The Impact of Work Stress Alleviating Strategies on Employee's Satisfaction in Hotels

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Keywords	Abstract
Work Stress, Alleviating Strategies, Employee's Satisfaction, Hotels	Work stress has a growing attention in many countries in the world, these countries work hard to estimate the size of the losses caused by this phenomenon on a physical level and human. The study aims to investigate the impact of the stress alleviating strategies adopted by hotels on employee satisfaction. The study population is made up of employees working in four- and five-star hotels in Luxor and the Red Sea. The number of five- and four-star hotels at Luxor and Red Sea is 123 hotels, which are classified as 44 hotel managers in 5 star hotels and 79 hotel managers in the four-star hotels. A structured questionnaire form was designed and distributed to a sample of 450 employees distributed as 300 employees in the 5 star hotels, and 150 employees in 4 star hotels. The results indicated that there is a significant impact of the stress reduction management strategies adopted by hotels on the satisfaction of workers.

1. Introduction

The hospitality sector is very stressful since it requires hard labour, deadline pressure, unplanned guest contacts, long hours, night and evening shifts, repetitive work that is rotated frequently, work overload, unsocial working hours, and interactions with customers who have different needs and wants (Chiang & Kwan, 2010).

The costs caused by work stress in the US economy, for example, are estimated by 300 billion US dollars annually due to the low level of absence from work and higher labor turnover (Xiaolin,2022) These high costs have raised the attention of many researchers to identify the causes and effects of it in preparation to develop the appropriate strategies to reduce them. Despite the serious effect of work stress on the individual and the organization, it has not received adequate attention in the literature on the Arab and the local environment.

Therefore, the present study attempts to investigate the efforts made by hotels to deal with the job stress and how employees perceive such efforts. Also, the study aims to investigate the impact of work stress alleviating strategies adopted by hotels on the employee's satisfaction.

2. Literature Review

2.1 Work Stress Alleviating Strategies

There are some strategies that can help the administration to reduce the damage resulting from exposure to work stress. For example, Suginraj (2016) addressed several strategies to manage work stress and improve work performance. The strategies to manage workplace stress include effective work-life balance plans, spending time with family, family counseling and financial motivation, employees' health protection policies, leadership styles, and the workplace wellness programs, as strategies to mitigate occupational stress associated with the private security work. Suginraj claimed that there are common strategies that hotels can adopt to alleviate employees work stress: (1) Selection and recruitment strategies, (2) employee assistance program, and (3) motivation, training, and social activities.

2.1.1 Selection and recruitment strategies

In most organizations, selection and recruitment systems measure an individual's ability to perform the work required and carry out his responsibilities quantitatively, with no interest in measuring the individual's ability to withstand the pressures resulting from that work of the selection of individuals who can deal with the work pressures generated by the advertised job (Hussien,2013).

The term "recruitment" was defined as the process of citing a set of specified criteria for job seekers. selection refers to the process of deicing to hire or not hire based on

the facts of each instance. The selection process could be seen in terms of the desired traits or performance. Following that, testing is carried out by evaluating applicants based on the traits identified through work analysis. The test results varied. In addition, numerous interviews and tests have been conducted as part of the selection process(Gomez,2004).

A vital component of providing high-quality service is the availability of qualified workers. As a result, it is critical that recruitment rules, methods, and practices effectively identify recruits who possess the required abilities, skills, and characteristics. National dispatcher staffing levels are an important element to consider when hiring adequately qualified individuals.

2.1.2 Employee assistance programs

This technique includes providing medical and treatment services to employees, as well as procedures and preventive measures via a multidisciplinary team of doctors and psychologists (Hajel, 2008).

Stress at work has a negative influence on employee health and productivity. Employees' work performance and motivation are reduced because of occupational pressures, making them less productive and unsafe in the workplace (Goswami, 2015). Occupational stress, according to Idris et al. (2010), has a negative impact on business productivity and profitability; he goes on to say that investing to reduce occupational stress and maintain employee health is a critical factor in improving work performance, productivity, and business success (Pocas, 2014). To be more competitive, business leaders must prioritize the health of their workforce.

