```
Htp di nsw wsir pr xrw t Hnqt xA t xAHnqt xA kAw
Abdw nt imAxt
```

A boon which the king gives to Osiris, an invocation offerings consisting of bread and beer, (and) thousands of bread, thousands of beer and thousands of oxen and fowls to the venerated (the honoed) **.**

3-
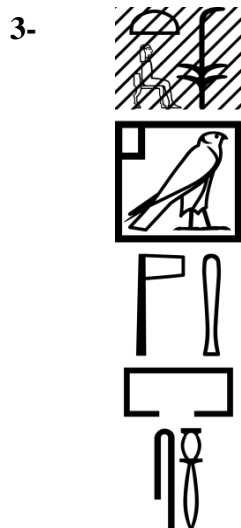
Sps(t) nswt Hm nTr Hwt -Hr smr pr   the royal noblewoman (gentlewoman: Vygus, 2015), the priestess of goddess Hathor, the companion of the house (king).

4-

`pr aA imyt-r st nb dit iaw`   The sublime palace (the king/ the Great House), the overseer of all the storehouse (assistant; Quirk, 2004), who gives purification.

5-

`Xr Hwt Hr nb iwnt`   before Hathor, the Lady of iwnt (Dendara).

6-

imAxt xr Hnwts Hnyt   The venerated (revered) before her lady, Henyt.

In front of the woman (**Fig. 3a, Fig. 4,7**) , her name is written

 while above the man (**Fig. 3b, Fig. 4,8**) who is standing

in front of her Hm-kA MnT.w-Htp the servant of the ka, Mentouhotep.

The name, the titles and the epithets of Henyt

imAt nswt   The royal beloved (Murray, 1908; Wb, 1971).
imAxt   The venerated (revered) (Wb, 1971; Fischer, 1997).
Sps nswt   The royal noblewoman (Murray, 1908; Ward, 1982; Daoud, 2005).
smr pr   The companion of the house (king) (Wb, 1971; Ward, 1986).
imyt-r st nb   The overseer of all (every) the storehouse(Ward, 1986; Quirk, 2004).

Offerings

The offering formula contains the four main kinds of offerings: t, Hnqt, Abdw, kAw. Moreover, there were another offering such as the five jars and the man who wringing a neck of the goose.

Bread was the most important item as a food- offering for the dead man within the tomb (Watterson, 1997). It was mentioned in religious books such as: Pyramid Texts (spells: 34b, 859a) (Faulkner , 1969; Strudwick, 2005), Coffin Texts (spell 67) (De Buck , 1956), and Book of the Dead (Turin Papyrus, British Museum, 10477, Sheets: 8 and 11) (Budge, 1910; Taylor, 2010; Quirke, 2013). According to the Egyptian myth, sacred loaves were said to be found in the "Eye of Horus" which a generalized symbol of offering as well as certain cosmic entities (Souci, 1981; El-Mahdy, 2009).

Beer or wine was a very important item in offering lists. In spell (82) of Pyramid Texts Osiris was entitled as the lord of wine and Isis gave her son Horus grape nectar (Faulkner, 1969; Nazeer, 1970; Gamage, 1994; Denke, 2000; Strudwick, 2005). Hnqt appeared in the specific beer

offering texts and presented as a gift in more offering rites. It has a deep importance in Egyptian diet (Helck , 1975; Wilson, 2008).

Bulls' head refers to power, preventing the evil spirits or evil powers in the afterlife. It was put between offering lists to help the deceased live save and peaceful life in the hereafter (Pech , 1980).Bulls' head refers to power, preventing the evil spirits or evil powers in the afterlife. It was put in the offering lists to help the deceased live save and peaceful life in the hereafter (Peck , 2013).

Geese in Ancient Egypt were the symbol of the beginning and the origin of the primeval world itself (Cooper , 1993; Wilkinson, 2003). It was the representative of god Geb who was depicted as a man with a head of goose or as a complete goose (Shorter , 1979).

The offerings of geese and birds in general refer to the destruction of enemy of the deceased. Thus, when they were burnt and eaten, the foes were believed to be totally destroyed (Wilson, 1997). The rite of a man wringing the neck of the goose seems to have originally referred to a drink libation, but during the Old Kingdom *Hnqt* came to mean a complete offering, consisting of food and drink. On the other hand, *Hnqt* was not limited to the drink and geese alone may be seen by the determinatives which show us that it may also include meat such as tomb of `ptH Htp` II and `sxm kAi` (Hassan, 1943).

This rite was connected to the basin also. Hassan (1943) pointed out that wringing the neck of the goose referring to all offering and he depended on the offering list of king Wnis.

Oil was one of the fundamental offering to the deceased. The group of seven oils or ointments generally called the seven sacred oils. Some of these have appeared in the lists as early as the Archaic Period, but it is not until the late Fourth Dynasty that we find them appearing all together in their characteristic group and order (Hassan, 1943).