2.1.3 Motivation, training and social activities

An individual's belief that his or her performance is subject to a fair and objective appraisal by the organization rewards the individual's readiness to minimize the work pressures imposed by the nature of his job to a considerable extent (Hajel, 2008).

Social activities refer to organizing concerts and field trips to strengthen bonds of relevance and acquaintance, as well as to improve understanding among its employees. It assists in removing what may cause everyday job frictions because of pressure in the atmosphere of the roll away from work formalities (Hussien, 2013).

In human resource management practice, the fact that nearly all the previously mentioned organizational pressures are related to HR systems is unmistakable evidence of management responsibility. To avoid reporting the same issues over and over, only the most significant stresses connected to previously unmentioned HR systems will be emphasized at this time. From the perspective of person-organizational fit, recruitment and selection is a critical HR procedure and a potential source of stress (Juhasz, 2002). In the same time a lack of a proactive mindset in training and development can stymie an individual's ability to prepare for organizational changes, putting a considerable strain on personnel during times of

transition. Career blocks should be acknowledged as key pressures in relation to career management systems. The incorrect and imprecise language of targets and demands, as well as a lack of consistency, may be regarded a stressor in performance management. (Szilas & Csillag, 2008).

Social support is also crucial in the conservation of resources hypothesis, and there are reasons to believe that stress and negative effect have an impact on social support (Hobfall, 2002). Unsatisfied, unmotivated, or emotionally weary employees are less likely to receive social support at work because they may be perceived as incapable of reciprocating. Others have claimed that burnout employees are more prone to withdraw psychologically and behaviorally from coworkers, resulting in a lack of social support from peers (Schaufeli & Enzmann, 1998).

High levels of professional stress restrict personal resources, leaving less time and energy for family responsibilities, perhaps leading to work-family disputes, and diminishing a vital source of social support. Depressed women and their spouses, according to Seiger and Wiese (2009), were less affectionate with one another and more prone to complain about their marriage than other couples. As a result, stress and strain can have both an impact and be affected by social support (Coyne & Palmer, 2002).

2.2 Job Satisfaction

Work stress is defined as anything about an organization's role that has a negative impact on an individual. It usually emerges due to the attribution of work, the relationships between the co-worker and the customer, and hierarchical circumstances. as a result, work stress has a huge impact in every company. It is determined by the type of the job. Overwork is a major source of stress for employees (Devi & Rani 2016).

According to Ahmed Zainal Abidin et al. (2011) Work overload is positively connected to work-family conflict. According to Malik (2010), stress from the role causes employee unhappiness, absenteeism, and turnover. Work stress among women working in the field of information technology, according to Devi and Rani (2016), is caused by several causes, including a lack of resources, overload of roles, and personal inadequacies. When compared to non-working women, working women experience more job stress. Any working woman, especially those with young children to care for, faces stress and work-family conflict on a regular basis (Devi & Rani 2016).

There are various role factors such as role overload, role conflict, and role ambiguity; the effect of role stress influencing job satisfaction is higher among female employees and supervisory employees rather than male employees and nonsupervisory employees (Devi & Rani, 2016). The factors mainly used to study the work-related

attitude include job satisfaction (Bruck et al., 2002). The worker will be effective and satisfied only if he is satisfied with his job (Amiria, et al 2010).

A positive emotional state resulting from the appraisal of one job refers to job satisfaction (Devi & Rani, 2016). Temple and Gillespie (2009) define job satisfaction as a feeling that is experienced after a task is accomplished. The organizational goal achievement of an employee is based on the level of satisfaction (Devi & Rani,2016).

The employee who is satisfied with her/his job will perform well, who turns out to be productive while the employee who is unsatisfied with her/his job becomes a burden to their organization (Devi & Rani, 2016). The consequences of conflict lead to a reduction in the level of employee satisfaction with his job, family, or life (Burke & El-Kot, 2010).

3. Methodology

3.1 The population and sample

The population is the employees working in the 4 and 5 star hotels in Luxor and the Red Sea. According to the Egyptian Hotels Guide (2016), the number of 4 and 5 star hotels in Luxor and Red Sea is 123 hotels: 44 five-star hotels and 79 four-star hotels. As the population is infinite, the researcher used a random sample of 450 employees, distributed as 300 employees in the five-star hotels, and 150 employees in four-star hotels the study sample size determined according to (Krejcie & Morgan,1970). In their table of determining the sample size of known population. These cities were chosen because they have large numbers of workers in Egyptian hotels, and therefore the occupancy rate in these cities is very high.

3.2 Instrument and data collection

A self-administered questionnaire was designed and distributed to the employees of five- and four-star hotels at Luxor and Red Sea. This questionnaire aims to investigate the impact of hotel stress relief strategies adopted by hotels on employee satisfaction.

The two types of data (secondary and primary) were used in the research including journals ,web sites, books references and the academic theses as well as ,the primary data and collected by the researcher for the research problem.

the study data have been basically obtained by using various fact - finding techniques to cover the subject of the study from the professional point view, and also unbiased point of view from the researcher.

The questionnaire comprised three parts: (1) strategies adopted by hotels to reduce work stress (Hussien, 2013); (2) employees satisfaction; (Emmett, 2015); (3) demographic data of respondents.

3.3 Hypothesis of the study

There is significant impact of the stress -reducing strategies adopted by hotels on the employee's job satisfaction.

3.4 Data analysis

Descriptive analyses were performed to investigate the frequency distribution of responses to the relevant questions, Std. deviation and mean. Descriptive research involves the presentation of information in a simple form. Five points Likert scale was used where 1 indicates strongly disagree and 5 indicates Strongly agree. Data analyses were carried out using SPSS version 24 . the regression test was used to test the hypotheses.

3.5. Research Limitations

Study Dimension is represented in the following points:

Place limitation: Determining four and five-star hotels in Luxor and the Red Sea to be study population and at the same time the study sample because of the elements of time.

Time limitation: The researcher restricted his fieldwork on the period between 2016 to 2021.

3.6 Validity and reliability

3.6.1 Validity

Face validity depends on the apparent review of the contents of the tool to ensure its clarity, accuracy, correct arrangement, and ease of realization by its respondents. In the light of this, the selected phrases attached to the definition of the questionnaire and its dimensions were presented to a group of (15) professors from faculty members in Tourism Institutes and Colleges to express their opinion about the validity of the questionnaire for application and its suitability in terms of the extent of the integrity of the phrase in terms of linguistic formulation, the extent to which the phrase is related to the dimension, and the degree to which each of the dimensions is related to the subject of measurement.

After presenting the questionnaire in its initial form to the panel, a final draft of the questionnaire was produced according to the comments of the panel. The number of questionnaire phrases became (68) phrases representing the sub dimensions of the questionnaire, that is, (4) phrases were deleted from the questionnaire phrases by (2.72%) of the total number of questionnaire phrases.

Content Validity

There was a strong correlation between the dimensions of the questionnaire with each other and between them and the questionnaire. All of which are significant at the level of 0.01 and a confidence degree of 99%. This indicates the validity of the management strategies questionnaire to reduce work stress among Egyptian hotel workers and the possibility of relying on it with a high degree of assurance and dependence on the results that are reached through its use.