In some of the earlier lists of the Fourth Dynasty, the group of oils had a single entry "Best oil" (Hassan, 1943). This has its parallel in the same lists where the five entries for wine are rendered collectively by the single entry of (*irp " Wine").* The seven sacred oils (`mrHt`) were a generic word for any vegetable oil or animal fats (Serpico, 2001)**.** As a result, we can deduce that the seven oils weren't necessary to be completely depicted. In this stela five of them were shown.

Dating

The formula to Anubis was erased from its beginning, it can be deduced two suggestions: the first is the name the god is preceded by (Htp di nsw

n), the typical beginning of the First intermediate period (Englund, 2001). The second: the alphabet (inpw) may be preceded by the determinative of Anubis, it can be observed that the phonetically and ideographical writing of *Inpw* indicates the date of First Intermediate Period (Daoud, 2005).

Henyt's stela formula started with *prt-xrw nt* that is popular towards the end of the Sixth Dynasty and later (Davies, 1902; El-Sabbahy, 1993; Brovarski, 2006).

The ideographical writing of Anubis on a stand is also common in the Herakleopolitan period (Brovarski , 1989). On the other hand, Osiris name is common in Old Kingdom formula (Barta, 19968; Lapp, 1986).

Additional evidence is the writing of Osiris' name , which is ordinarily written in the texts of the Old Kingdom in horizontal lines (Osing, 1994; Brovarski, 2005).

The occurrence of the beer jars determinative without handles[112], became a standard linguistic feature of Herakleopolitan Period (Daoud, 2005; Abd el-Sattar, Boraik, and Fayez, 2016).

Generally, the typical Old Kingdom offering formula introduces the recipient of the wishes requested by a preposition *n* or *nt* + im3xj, "for the venerated, or blessed one" (by the king/a god) (Franke, 2003). Furthermore, the interjection nt is preceded the epithet of the deceased in this stela.

The graphic sequence of the hieroglyphic signs nswt + Htp + di in the formula which inscribed on this stela looks like the king's formula in horizontal inscriptions from the late Twelfth Dynasty to the early Seventeenth Dynasty(Newberry, 1983; Franke, 2003).

The man who is wringing a neck of the goose was one of the late Old Kingdom's scenes offering lists. The determinative of this rite in the offering-lists was very clearly in the Old Kingdom. It was shown in the Fourth Dynasty list of *kA-m nfrt* (Badawy, 1976). In the Fifth Dynasty this determinative occurred in some lists such as list of *PtH-Htp II* (Davies, 1932). In the Sixth Dynasty it was mentioned in the lists as the list of *Nfr-Ssm-Ssi.t*. In addition, It was shown in the tomb of xwtA at Giza (Hassan, 1932), in the tomb of ni anx Xnmw (Hassan, 1950)

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[112]The earlier examples of this writing came from the hieratic documents, Goedicke, H., *Old Hieratic Paleography*, Baltimore, 1988, P. 46 a-b; Abd el-Sattar, I., Boraik, M., and Fayez, L., "Two Unpublished False Doors of *Intj* and *#wjt* from Giza", *SA*K 44, 2016 , PP. 329- 30.

and on the jambs of the false-door of `Ra mrri ptH` at Saqqara (Mariette, 1885).

The titles **"`imyt-r st nb`"**, "the overseer of all the storehouse", this title was held by women in the Middle Kingdom (Ward, 1986) .in addition, the title `Sps nswt` "the royal noble woman" is common during the Old Kingdom (Murray, 1908) and listed in the Middle Kingdom (Kanawati, 1980; Ward, 1982); all instances in the Middle dates to the Eleventh Dynasty so maybe it was the last phase in which the titles was active (Boraik, Abdelsattar, and Fayez, 2016). In addition, this title probably appeared in the 6th dynasty and was held by men and occasionally by women (Boraik, Abdelsattar, and Fayez, 2016). Daoud (2005) has observed that this title was held by women by the end of the Sixth Dynasty and during the Herakleopolitan Period, but practically disappeared from the titles of men.

The name of the owner of the stela `Hn.ii.t` or `Hniw.t` is listed in Middle Kingdom (Lange, Shafer, 1902; Ranke, 1935) and the name of the priest `MnT.w-Htp` is listed also in the Middle Kingdom (Ranke, 1935). El Salmiya is a Middle Kingdom precinct according to the excavation in area (Porter and Moss, 1962).

In brief, the formula with its content dates back to the end to the Sixth Dynasty or First Intermediate Period whereas the names and titles refer to the Middle Kingdom. Furthermore, the place of discovery was a Middle Kingdom region. As a result, this stela dates to the end of the First intermediate period or later.