3.6.2 The reliability of the questionnaire

The questionnaire is considered to have a high degree of stability if the same results are obtained with repeated measurement of the subject to be measured again with the same tool and on the same respondents with an appropriate time difference. In verifying the stability of the questionnaire, the researcher relied on the test-retest method, where the researcher applied the questionnaire twice with an interval of two weeks to a group of (10) respondents with the same characteristics as the original study sample. The researcher calculated the correlation coefficients between the scores obtained by the group members in the first application and the scores obtained by the same individuals in the second application. This is for each of the dimensions included in the questionnaire, as well as for the questionnaire by calculating the Spearman correlation coefficient. Table (2) shows the values of the stability coefficients for the dimensions of the SPSS questionnaire, using the electronic statistics program V.24

Table (1)Spearman's reliability coefficients

Dimensions		Spearman's Correlation
1	Management Strategies	0.82
2	Job satisfaction	0.86
	Total	0.82

The data in the previous table indicates a high value of the Spearman correlation coefficient for all dimensions of the questionnaire and the questionnaire. The value of the management strategy dimension was (0.82), while it was (0.86) for the job satisfaction dimension and (0.82) for the questionnaire. All these values are positive and significant coefficients at the level (0.01), which indicates that the questionnaire of management strategies to reduce work stress among workers in the specified Egyptian hotels has an appropriate degree of stability. Therefore, it was possible to use it for the sample subject of the study and make it valid for application and measurement of its purpose, and then it was possible to formulate the questionnaire in its final form.

Meanwhile, Alpha Cronbach coefficient was used as another method of calculating the reliability as shown in the following table.

Table (2) Alpha Cronbach validation coefficient

No.	Dimensions	Alpha Cronbach coefficient
1	Management Strategies	0.84**
3	job satisfaction	0.83**
	Total	0.87**

** Function at 0.01 level

It is clear from Table (2) that the validation coefficients ranged between (0.84-0.83), which are positive, and function coefficients at the level (0.01) and less, which indicates that the Management Strategies Questionnaire to reduce work pressure among Egyptian workers in hotels has an appropriate degree of validation, and therefore the possibility of using it for the sample under study.

Table (3) Reliability of questionnaire by the re-test method

No.	Questionnaire Dimensions	Spearman's Correlation
1	First Dimension	0.91**
2	Second Dimension	0.87**
	Total Degree	0.92**

** Function at 0.01 level

It is clear from Table (3) that the validation coefficients ranged between (0.87 and 0.92), which are positive and function coefficients at the level (0.01) and less, which indicates that the Management Strategies Questionnaire to reduce work pressure among Egyptian hotel workers has an appropriate degree of validation and therefore the possibility of using it for the sample under study.

4. Results and Discussion

4.1. Work Stress Alleviating Strategies

Table (4) selection and Recruitment Methods

No.	Phrases	5 Star				4 Star			
		M	S.D	P%	R	M	S.D	P%	R
1	The development of selection and recruitment methods contributes to reducing work stress.	4.23	0.73	84.6	4	4	0.89	80	7
2	On developing the selection and recruitment methods, the capabilities of the worker are taken into consideration which leads to the reduction of work stress.	4.3	0.69	86	2	4.29	0.68	85.8	2
3	The employees in any organization are subject to accurate performance evaluation standards.	3.98	0.84	79.6	7	4.01	0.8	80.2	6
4	Choosing the right key staff in the right jobs reduces work stress.	4.11	0.68	82.2	6	4.08	0.67	81.6	5
5	Choosing the right academic qualification for the job reduces work stress.	4.14	0.69	82.8	5	4.11	0.69	82.2	4
6	The type of job is compatible with the employee's abilities.	4.27	0.62	85.4	3	4.29	0.6	85.8	2
7	the intellectual and scientific capabilities of the employee are properly utilized in the work.	4.59	0.58	91.8	1	4.62	0.56	92.4	1
8	There is a determination of the responsibilities of the employee.	3.91	0.7	78.2	8	3.92	0.69	78.4	8
9	The powers of the employee are determined.	3.66	1.06	73.2	9	3.59	1.07	71.8	9
10	there is a specific job description for employees.	4.23	0.67	84.6	4	4.28	0.65	85.6	3
	Total	4.14	0.78	82.8		4.12	0.79	82.4	

The table illustrates that five-star hotels in the governorates of Luxor and the Red Sea are more developed for the methods of selection and recruitment of workers, where the average was (4.14) at a rate of (82.8%), then followed by four-star hotels with an average of (4.12) at a rate of (82.4%).

The Development of Selection and Recruitment Methods in the five-star hotels in the governorates of Luxor and the Red Sea are represented in the following indicators: The development of selection and recruitment methods contributes to reducing work stress, with an average of (4.59) at a rate of (91.8%). Then, when methods of selection and recruitment are developed, the skills of the worker are considered, leading to a reduction in work pressure, which was with an average of (4.3) at a rate of (86%). Then, job type corresponds with the worker's self-abilities, which was with an average of (4.27) at a rate of (85.4%). There is a need to develop a specific job description for workers. The development of selection and recruitment methods contributes to reducing work stress, with an average of (4.23) at a rate of (84.6%). Then, selecting the right qualification for the job reduces work pressure, which was with an average of (4.14) at a rate of (82.8%).

The Development of Selection and Recruitment Methods in the Five-Star Hotels in the governorates of Luxor and the Red Sea is represented in the following indicators. It is suggested that the intellectual and scientific capabilities and abilities of the worker are properly exploited in the work, which was with an average of (4.62), at a rate of (92.4%). Then, it is followed by Job type, which corresponds with the worker's self-abilities. When developing selection and recruitment, the capabilities are considered, leading to a reduction in work pressure, which was with an average of (4.29) at a rate of (85.8%). Then a specific job description for the workers was needed, which was with an average of (4.28) at a rate of (85.6%). Followed by, selecting the right qualification for the job reduces work pressure, which was with an average of (4.11) at a rate of (82.2). Then selecting the right cadres in the right jobs reduces work pressure, which was with an average of (4.08), at a rate of (81.6). The study agreed with (Hatairat,2014) that skilled employees are a key element of quality service provision. Thus, it is imperative that recruitment policies, procedures, and practices effectively identify recruits with the necessary abilities, skills, and traits. National standards for dispatcher staffing levels are a key factor in recruiting suitably qualified personnel. Similarly, recruiting insufficient numbers reduce the overtime burden, giving staff more personal/family time promoting decompression and long-term stress management.

Table (5) Employee Assistance Programs

No.	Phrases	5 Star				4 Star			
		M	S.D	P%	R	M	S.D	P%	R
1	Health insurance for employees is provided	4.36	0.71	87.2	1	4.3	0.72	86	1
2	Asocial insurance for employees is provided.	3.77	0.97	75.4	6	3.75	0.96	75	6
3	urgent health services "resident doctor" for employees is provided	4.09	0.63	81.8	3	4.06	0.62	81.2	4
4	In general, management adopts methods of health insurance	3.82	0.98	76.4	5	3.84	0.96	76.8	5
5	fair methods when implementing health care works to reduce work pressures are provided	4.11	0.61	82.2	2	4.1	0.63	82	2
6	Medical incentives are given	4.05	0.67	81	4	4.09	0.66	81.8	3
	Total	4.03	0.8	80.6		4.02	0.79	80.4	

This table illustrate that the five-star hotels in the governorates of Luxor and the Red Sea are more in implementation of the incentive and worker assistance programs "Medical Services and Health Insurance", where the average was (4.03) at a rate of (80.6%) and followed by the four hotels with an average of (4.02) at a rate of (80.4%).

The Worker Assistance Programs "Medical Services and Health Insurance" in the five-star hotels in the governorates of Luxor and the Red Sea are represented in the following indicators: the need to provide health insurance to workers was on an average of (4.36), at a rate of (87.2%). Followed by The application of fair methods when implementing health care works to reduce work pressures which was with an average of (4.11) at a rate of (82.2%). Then, there is a need to provide urgent health services as a 'resident doctor' for workers, which was with an average of (4.09) at a rate of (81.8%). Medical incentives reduce work pressure, with an average of (4.05) at a rate of (81%). Then, how much agree that the administration adopts methods of health insurance that lead to reduce work pressure, which was with an average of (3.82) at a rate of (76.4%). Then, there is a need to provide medical insurance to workers, which was with an average of (3.77), at a rate of (75.4%).