Conclusion

The current study tried to present the stela of Henyt that was found at El-Salmiya in Luxor, on one hand. On the other hand, it attempted to describe all the scenes which contain the owner, a man wringing a neck of a goose, and offerings. The offerings included a variety of offering items that could help the deceased and lead him to the afterlife. The texts display the offering formula and a lot of titles which the owner held. The most significant of such titles were prevalent during the Middle Kingdom. Additionally, the study suggested the end of the First intermediate period or later as the original date for such a stela according to the calligraphy of some signs, titles, and offerings as well.

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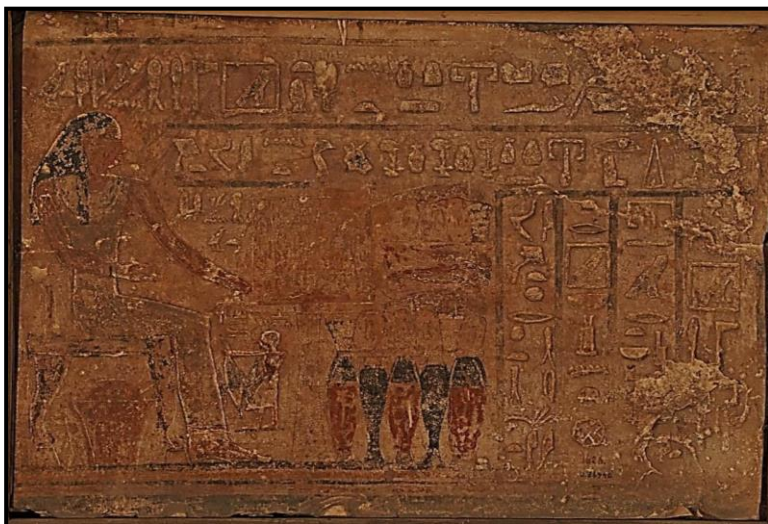
Figures

Fig. (1) The Stela of Henyt, Egyptian Museum, courtesy of

The Egyptian Museum.

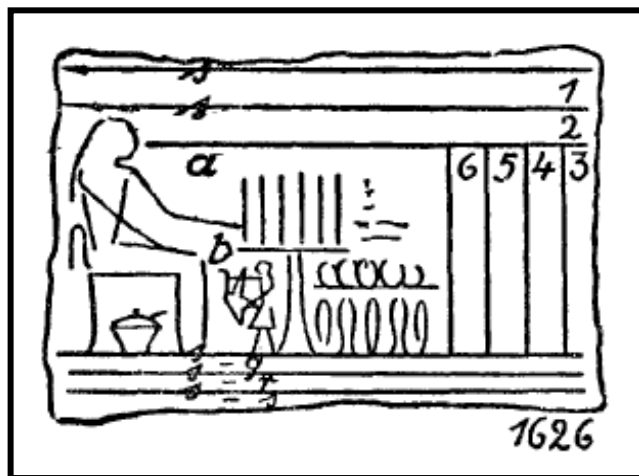**Fig. (2)** The man who depicted in front of Henyt, after the courtesy of the Egyptian

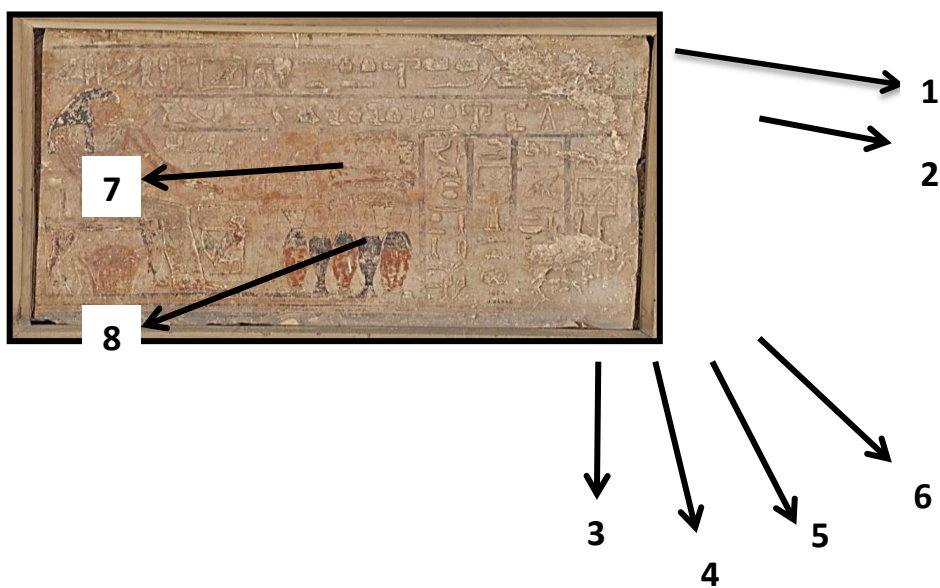**Fig. (3)** The texts written on the stela of Henyt, (after, Borchardt, 1964, P. 96).

Fig. (4) The texts written on the stela of Henyt, by the researcher.