The Incentive and Worker Assistance Programs "Medical Services and Health Insurance" in the four-star hotels in the governorates of Luxor and the Red Sea are represented in the following indicators: the need to provide health insurance for workers, which was on an average of (4.3), at a rate of (86%). The application of fair methods when implementing health care works to reduce work pressures was with an average of (4.1) at a rate of (82%). Medical incentives reduce work pressure, which was with an average of (4.09) at a rate of (81.8%). There is a need to provide health insurance for workers is significant, with an average of (4.06) at a rate of (81.2%). How extent you agree that the administration adopts methods of health insurance that lead to reduce work pressure, which was with an average of (3.84), at a rate of (76.8%). The need to provide medical insurance to workers was with an average of (3.75), at a rate of (75%).

Table (6) Motivation, training programs, and social activities

No.	Phrases	5 Star				4 Star			
		M	S.D	P%	R	M	S.D	P%	R
1	The management adopts guidance and training programs.	3.86	0.69	77.2	2	3.97	0.78	79.4	3
2	The organization cares about the development of staff capacity,	3.98	0.75	79.6	1	4	0.73	80	2
3	Guidance and collaboration between staff exist in the workplace	3.86	0.87	77.2	2	3.81	0.87	76.2	5
4	training courses are provided	3.7	0.84	74	5	3.71	0.83	74.2	6
5	The management contributes to the social activities of the employees.	3.45	0.89	69	6	3.43	0.9	68.6	8
6	The management contributes to the monthly concerts of employees to encourage distinguished employees.	3.84	0.56	76.8	3	3.87	0.54	77.4	4
7	The management contributes to the athletics courses for employees.	3.45	0.86	69	6	3.44	0.87	68.8	7
8	The management participates in congratulating birthdays and events for employees.	3.98	0.69	79.6	1	4.01	0.68	80.2	1
9	The management contributes to the social events of the employees.	3.34	1.13	66.8	7	3.32	1.15	66.4	9
10	The management participates in the implementation and follow-up of staff training programs	3.75	0.96	75	4	3.71	0.94	74.2	6
	Total	3.72	0.87	74.4		3.73	0.88	74.6	

The table illustrates that the four-star hotels in the governorates of Luxor and the Red Sea are more in implementation of the orientation and training programs, with an average of (3.73) with a percentage of (74.6%), followed by the five-star hotels with an average of (3.72) at a rate of (74.4%).The motivation, Training Programs and social activities in the four-star hotels in Luxor and the Red Sea governorates are represented in the following indicators: The administration participates in congratulating birthdays and events for workers, which was with an average of (4.01) at a rate of (80.2%). The organization is concerned with developing the skills of workers, leading to reducing work pressure, which was with an average of (4) at a rate of (80%). The administration adopts guidance and training programs that reduce work pressure, which was with an average of (3.97) at a rate of (79.4%). The administration contributes to the workers' monthly parties to encourage the distinguished, which was with an average of (3.87) at a rate of (77.4%). Guidance and cooperation among staff help reduce work pressure, which was on average (3.81) at a rate of (76.2%).

There is participation in training courses from specialized authorities to reduce work pressure. The administration participates in the implementation and follow-up of worker training programs, which was with an average of (3.71) at a rate of (74.2%). The administration participates in the athletic games for workers, which was with an average of (3.44) at a rate of (68.8%). The administration contributes to the social events, which was with an average of (3.43), at a rate of (68.6%). The administration contributes to workers' social events of workers, with an average of (3.32) at a rate of (66.4%).

While Motivation, Training Programs, and social activities in the five-star hotels in Luxor and the Red Sea governorates are represented in the following indicators: The organization is concerned with developing the skills of workers, leading to reducing work pressure, which was with an average of (3.98) at a rate of (79.6%). The administration adopts guidance and training programs that reduce work pressure. Guidance and cooperation among staff help reduce work pressure, which was on average (3.86) at a rate of (77.2%). The administration contributes to the workers' monthly parties to encourage the distinguished, which was with an average of (3.84), at a rate of (76.8%). The administration participates in the implementation and follow-up of worker training programs, which was with an average of (3.75) at a rate of (75%). There is participation in training courses from specialized authorities to reduce work pressure, which was on average of (3.7) at a rate of (74%). The administration contributes to the social activities of the workers. The administration participates in the athletic games for workers, which was with an average of (3.45), at a rate of (69%).

The administration contributes to the social events, which was with an average of (3.34), at a rate of (66.8%).

4.2 Employee job satisfaction

Workers in the five-star hotels in the governorates of Luxor and the Red Sea are more satisfied with work, with an average of (3.25) at a rate of (65%), followed by the four hotels with an average of (3.23) at a rate of (64.6%). (Table 14).

Table (7) job satisfaction among workers

No.	Phrases	5 Star				4 Star			
		M	S.D	P%	R	M	S.D	P%	R
1	management style helps me to communicate with colleagues	3.5	1.34	70	3	3.41	1.35	68.2	4
2	I feel satisfied with the management and patterns	3.21	1.17	64.2	7	3.17	1.19	63.4	7
3	The manager takes into consideration the needs of the staff	3.29	1.04	65.8	6	3.27	1.05	65.4	6
4	I find an appreciation from my manager if I make additional or special work	3.34	1.19	66.8	5	3.33	1.21	66.6	5
5	Management helps me to solve the work stress	3.58	1.22	71.6	2	3.55	1.21	71	2
6	The followed pattern of management minimizes my practical stress	2.94	0.9	58.8	8	2.91	0.91	58.2	8
7	The administration makes an appropriate effort to satisfy my desires	2.94	1.07	58.8	8	2.89	1.07	57.8	9
8	The management provides medical and therapeutic services that help reduce work stress	3.82	1.1	76.4	1	3.84	1.09	76.8	1
9	I am highly appreciated when I achieve a high	3.48	1.21	69.6	4	3.5	1.19	70	3

	level of performance							
10	Work is distributed among employees fairly	2.78	1.17	55.6	10	2.75	1.18	55	11
11	Overall, Management provides an appropriate working environment	2.87	1.23	57.4	9	2.87	1.23	57.4	10
	Total	3.25	1.2	65		3.23	1.2	64.6	

The work satisfaction of workers in the five-star hotels in Luxor and the Red Sea governorates is represented in the following indicators: Management provides medical and treatment services that help reduce work stress, with an average of (3.82) at a rate of (76.4%). Management helps me to solve work stress, which was on an average of (3.58) at a rate of (71.6%).

"The management style helps me communicate with colleagues", which was on average (3.5) at a rate of (70%). "I get a lot of appreciation when I achieve a high level of performance", which was with an average of (3.48) at a rate of (69.6%). "I receive appreciation from my managers if I do additional work", which was on average (3.34) at a rate of (66.8%). The manager considers the needs of the workers, which was with an average of (3.29) at a rate of (65.8%). "I feel satisfied with the management and styles", which was with an average of (3.21) at a rate of (64.2%). "Management style reduces process stress", which was with an average of (2.94) at a rate of (58.8%). "Management makes an appropriate effort to satisfy my desires", which was with an average of (2.94) at a rate of (58.8%).

Generally, management provides a suitable working environment, which was with an average of (2.87) at a rate of (57.4%). Work is distributed fairly among workers, which was with an average of (2.78) at a rate of (55.6%).

While The Work Satisfaction of workers in the four-star hotels in the Luxor and the Red Sea governorates is represented in the following indicators: Management provides medical and treatment services that help reduce work stress, with an average of (3.84) at a rate of (76.8%). Management helps me to solve work stress, which was on an average of (3.55) at a rate of (71%). The management style helps me communicate with colleagues, which was on average (3.5) at a rate of (70%). I get a lot of appreciation when I achieve a high level of performance, which was with an average of (3.41) at a rate of (68.2%). I receive appreciation from my managers if I do additional work, which was on average of (3.33) at a rate of (66.6%). The manager considers the needs of the workers, which was with an average of (3.27) at a rate of (65.4%). I feel satisfied with the management and styles, which was with an average of (3.17) at a rate of (63.4%). the study agrees with Devi & Rani (2016) that work

stress is defined as anything about an organization's role that has a negative impact on an individual. It usually emerges because of work attribution, coworker-customer relationships, and hierarchical circumstances. Workplace characteristics will have a direct impact on job satisfaction and stress.

Management style reduces process stress, which was with an average of (2.91) at a rate of (58.2%). Management makes an appropriate effort to satisfy my desires, which was with an average of (2.89), (57.8%). Generally, management provides a suitable working environment, which was with an average of (2.87) at a rate of (57.4%). Work is distributed fairly among workers, which was with an average of (2.75) at a rate of (55%).

Table (8) Impact of work stress alleviating strategies on the employee's satisfaction.

Management Strategies	job satisfaction	
4 star	Pearson Correlation R	
	R	Sig. (2-tailed)
	0.746*	0.000
5 star	Pearson Correlation R	
	R	Sig. (2-tailed)
	0,763*	0.000

*. Correlation is significant at the 0.01 level (2-tailed)

It is clear from the previous table (9) that there is a strong relationship between the stress reducing management strategies adopted by hotels and job satisfaction among workers in the four- and five-star hotels. Where the correlation coefficient reached in four-star hotels (0.746) at the level of significance (0.01), and in five-star hotels, the correlation coefficient reached (0.763) at the level of significance (0.01).

Table (9) shows the results of the regression analysis of the relationship between the stress -reducing management strategies adopted by hotels and job satisfaction among workers in the four and five-star hotels. The explanatory power of the regression model through the coefficient of determination R^2: the value of the coefficient of determination (R^2) was 0.742; this means that the regression model explains 74.2 % of the change in the dependent variable, meaning that the independent variable (the use of management strategies that Five-star hotels largely adopt) explains (74.2 %) of

the total change in the dependent variable (job satisfaction among workers in Five-star hotels), while it returns (25.8 %) from job satisfaction among workers in Five-star hotels to other independent variables.

Based on regression analysis, the hypothesis of the study is accepted, which states: " There is significant impact of the stress -reducing management strategies adopted by hotels on job satisfaction of workers."

5. Conclusion and Recommendations

5.1 Conclusions

The results indicated that the development of selection and recruitment methods is one of the management strategies to reduce work pressure among workers in the five-star hotels in Luxor and the Red Sea. So, the Intellectual and scientific capabilities and abilities of the worker are exploited properly in the work stress. Otherwise Selecting the right qualification for the job reduces work stress in five-star hotels. There is a need to develop a specific job description for workers to reduce work stress. This revealed that the administration adopts motivation, training programs and social activities programs that reduce work pressure and the management style reduces process stress and provides workers with training programs to deal with work stress. In addition, providing health insurance to workers to help workers reducing work stress.

The study indicates that management helps the workers to solve the work stress and they find an appreciation from their managers when they make additional or special work which lead them to be satisfied to reduce work stress.

5.2 Recommendations

The study suggests a set of recommendations based on the results of the study. These recommendations can be introduced to the managers of five- and four-star hotels in Luxor and the Red Sea as follows:

-Reconsidering management strategies in recruitment and selection methods, considering modern technology, as the study has shown that these strategies contribute to reducing work stress, by selecting and recruiting workers who have the ability to perform heavy duties.

-Employee Assistance Programs should be developed for workers in the four and five -star hotels in Luxor and the Red Sea, as these programs contribute to preserve the health of the community by implementing health care programs to reduce work pressures.

-The administration should adopt training programs, especially in four-star hotels, and link them to the reality of work, as these programs contribute to reducing work stress and the worker's ability to withstand these pressures, through Highlighting training as a role for workers to bear pressure.

-Hotel administration should adopt the right strategies and policies that help to lead to job satisfaction and work stress reduction.

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